

Functional Practice Statements - Provider Management
<div><div>Level 1: Initial</div><div><div>1.1Data requirements are translated into data sourcing specifications.</div><div>1.2Analysis and testing are conducted to verify that procured data meet stated requirements.</div><div>Example Work Products<ul style="list-style-type: none">Data sourcing requirementsData source selection criteriaContract coverage checklist for external providers (includes formats,usage, costs, timing, delivery methods, etc.)Data provider's quality checks (list)Data feed evaluation reportsAgreements with internal and external data providersApproved vendor invoicesCommunication with data providers</div></div></div>
<div><div>Level 2: Managed</div><div><div>2.1A process to analyze data requirements for data sourcing specifications, and mapping requirements to provided data elements, is defined and followed.</div><div>Data documentation (e.g., data dictionary, metadata repository, etc.) with mapping between requirements and source attributes, is updated as necessary.</div><div>Data Requirements Definition provides more information related to determining and managing requirements..</div><div>2.2A data procurement process for obtaining data from external providers is defined and followed.</div><div>A defined procurement process typically includes some or all of the following:<ul style="list-style-type: none">checking to see if the data required has already been procured by another area of the organizationevaluation criteriadecision criteriaidentifying authorized sourcesapproval authoritiescost evaluation, etc..</div><div>2.3Data quality criteria are defined and embedded into service level agreements with both external and internal providers.</div><div>Data analysts and key stakeholders regularly review key performance metrics for data source quality, using standard data quality dimensions criteria (e.g., accuracy, completeness, consistency, timeliness).</div><div>Refer to Data Quality Strategy and Data Quality Requirements for input to this practice.</div><div>2.4Planned discussions are held with data providers to address deviations to established data quality thresholds and targets defined in the service level agreement.</div><div>Data analysts liaise with subject matter experts to agree on acquisition requirements and data quality validation processes, as well as to provide feedback over time.</div><div>Example Work Products<ul style="list-style-type: none">Procurement policiesData source selection criteriaData sourcing requirementsData definitions that show alignment between sources, requirements, and attributesMapping of data requirements to sourcesProvider service level agreementsProcurement processData source evaluationsMeetings minutes with data providers</div></div></div>
<div><div>Level 3: Defined</div><div><div>3.1Data governance monitors the standard organization-wide process used to develop data sourcing requirements.</div><div>Refer to Governance Management and Data Management Function for information related to stakeholder role expectations and governance oversight.</div><div>3.2Metrics for the data sourcing management process are established, maintained, and used.</div><div>Metrics could be related to cost, schedule, level of effort, and specific targets for technical performance. Key performance metrics (i.e., message formats, delivery times, timeliness of updates, valid values, accuracy of attributes, issue management, etc.) are defined, implemented, and employed to measure and evaluate providers.</div><div>3.3Data sourcing evaluation and selection processes are defined and employed across the organization.</div><div>Organizations often use the audit reports of their external data providers to show compliance with control standards and processes as part of the selection process.</div><div>Refer to Data Profiling and Data Quality Assessment for information that supports this practice by providing methods by which data are evaluated, as well as the results of that evaluation.</div><div>3.4Provider service level agreements are developed based on standard templates and processes, are implemented across the organization, tracked, and enforced.</div><div>Service level agreements typically include agreed upon remediation options pertaining to data quality, delivery, and timeliness. Key performance metrics are incorporated into standard service level agreements. Dashboards, scorecards, and performance reports for data sources also reflect these metrics.</div><div>3.5Service level agreements are periodically reviewed to assure satisfaction of business objectives and requirements.</div><div>3.6Periodic meetings are held with data providers to review planned changes to data content, processes, formats, quality, etc.</div><div>Example Work Products<ul style="list-style-type: none">Standard data sourcing processService level agreement templateSLAs with providersDefined quality criteria for data sourcingDefined metrics for measuring data sourcingUpdates to data sourcing process based on stakeholder feedback and best practicesStandards, procedures, policies, and work-flow diagramsData provider meeting minutesIndustry audit reports concerning external data providers (e.g., SOC 2, SAS70—relevant audit standards by industry)</div></div></div>
<div><div>Level 4: Measured</div><div><div>4.1Key performance metrics related to service level agreements are analyzed using statistical and other quantitative techniques, are reviewed, and are used to identify and address issues.</div><div>4.2Partnering relationships are developed with selected external providers based upon provider evaluation results and anticipated data needs.</div><div>Future data requirements are anticipated, evaluated, and traced to potential data sources.</div><div>Example Work Products<ul style="list-style-type: none">Performance reports, dashboards, scorecards, and heat mapsScoring criteria for data providersAnalytical reports of provider performanceRecommendations for changes to provider service level agreements</div></div></div>
<div><div>Level 5: Optimized</div><div><div>5.1Statistical and other quantitative analyses of the provider processes are applied to improve them and ensure that business objectives are adequately supported.</div><div>5.2Sourcing lessons learned and evolved best practices are shared with industry peers.</div><div>Example Work Products<ul style="list-style-type: none">Analytical resultsData sourcing performance-related recommendationsAlignment mechanism for data sources to business objectivesPresentations, articles, and white papers</div></div></div>