

This image is a dense grid of binary code, consisting of the digits 0 and 1. The pattern is highly structured, showing a clear diagonal trend from top-left to bottom-right. The digits are arranged in a staggered, overlapping manner, creating a visual texture that resembles a digital landscape or a complex algorithmic pattern. The overall effect is one of data density and computational complexity.

TEJASVI ADDAGADA

Data Ownership Survey - Leading the way & Overcoming Challenges

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An Outlook on Data Ownership today

Data Ownership is often not a full-time job for most data owners while it can be a full-time profession for Data Stewards. While most banks have traversed in maturity across their Data Governance function, relatively only some Banks, started enabling themselves with required people capabilities. These include having to identify people who can take on the responsibilities of a data owner. Another approach can be to transition existing SMEs who are knowledge workers to be data owners. The common challenge that comes up is: is a data owner – a process owner, application owner or people (users') manager? Well, data owners are often Business analysts, Process Owners, Application Owners, Project Managers, SMEs or knowledge workers supporting processes, people and applications that leverage data in scope and have familiarity and knowledge of the data in context.

Questions that still linger in the data governance industry

A popular question that exists in the industry – Does a set of data have a single or multiple owners? Some mature Data Governance models have helped organizations embrace potential benefits of having a single data owner; but there are also models that state multiple owners

such as the contributing and viewing data owners. This can be based on creation or update or application of data for a purpose. Though, the data owners have the accountability to maintain Data Quality, and other risks associated with data; they also require inputs from knowledge workers who have shared knowledge of the same data. That's where the role of a co-owner or a SME come into play. These assisting roles can be standardized in the Governance structure. The Co-owners or SMEs can be application owners who un-assumedly would have analyzed the data in the application and also have a good understanding of it. The Co-Owners or SMEs can be consulted by data owners and stewards whenever required. The accountability of governing data can still lie with the data owners while the co-owners can have shared responsibilities.

Knowledge of processes, techniques, and tools is required by data owners to orchestrate governance activities. Data owners usually have business familiarity around data but do not necessarily understand the flow across its value chain. It is a challenge for data owners in leveraging metadata and Data Quality services. These are some common challenges that can be addressed by up-skilling the data owners. A culture of business ownership of data has to be promoted with every Data Governance service. This helps build awareness in the enterprise through the grassroots. Service promotion as a service should have its significance on par with activities of Service usage and Service improvement. On the same note, the data owners should be well aware of benefits of leveraging Data Management and Data Governance services. They can then further assist other stakeholders in their sphere of influence to look for value beyond the usual.

Common Challenges that Banks Face in Defining, Enabling and Empowering Data Owners

Challenges in 2016	Challenges in 2017
Data is typically produced from multiple source systems upstream and used by many users downstream.	Data Owners work only part time
Organizations did not have a consistent process to communicate upstream system and process changes and its impact to the downstream users.	Data Owners are not Knowledge workers and do not have operational knowledge
Some firms had informal, undocumented processes, and some were unable to quantify when errors or control failures were to be escalated for timely resolution.	Data Owners are not enabled to take decisions
Organizations should be able to rely on the data directory to identify provenance and responsibilities across the data flow	Data Owners don't have the right toolset
No strong process to challenge and audit self-assessments	Data Owners are not completely aware of the services available

Table 1: Common Challenges in Data Ownership in 2016 and 2017

Overcoming Common Challenges You Have Seen in 2017

A sample survey from Dattamza from Banks, on their challenges in data ownership, is shown below:

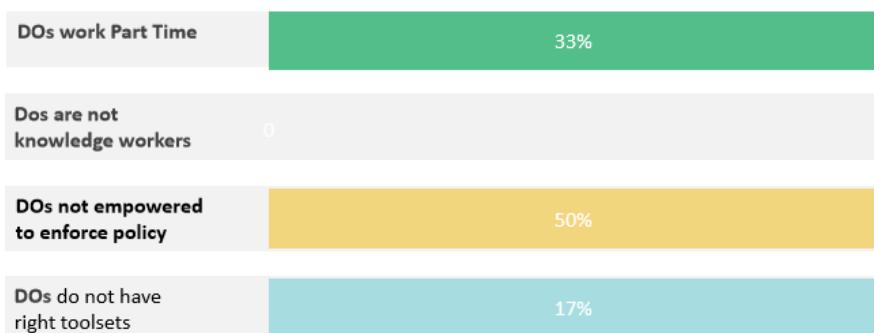


Exhibit 1: Survey Responses on Challenges in Data Ownership enablement in Organizations

While 33% of the survey respondents of a survey rolled out believe that there is not enough of the data owner's time invested in data activities; 50% of them also believe that the data owners are not empowered to enforce policy or self-service their Data Management needs. And, the rest who make up 17% of the respondents state that the data owners do not have the right toolsets to manage data.

Attitude of C- level and Leaders Towards Data Management & Data Governance

The active engagement of stakeholders requires a cultural change which also depends on the attitude of the same stakeholders towards the success of data office. Today, every firm boasts a data office but most data leaders lack an assessment of the attitude of their peers in C-level, towards the success of Data Management and Data Governance in the organization. If the attitude is positive, there will be a buy-in from the leaders. And, also the accountability trickles down to the data owners within the divisions. If the attitude of the leaders towards the success of Data Governance is not so positive, it may result in reduced accountability in the divisional grassroots and thus can impact

the data owners within these divisions. That's where promotion of Data Management services and their benefits play an important role in changing the approach towards the activities performed to better manage and govern the data.

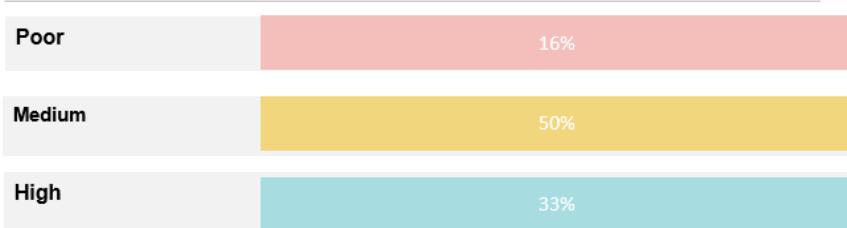


Exhibit 2: Survey Responses on Attitude of C-Level towards Data Ownership

A recent survey shows that 50% of the respondents state that their C-level has an attitude that's just not positive, towards the success of Data Management. While only 16% state the attitude to be deprived, interestingly 33% of respondents state that the attitude is very positive towards success of Data Management in their organizations. Though the survey doesn't represent the complete industry, there is research that shows the industry still needs to mature in having the C-Level understand and appraise the benefits of managing data as an asset. That's when the data ownership model within the organization can be leveraged to complement the data office efforts in assisting the organization embrace the benefits.

Data Ownership: Overcoming Challenges and Moving Forward

Data Owners Work Only Part Time

Data owners can be anyone from a manager running operations, a system owner, a project manager or a process manager. While “Data Owner” is a role that can be adorned by diversified people who are already structured into the organization through other roles. What we fail to understand is that data ownership comes with actively maintaining accountability of data and managing rights of the data.

It is much required that the people enabled as data owners should exercise their decision rights, to help organization embrace the guidelines on better managing and governing data. To the contrary on the challenges, there are firms which have sustainable data owners managing and governing data successfully. Most of these firms have full-time employees working as data stewards who enable owners take on their accountabilities. This is unlike other firms where sufficient time is not provided to the data owner’s responsibilities of managing data. Much of an owner’s time goes into managing communication with data stakeholders including SMEs, data office, architects, modelers as they will looking to the data owner’s inputs & decisions on changes to data.

Data Owners are not Knowledge Workers and Do Not Have Operational Knowledge

Most firms have this challenge of data owners not having the know-how of business purposing around data. They are usually systems owners who necessarily need not have much knowledge about the data being applied for operational value. Organizations can plan on maturing their ownership models by having the ownership roles sought out by process owners rather than technology owners. The know-how of data stays with the knowledge workers given the time that they would have spent on analyzing the data along with the

changes. In apt scenarios, this know-how is documented along with business rules in operational manuals. But often, the banks do not actively maintain these manuals, which puts the data owners in an uncomfortable position while taking decisions. It is worthwhile for the banks to identify the right knowledge workers and have them enabled as data owners.

A recent survey states that 33.3% of the data owners are process owners while 50% which make up a larger pie are either technology owners or application owners. But, 16.67% state that the data owners in their organization are business function leaders. The survey clearly states that technology divisions play a major role in enforcing data policy through stewardship and ownership.

This shows a gap in the industry moving from technology ownership towards business ownership of data. Though data office actively controls management of data, the benefits forked out of these data controls are managed by the Business Divisions.

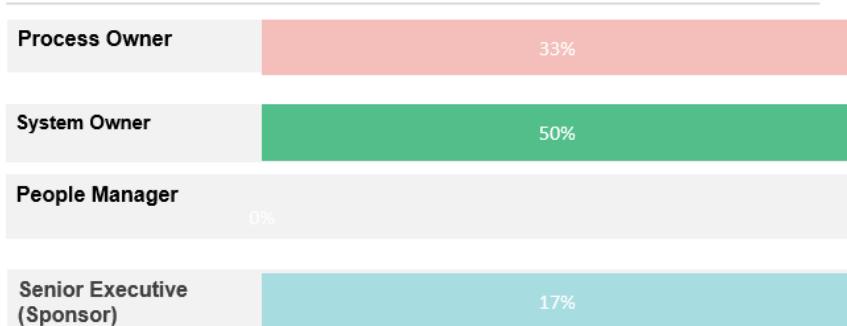


Exhibit 3: Survey Response on “Who in the organization is a data owner”

Data Owners are not Enabled to Take Decisions

Data owners enforce policy and manage risks related to their data. For a Data Ownership model to be sustainable, the accountability should cascaded to the data owners. But, this requires that the organization enable the data owners and empower them to carry on their responsibilities actively. If there is third party data that is being sourced to validate the commercial entities in a bank, it is required by the data owners to confirm this data to the data policy while also defining entitlements around it. Further, the data owner should be enabled to perform his duties rather than having to defer the decisioning to data office. The mid-level managers will fit this role perfectly; it also creates a sense of enablement and empowerment in the mid-level of the organization that reduces friction in organizational structure.

Data Owners Don't Have the Right Toolset

Data Owners have limited availability of toolsets, instead, compel policy as a tool. The policy in the forehand is used by the enterprise to establish roles and responsibilities associated with Data Ownership. Even data operations are compelled by policy compliance. The policy can be further advanced to be guidelines where the data owners should be able to self-service the management of critical data. This will drive inclusiveness of data accountability within the grassroots of the organization. Further, it would be the responsibility of the data office to up-skill the data owners to leverage these toolsets.

Data Owners are not Completely Aware of the Data Management Services Available

Most organizations have a data office today, but the services of this office can be very limited in reach. The organization must be exploring this space and is yet to put a people model or a sustainable

organizational structure to support the data office. But, if the data office is mature, and there are still divisions in the firm that are not aware of the availability of these services; there is a major gap in promotion of these data services. A Data Management service will attract adoptability if it is promoted along with its benefits. A communication plan can be used as a technique to ensure that the data services are promoted while a benefits realization model can drive the adoption.

Traversing Maturity in Data Ownership Across the Organization

Maturity in an Data Ownership model cannot be achieved within a short span of months but would require a relative maturity of the services offered for managing and governing data. Some organizations can start their data services by having a technology office full service the data, all by themselves. At this stage, there is limited involvement of data owners. In-fact the roles might not even be defined and data owners identified. As the services mature, there can be a possibility of the divisions self-servicing their needs while direction can be provided by a data office. This is the stage at which the data policy is completely enforced and the best practices are more of guidelines that are widely embraced. For a benchmark maturity model like the one from Enterprise Data Management, a state of “Defined” for an organization means that organizational structure including people model should be defined. This includes data owners as well.

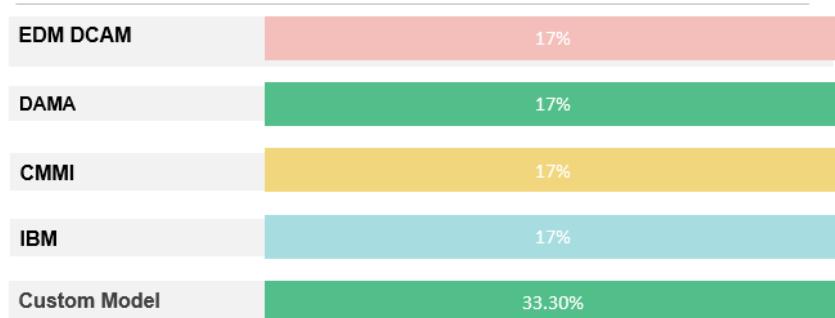


Exhibit 4: Survey Response on teh maturity being embraced to Benchmark Data Ownership

From the survey, it is inferred that there is no particular maturity model that is widely adopted than the rest. But, interestingly, 33.33%, a majority of respondents have tailored the models to suit their Data Management needs.

Some responsibilities and accountabilities of data owners have been outlined to assist the readers in differentiating responsibility from accountability of managing data:

- Accountable for conforming data to the policy, for the set of data owned
- Accountable for drafting data agreements/entitlements between data producers and data consumer
- Responsible for publishing agreements with third-party data providers regarding usage, Data Quality, consolidation, integration and rationalization in advance of distribution of data
- Responsible for partnering with Business Data Stewards to operationalize governance processes that will enable defining data, its metadata, data rules, quality and other controls
- Responsible for reviewing privacy classifications applied to data and to stay abreast of changes when they are implemented
- Responsible for relaying news of a breach of policy to Data

Stewards and the Chief Data Office.

- Responsible for documenting data rules not limited to policy enforcement rules, Data Quality rules, transformation rules, notification rules and thresholds rules
- Escalate issues based on the notifications received from data quality exception report
- Accountable for maintaining metadata, control requirements, classifications, thresholds, data rules, lineage and taxonomies for the data elements
- Responsible for reviewing client- identifying categories, privacy and risk classifications that are applied to data on a regular basis

Synopsis

Data Ownership is all about Identifying, Enabling, Empowering the right knowledge workers to address the accountability and the legal rights of data, preferably the ones who own the operational Business & Data processes. Firms classify their critical data as Enterprise data, Critical data, High Value or Elevated risk data and thus the focus initially should be to identify data owners for the critical data. The organization states its culture in policies and beliefs in data being governed as an enterprise asset.

Organizations employ data owners to take on the accountability of managing data. Governance & Data Ownership model should clearly differentiate the responsibility from accountability of data stakeholders to embrace the success of an ownership model. Once the roles, responsibility, and accountability are defined, the same needs to be cascaded to the operating models of other functions as well including Risk. There are many challenges that the data offices may face in enabling data owners that have been highlighted in the paper with suggestions to get past them to a successful governance state.

