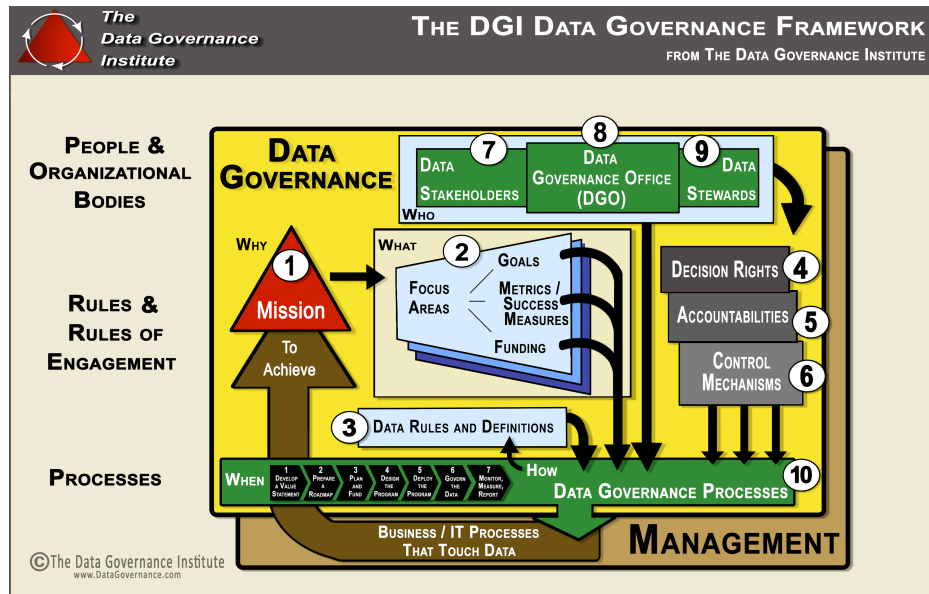


HOW TO USE THE DGI DATA GOVERNANCE FRAMEWORK TO CONFIGURE YOUR PROGRAM



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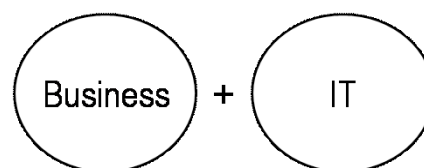
Why Data Governance?

If you go back several decades in the world of IT, you'll find that early systems were typically well governed. Not many people had "hands-on-keyboard" ability to change the architecture of a system or to input control files; those who were given this ability understood the rules. It was expected that they would adhere to standards, naming conventions, change control, and other aspects of governance. Data Management disciplines included Data Governance activities, even if they weren't labeled as such.

And then everything changed. Now we have an ever-growing list of computing devices, with an ever-expanding list of people with "hands-on-keyboard" abilities to add data and to change how data is structured, stored, and linked. Those whose job titles include the words "Data Management" can no longer effectively govern data on their own. Governance requires a collaboration between many roles.

During the 1990s, this need for joint control took the form of the "Business/IT Collaboration Model" – a paradigm that says Business groups and IT groups need to collaborate so that the information needs of the business can be met. Sometimes this model worked well, especially in small projects where only one business group and one technical team were represented. In more complex situations, however, this model often had poor results. Why? Technology teams were asked to produce information that was fit for use by multiple business stakeholders, but IT insisted that information requirements were the responsibility of business. No one group served as advocate for the information needs of the business.

Business/IT Collaboration Model

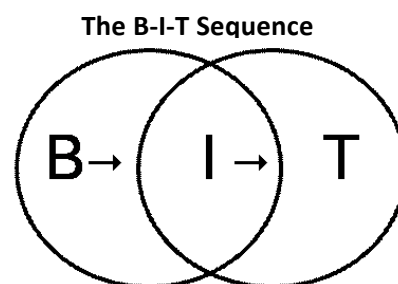


A New Paradigm

Slowly, the Business/IT Collaboration Model has been supplemented by other paradigms designed to improve collaboration while ensuring accountability for meeting information stakeholders' needs. One of these is the B-I-T Sequence from the Data Governance Institute (DGI).

The DGI B-I-T Sequence states that

**Business needs drive
Information needs, which drive
Technology strategies and approaches.**

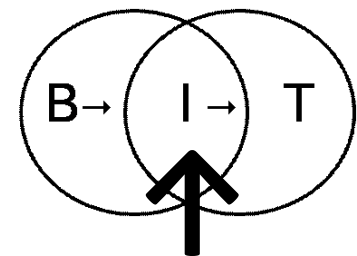


In other words, information technology does not exist for its own sake. IT exists to meet the information needs of the business. To succeed in this mission, technology teams must understand those information needs. They must understand how to prioritize competing requirements and how to resolve conflicts when they arise. They must understand who has the authority to speak for each stakeholder group during requirements setting and conflict resolution. They must understand the policies, standards, and rules they're expected to adhere to as they build, maintain, and enhance systems.

Technology resources working with data may help enforce these policies, standards, and rules, but they typically only create the most technical of them. For all the others, they need definitive input from business resources.

They need Data Governance just as strongly as the business does.

One of the purposes of a Data Governance program is to serve as advocate for the information needs of the business. It helps sort out and align overlapping accountabilities for meeting those needs.



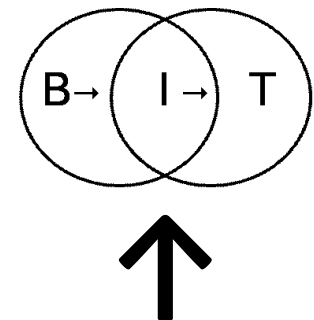
Data Governance

The “I” in the B-I-T Sequence

The bulk of the work of Data Governance takes place in that area where business and technology concerns overlap to address information needs. Of course, Data Governance is not the only thing taking place in this space. Many other efforts have drivers and constraints that influence how data, information, records, documents, and other information types are managed and governed in this space.

Stakeholders from these efforts may play a role in Data Governance. Or, they may already be performing processes and services (such as change control and issue resolution) that can be leveraged by the Data Governance program.

In this case, Data Governance can help ensure that these various stakeholder groups’ needs are acknowledged and considered during data-related projects. Data Governance can help align these stakeholders’ needs and provide checks-and-balances between those who create/collect information, those who consume/analyze it, and all these other stakeholder groups.



**Data Governance, Data Architecture,
Change Control, Metadata Management,
Master Data Management, Records Management,
Document Management, Privacy Protection,
Access Management, etc.**

Why the DGI Data Governance Framework Was Created

In complex organizations, it’s not easy to identify – much less meet – all data stakeholders’ information needs. Some of those stakeholders are concerned with operational systems and data. Some are concerned about analysis, reporting, and decision-making. Some care primarily about data quality, while others are frustrated by architectural inadequacies that keep users from linking, sorting, or filtering information. Some data stakeholders focus on controlling access to information; others want to increase abilities to

acquire and share data, content, documents, records, and reports. And still others focus on compliance, risk management, security, and legal issues.

Each of these data stakeholder groups may have a different vocabulary to describe their needs, their drivers, and their constraints. Typically, they have trouble communicating with each other. Indeed, they may not even have the same set of requirements in mind when they call for better governance of data.

Frameworks help us organize how we think and communicate about complicated or ambiguous concepts. The Data Governance Institute wanted to introduce a practical and actionable framework that could help a variety of data stakeholders from across any organization to come together with clarity of thought and purpose as they defined their organization's Data Governance and Stewardship program and its outputs.

The framework includes ten components – elements that would typically be present in any type or size of Data Governance effort. They apply to new programs and established ones, fairly informal efforts and rigorous ones, programs that are sponsored by IT staff, and those that are sponsored by the business side of the organization. These components are present in programs that involve just a handful of participants, and those that involve hundreds or even more participants. They are factors in stand-alone Data Governance programs, and in efforts where Data Governance is co-managed with Data Quality, Compliance, Data Architecture, or some other set of activities.

As you consider your own program, then, you'll want to consider how these universal components may be represented in your own unique culture and environment. In this paper, we'll go through a step-by-step process for using these framework components to configure your own Data Governance and Stewardship program.

How the Framework is Organized

Some of the words used in describing Data Governance – such as “Decision Rights” – may not be familiar to us all. But the framework is organized using the familiar WHO – WHAT – WHEN – WHERE – WHY pattern. In working with the framework, you will be encouraged to clarify:

- WHY your specific program should exist
- WHAT it will be accomplishing
- WHO will be involved in your efforts, along with their specific accountabilities
- HOW they will be working together to provide value to your organization
- WHEN they will performing specific processes.

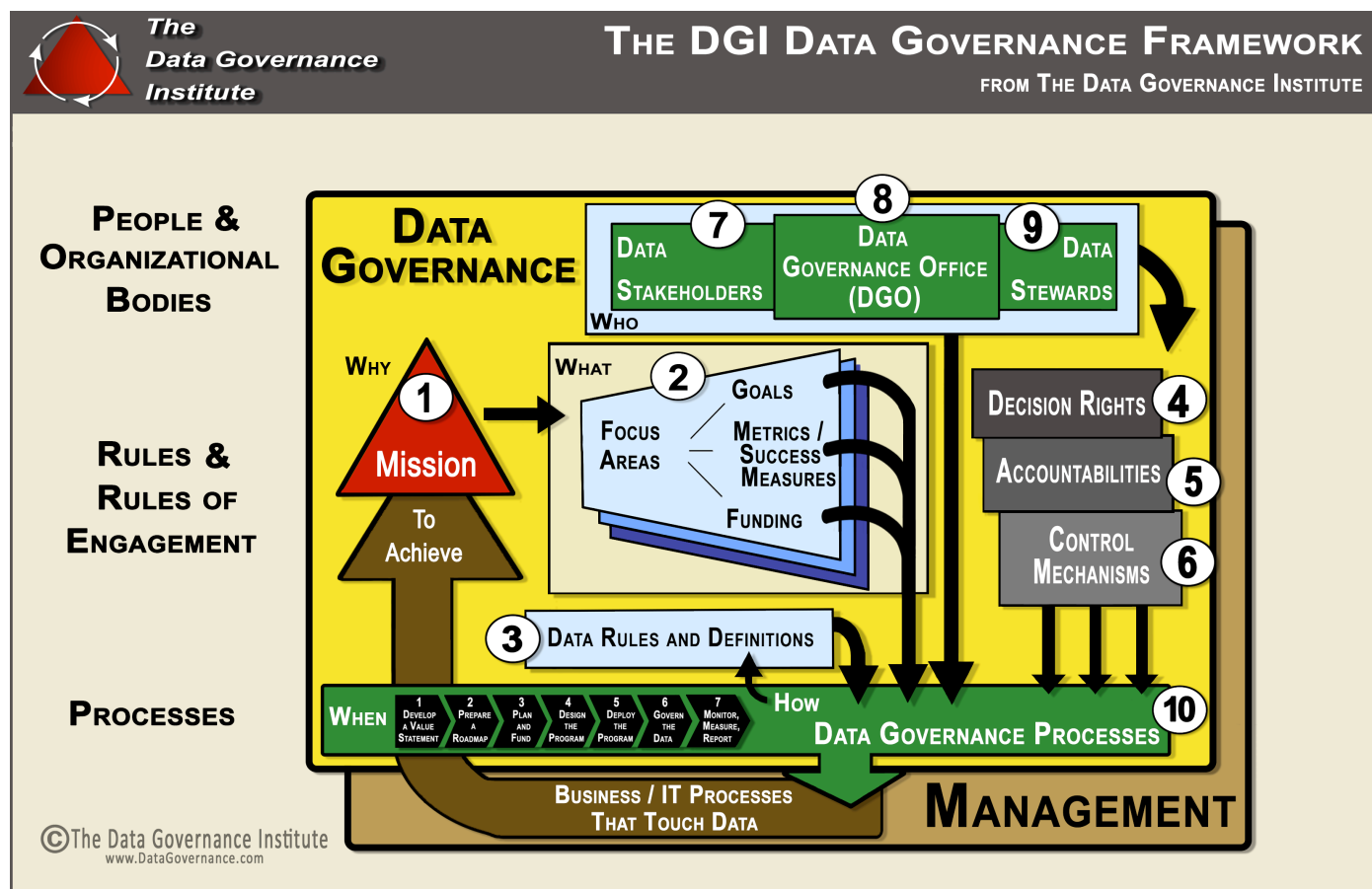
Another way to look at your program is to consider

- The RULES that your program will be creating, collecting, aligning, and formalizing (policies, requirements, standards, accountabilities, controls, data definitions, etc.) and the RULES of ENGAGEMENT that describe how different groups work together to make those rules and enforce them
- The PEOPLE AND ORGANIZATIONAL BODIES involved in making and enforcing those rules, and

- The PROCESSES that these people follow to govern data, while creating value, managing cost and complexity, and ensuring compliance.

Both of these schemas are represented the framework graphic, as well as in the list of framework components.

The DGI Data Governance Framework



Rules and Rules of Engagement

1. Mission and Vision
2. Goals, Governance Metrics and Success Measures, and Funding Strategies
3. Data Rules and Definitions
4. Decision Rights
5. Accountabilities
6. Controls

People and Organizational Bodies

7. Data Stakeholders
8. A Data Governance Office (DGO)
9. Data Stewards

Processes

10. Proactive, Reactive, and Ongoing Data Governance Processes

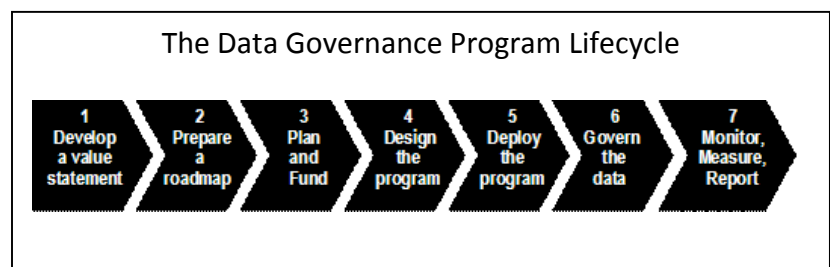
Using the Framework to Configure Your Program

Designing your Data Governance and Stewardship program is not necessarily a linear progression. Instead, you'll make decisions about each of your program components based on decisions about other components. And so, while we'll present these steps linearly, you'll actually look at your initial program design effort holistically.

Getting Started

Actually, though, “designing” your program is not the first step you should be looking at. Here are the steps in a Data Governance program lifecycle.

1. Develop a value statement
2. Prepare a roadmap
3. Plan and fund
4. Design the program
5. Deploy the program
6. Govern the data
7. Monitor, measure, report.



Value Statements

Organizational leaders rarely support the move to formal Data Governance “just because” it’s a good idea. Instead, these programs receive support because they can help address specific organizational goals. Just like any other effort that requires time, resources, and attention, Data Governance efforts should ultimately help the organization

- Make money, meet its mission, and/or increase the value of assets
- Manage costs and/or complexity
- Support other necessary efforts, such as Security, Compliance, or Privacy

As you consider your program, be sure that you’re clear about which of these concerns you’re addressing. Be prepared to track each of your program’s specific efforts to at least one of these categories.

What will those specific efforts be? Here’s where Data Governance programs differ so greatly that we say there are different “flavors” of Data Governance. Some exist specifically to support Data Quality efforts, and most of their program activities involve measuring, monitoring, and improving information quality. Data Governance facilitators may spend much of their time translating requirements between business and technical staff and in reporting quality metrics to management and other data stakeholders. Data Governance may consist of a series of “routine” activities containing both business and IT-run tasks.

Other Data Governance programs exist because their organizations find it difficult to connect sets of information in a way that support Business Intelligence, mergers and acquisitions activities, or gaining new capabilities. For these organizations, Data Governance activities may focus on bringing cross-functional groups together to make complicated decisions about their data environments, how to use information, or how to prioritize data-related projects. For these organizations, Data Governance leaders may spend much of their time “bringing pieces of the puzzle together”: identifying data stakeholders and their information needs, ensuring that research and analysis takes place, facilitating decision-making sessions, and then following up on projects and processes that come out of those decisions. Here, Data Governance may be very political in nature.

Still other organizations may understand their business needs and their data environments and the level of information quality they require to meet their goals. For these groups, the challenge is to keep individuals and teams from making “mistakes.” This flavor of Data Governance program may be primarily concerned with authority and controls. Activities may focus on policy enforcement, access control, setting standards for metadata and master data, or ensuring that new data elements don’t introduce duplicate fields. At these organizations, Data Governance participants may seem like “data cops.”

Which of these flavors of Data Governance seems most like what you need? What DO you need? Specifically, what activities do you think will need to take place as part of your Data Governance efforts? Be prepared with concise value statements that describe what you want to do, and what will be the results of those actions, and what will be the ultimate impact.

Consider using an A, B, C approach: If we do **A**, then we can expect **B**, which should lead to **C**.

- If we improve our data quality in the Customer repository, then our marketing reports will have more accurate information, which should lead to more confident business decisions.
- If our Data Stewardship Committee addresses this data integration problem, then we’ll have the opportunity to hear from multiple stakeholders with different perspectives, which reduces the chance that we’ll break something else when we fix this.
- If our Data Governance team reviews new Product master data, then we’ll catch any non-standard data before it can cause a problem, and we’ll avoid the cost of re-work.

The Rest of the Data Governance Lifecycle

After you develop value statements for your activities, you’ll want to create a high-level roadmap that takes into account known drivers and constraints for those activities. Then you’ll want to develop a high-level plan that you can use to socialize your ideas and to obtain funding commitments. Only after you hear from major stakeholders about their support for the program’s value and their willingness to contribute resources will you be ready to complete your formal program design using the components of the DGI Data Governance Framework.

Of course, this doesn’t mean you can’t get a head start by making some preliminary configuration choices. You’ll actually need to do this, so you can have details to discuss with major stakeholders as you discuss your anticipated mission and value statements. But most programs discover that stakeholder input at this

point leads to adjustments to those preliminary choices. So while you're painting a picture to stakeholders about what life will be like after you've deployed a program and are actively governing your data, be sure to listen to their expectations.

Also, remember that every time you make a major change in program scope or direction, you should run through the entire Data Governance program lifecycle again, so you can be sure of achieving clarity of purpose and stakeholder buy-in for the new activities.

Components 1-6: Rules and Rules of Engagement

1. Data Governance Missions and Visions

In some organizational cultures, it's important to develop formal mission statements and vision statements. Other places don't always create these documents. Regardless of your culture, you should develop a clear statement of what will be different and better if you have formal Data Governance. Use this with your value statements to paint clear before-and-after pictures for your data stakeholders. Remember to revisit this component every time you address a new set of data, a new repository, a new set of processes, or a new set of stakeholders. Always be prepared to deliver clear, concise, A-B-C statements about what you're doing, and why.

Also, remember that your program may have multiple missions and focus areas. That's ok. Each one will be implemented in phases, but not necessarily in lockstep.

2. Goals, Governance Metrics and Success Measures, and Funding Strategies

Some organizations make the mistake of only publicizing high-level program goals. Consider these goals from the Data Governance Institute website at www.datagovernance.com. They're good and important goals, but you'll want to supplement them with specific, actionable statements that describe your program scope, the results you're looking for (from your A-B-C value statements), and how you'll measure your progress. Consider

- What data subject areas will you address?
- What specific repositories?
- What's "wrong" with them now that you'll address?
- What will they look like with Data Governance and Stewardship?
- What data management processes and practices will be affected, and how?
- What related business or technology processes and practices will be affected, and how?
- How will people work together in ways that they're not now, and what will be the result?

Typical universal goals of a Data Governance Program:

1. Enable better decision-making
2. Reduce operational friction
3. Protect the needs of data stakeholders
4. Train management and staff to adopt common approaches to data issues
5. Build standard, repeatable processes
6. Reduce costs and increase effectiveness through coordination of efforts
7. Ensure transparency of processes

- How will this affect how data-related decisions are made? Whether data is trusted? The quality of business decisions?
- How will personal accountability be affected by Data Governance and Stewardship?
- Will any groups' pain points be addressed? How?
- What affect will better standards and more transparency have on your audit and compliance activities?

Funding Data Governance and Stewardship programs can be tricky, because they involve multiple types of efforts:

- A project to fund the design and kick-off of your program.
- Funding for ongoing program administration, stakeholder care, and preparation for meetings and decisions.
- Funding for Data Stewards and support functions to examine issues, define data, establish rules, specify controls, and recommend projects to address data-related issues.
- Funding for projects to respond to those recommendations.

Some organizations have stand-alone Data Governance budgets to address all these efforts. Others take advantage of other groups' budgets. Still others are forced to fit all efforts – even ongoing program tasks – into project budgets.

Whichever fits your funding model, consider whether you will need to acquire project codes for Data Stewards and other participants with ongoing responsibilities, or for data management, metadata management, and technology resources asked to participate in research and analysis.

Also consider how you will approach unplanned efforts to respond to stakeholders' requests to analyze issues and make recommendations. You want to avoid becoming a "black hole" into which requests fall, with no way to deliver value.

3. Data Rules and Definitions

Ultimately, Data Governance is about rules: collecting, creating, defining, aligning, prioritizing, monitoring and enforcing many types of data-related rules. These may take the form of:

- | | |
|----------------------|-----------------------------------|
| • Policies | • Data Quality Rules |
| • Standards | • Data Usage Rules |
| • Guidelines | • Data Access Rules |
| • Requirements | • "Golden Copy" designations |
| • Guiding Principles | • "System of Record" designations |
| • Business Rules | • etc. |

Your Data Governance team might not be the ones to do the work of collecting, creating, defining, aligning, prioritizing, monitoring and enforcing these rules. But you should understand who will. You should also have input into who will make decisions about them, using what decision rights models. Often,

Data Governance programs discover that certain data stakeholders (often those who need to analyze data or those who need to collect proof of compliance with regulations and laws) are not adequately represented in rule-related processes. Data Governance can serve as advocates for these stakeholders, insisting on appropriate representation.

Your approach to rules will help determine what your organization will look like. If you concentrate on only a few types of rules in a few locations, you may not need a large organization. If you have a few rules that must be applied many places, you may need to assign stewardship responsibilities to many roles. If you want to work with many rules in many contexts, you may decide to build a hierarchical Data Governance and Stewardship organization with some groups focusing on high-level issues and others focused on details.

A special category of rules are agreed-upon data definitions and other metadata. Many new Data Governance programs focus on documenting these, since they are foundational to other Data Governance activities. Other programs leave this work to Data Architects, Metadata Specialists, or others.

As you configure your own Data Governance and Stewardship program, you should consider the following:

Current State

- How does your organization deal with policies, standards, and other types of rules?
- Who can create them?
- Where are they stored?
- How are they disseminated?
- Do managers enforce them?
- How do business and technical staff respond to them?
- What other groups work with data-related rules?
- What type of alignment is missing between these groups?

Future Vision

- What type of alignment should you aim for with these groups?
- What are your organization's pain points, and how might Data Governance address them?
- What types of rules would need to be formalized to do this?
- What data subject areas should the rules be initially applied to? What about later?
- What areas of the data environment would initially be affected? What about later?
- What compliance rules will need to be considered?
- Will it be more effective to introduce a group of rules all at once, or a few at a time?
- Who needs to approve rules that come from the Data Governance program? Who should be consulted before they are finalized? Who should be informed before they are announced?

You will not work with this component of the DGI Data Governance Framework in isolation. Instead, consider that rules are both inputs to and outputs of Data Governance processes. Working with rules effectively will require the involvement of most framework components.

4. Decision Rights

Data Governance involves making a lot of decisions. Your program will need to establish who has the right to make what types of decisions, and when, following what types of protocols. Likewise, you'll want to consider your ongoing processes and practices that affect how data is structured, organized, defined, made available or restricted, disseminated, and even created/collected. What types of decisions are made on an ongoing basis? Who should make them, and who should be consulted or informed?

Some organizations document decision rights in great detail. Others reach agreements on these rights, but don't document them. You should understand your culture's approach to establishing decision rights, and how well that approach has been working. Then decide whether you want to introduce new levels of formality in this area as part of your Data Governance program.

Regardless, consider this technique: Whenever program participants are called together to make a decision, pause. Before making the decision, re-iterated your decision-making approach, and ask for validation. This simple step can go a long way toward making "decisions that stick."

5. Accountabilities

Obviously, you'll need to assign clear and achievable accountabilities for work within your Data Governance and Stewardship program. You'll want to define roles and responsibilities for program participants. But that's not where the accountabilities component ends.

Often, organizations' issues with their data can be traced to unclear accountabilities somewhere along a data flow. Your program's analysis will uncover these gaps. Often, it is the responsibility of a Data Governance program to suggest or validate appropriate responsibilities for data management, metadata management, and other information-related activities. Any time your program participants suggest a new process, practice, or control, consider your options for assigning accountabilities.

Consider using the B-I-T Sequence to articulate high-level beliefs about who should do what, and when, and why. Once you have consensus, then you can translate those agreements into more detailed accountability charts and tools.

6. Controls

All data is at risk: at risk of being inappropriately used or displayed, at risk of being corrupted, at risk of being inaccurate or incomplete. Data also represents risk: the consequences should any of these things occur.

How do we deal with risk? We manage it, preferably by preventing the events that we don't want to occur. Those we can't be sure of preventing, we at least detect, so we can then correct the problem.

How are risk management strategies made operational? Through controls – those things we put in place to keep something from happening (preventative controls, such as firewalls to keep out intruders) or controls to discover if something did happen and to do something about it (detective/corrective controls, such as virus scans.)

Controls can be automated, manual, or technology-enabled manual processes. You may find it useful to describe some of the work that Data Stewards do in terms of specifying, designing, implementing, or performing data-related controls.

You may also be asked to recommend data-related controls that could be applied to user processes, applications, databases, or other parts of the data environment. Examples are Change Control, sign-offs, and data quality checks embedded into applications.

You may be asked to recommend ways that existing general controls (policies, training, processes, project management steps, etc.) could be modified to support governance goals. You may even be asked to assist with internal or external audits by explaining how different data-related controls build upon each other.

It may not be necessary for all your program's participants to know how to translate their "good practices" to the language of risk and controls. But your key players should be able to.

Components 7-9: People and Organizational Bodies

The term Data Governance is sometimes accused of being a misnomer. After all, are we really governing the bits and bites that are our data? Most of our effort is really focused on controlling the behavior of individuals and groups and systems that touch that data. The next three components of the DGI Data Governance Framework look at people and organizational bodies. They include those whose needs should be considered, those who will be "running" Data Governance, and those who serve as decision-makers and implementers of policy.

7. Data Stakeholders

A data stakeholder is an individual or group that could affect or be affected by the data that is in-scope for your Data Governance program. Who are your Data Stakeholders? Chances are, they come from across the organization. They include groups who create data, those who use data, and those who set rules and requirements for data.

Some data stakeholders will be easy to identify. Individual projects will have identified sponsors, and your program will probably have a list of "usual suspects" – obvious stakeholders such as certain business groups, IT teams, Data Architects, and DBAs. Other stakeholders may not be so obvious for a given decision or situation. Knowing which stakeholder to bring to the table – and when – is a key responsibility of the Data Governance team.

When you begin your program, you should start assembling a list of data stakeholders. Consider this a living document, and add to it as you go. You'll probably be surprised by what you find: some people in your organization will care about all the data in a particular subject area. Others will only care about a few data elements, but they care a lot about them. Still others care only about a certain aspect of data, such as naming conventions. Consider the work of understanding your data stakeholders and their needs some of the most important work of Data Governance.

Often, stakeholders who need to analyze information sets find that key data elements they need have not been included or are not "fit for use." Perhaps they weren't collected by operational systems, or perhaps

they were not included in data feeds into the systems these stakeholders use. When these stakeholders have no leverage to address the root cause of their issues, they may appeal to Data Governance for help.

Likewise, members of compliance, auditing, web services, taxonomy development, or other groups may feel that they have been left out of data-related decisions. This may also be a concern of internal technology teams who pass information sets to partners, customers, suppliers, agencies, and other external groups. These groups may feel that they've been serving as proxies for these stakeholders, and they may feel the need for acknowledgement and support.

Whenever your Data Governance program faces a big decision or is asked to specify data-related controls, you should ask yourself whether stakeholders are represented appropriately. Most Data Governance programs are given the authority to insist on the inclusion of stakeholders in decisions that affect them significantly. This may take the form of consulting them before decisions are formalized or informing them after a decision has been made but before changes take effect.

8. A Data Governance Office (DGO)

Someone has to do “the heavy work” of Data Governance. Typically, there's a lot of it: working with stakeholders, facilitating research and analysis, working through rule-making, communicating with and supporting Data Stewards. Sometimes a formal Data Governance Office (DGO) is established. Other times, individuals are given this responsibility. You should have a clear picture of how much effort will be involved, and who is accountable for it. Accountable parties should have the authority to complete their work, and they should have the political clout to get things done.

What exactly will your DGO (or equivalent) be responsible for? This varies widely in organizations. Here are some common responsibilities:

- run the program
- keep track of Data Stakeholders and Stewards
- serve as liaison to other discipline and programs, such as Data Quality, Compliance, Privacy, Security, Architecture, and IT Governance
- collect and align policies, standards, and guidelines from these stakeholder groups
- arrange for the providing of information and analysis to IT projects as requested
- facilitate and coordinate meetings of Data Stewards
- collect metrics and success measures and report on them to data stakeholders
- provide ongoing Stakeholder CARE in the form of **C**ommunication, **A**ccess to information, **R**ecord-keeping, and **E**ducation/support
- articulate the value of Data Governance and Stewardship activities
- provide centralized communication for governance-led and data-related matters

How large does your DGO need to be? In some organizations, it's part of one person's time. In others, several people are dedicated to this work. One organization that the Data Governance Institute worked with needed to ensure that hundreds of people across the company made small but significant changes in

how they treated data; this organization put eight temporary “Data Governance Liaisons” in place to work with management and staff to ensure that they understood what needed to be done, and how, and why.

The make-up of your DGO will depend upon the scope of work you’re trying to accomplish with your program. It will depend on whether your DGO needs to include data analysts or whether governance staff (and those researching and analyzing data-related issues, defining data, and recommending standards) can count on having consistent access to data management and metadata management resources. Likewise, the size of your DGO will depend on how much data quality work your teams will be expected to recommend, perform, monitor, and report on.

Don’t underestimate the amount of communication, negotiation, and knowledge-sharing that your DGO staff will need to perform to bring together stakeholders, stewards, and other participants. Especially for organizations that are just formalizing governance, “soft-skill” alignment activities are critically important and can be very time-consuming.

9. Data Stewards

Data Stewardship is an integral part of Data Governance. Unfortunately, it’s also one of the most confusing components. Who should be a Data Steward? What should Data Stewards do? Where should they be placed in an organization? How many do you need? How should they be organized?

There are many models for organizing the work of stewardship. Here are three widely-different models:

1. A Data Steward is a highly-placed decision maker who serves on a council and contributes to policies.
2. Council/committee members with decision-making and policy-making responsibilities have names like Data Governors and Data Champions and Governance Authorities. In contrast, Data Stewards are tactical, hands-on-keyboard roles that work according to policy set by others.
3. Hierarchies of Data Stewards exist, with different levels of power and responsibilities.

Which model is right for you? That depends on your organizational culture and other factors. Don’t assume that all your key stakeholders and sponsors have the same vision for stewardship. Test this concept carefully and make sure you have a model that will work in your environment before you start training participants.

Component 10: Processes

Components 1-6 of the DGI Data Governance Framework deal with rules. They also describe the “rules of engagement” employed by components 7-9 (People and Organizational Bodies) during governance. This last component (Processes) describes the methods used to govern data and to run the Data Governance program.

How much rigor and documentation should you bring to these processes? That depends on your environment. Some organizations flowchart all their key processes. Others consider the work described below “practices” rather than processes, and they simply expect professional discretion to be applied to this work.

Which of these will you incorporate into your program? Most of them, probably. How many staff members will it take to perform them? Again, that will depend on the structure and formality you bring to them, and on the scope of your program. What tools will be involved? That depends on how rigorously you will be introducing governance into data management, quality, integration, and/or metadata software and processes.

Common Data Governance Processes

- | | |
|--|---|
| 1. Aligning Policies, Requirements, and Controls | 7. Resolving Issues |
| 2. Establishing Decision Rights | 8. Specifying Data Quality Requirements |
| 3. Establishing Accountability | 9. Building Governance Into Technology |
| 4. Performing Stewardship | 10. Providing Stakeholder Care |
| 5. Managing Change | 11. Communications and Program Reporting. |
| 6. Defining Data | 12. Measuring and Reporting Value |

Understand your leadership's expectations for these programs, so you can decide how much rigor to give them. Be sure to understand key decision points in these processes, and have a mechanism to establish decision rights for them. Build in steps for identifying data stakeholders, identifying the role of the DGO or its equivalent, and identifying roles and responsibilities for data stewards and other participants.

You can expect these processes to evolve as your Data Governance program matures. Also, keep in mind that your processes may need to be tweaked if the scope or focus of your program changes.

Summary

Because Data Governance and Stewardship never exists in a vacuum, it should not be designed in one. Your existing culture, environments, and data-related efforts will influence what is feasible and advisable for your program.

Knowing how to best configure your program will require skills borrowed from many disciplines:

- Anthropology – as you understand your organization's culture
- Communications – as you serve as translator between multiple groups
- Diplomacy – as you work with multiple sets of stakeholders to achieve equitable solutions to data-related problems
- Enterprise Architecture and Data Architecture – as you decide how your program's decision-makers will gain an understanding of how information is organized, structured, and linked
- Metadata Management – as you understand what "data about data" is available, what needs to be gathered, and how this work fits within your program
- Information Quality – as you understand your stakeholders' data quality needs and how to translate this to actionable processes and controls

- Data Management – as you understand how responsibilities are assigned across business, technology, and data-centric staff positions
- Project Management and Governance – as you understand how data-related analysis, decisions, and controls fit into business processes, data management practices, and your System Development Life Cycle (SDLC)
- IT Governance – as you look at how technology teams apply controls to systems, applications, and core technology
- Risk Management – as you understand how your organization views data-related risks
- Portfolio Management – as you look at how your organization decides what projects to fund
- Corporate Management – as you map your efforts to what matters in your organization.

What you discover will influence how the components of your Data Governance and Stewardship program will work together to achieve your goals. If you use a framework to describe those components and the decisions you're facing, you'll have a universal vocabulary that is accessible to all your data stakeholders, which should result in better understanding of – and engagement with – your program

About the Data Governance Institute

The Data Governance Institute (DGI) is the industry's oldest and best known source of in-depth, vendor-neutral Data Governance best practices and guidance. Founded in 2003 by Gwen Thomas, it's the number one recognized name in the industry, with practitioners around the world consistently reporting that they have based their programs on the DGI Data Governance Framework and supporting materials.

DGI introduced the DGI Data Governance Framework in 2004 in response to an emerging need for a way to classify, organize, and communicate complex activities involved in making decisions about and taking action on enterprise data. Employing the framework has enabled data strategists, data governance professionals, business stakeholder, and IT leaders to work together to make decisions about how to manage data, realize value from it, minimize cost and complexity, manage risk, and ensure compliance with ever-growing legal, regulatory, and other requirements.

DGI's top-ranking website, DataGovernance.com, has become the web's largest source of free information about Data Governance, Data Stewardship, and related topics.

Contact the Data Governance Institute at info@DataGovernance.com.

