# The Organisation As A System

## *The Performance Organiser*

# An information management framework

# The First Transition – Data Capture and Validation

The Performance Organisers

# The First Transition – Data Capture and Validation

- Clear Line of Sight
- Centralised control v delegated responsibility
- The ability to "burrow"
- Any point entry
- Evidence based decision support
- Portal Everywhere
- Structured and unstructured data
- Management and control of data location

# The First Transition – Data Capture and Validation

There is just one constant in information management: Garbage In Garbage Out (GIGO)

Time spent on validation at the level of data collection is NEVER wasted

Bias and "hallucination" are down to validation failure.

# The First Transition – Data Capture and Validation
## Data has legs

Data is nearly always incomplete from an information delivery perspective

As the transitions and attenuations take effect, data changes shape, form and meaning

Information is a composite of multiple data forms

# The First Transition – Data Capture and Validation

In information management terms, without robust validation, there is no information management.

By their very nature, computers are binary, they aren't very good, in and of themselves, at "untidy"

Validation is perhaps the primary responsibility and duty of software developers

# The First Transition – Data Capture and Validation

## Users see……

# The First Transition – Data Capture and Validation

When they look…
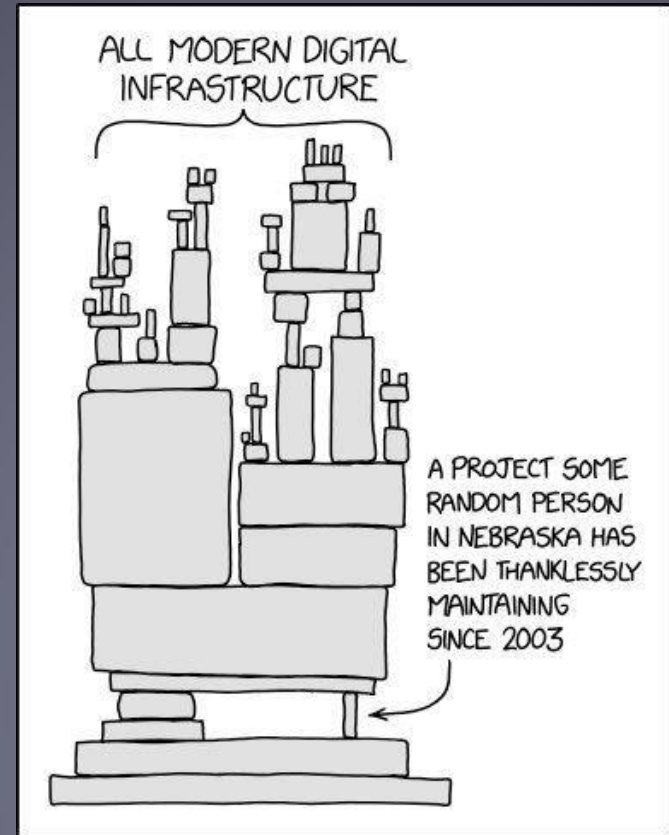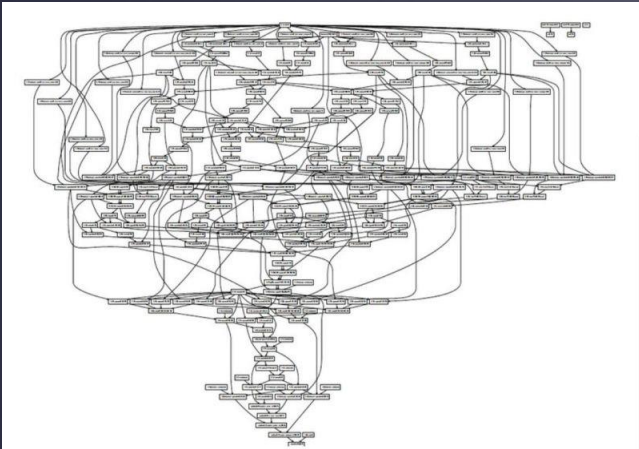




However…..

# The First Transition – Data Capture and Validation
## Policy and Governance Drive Operations.
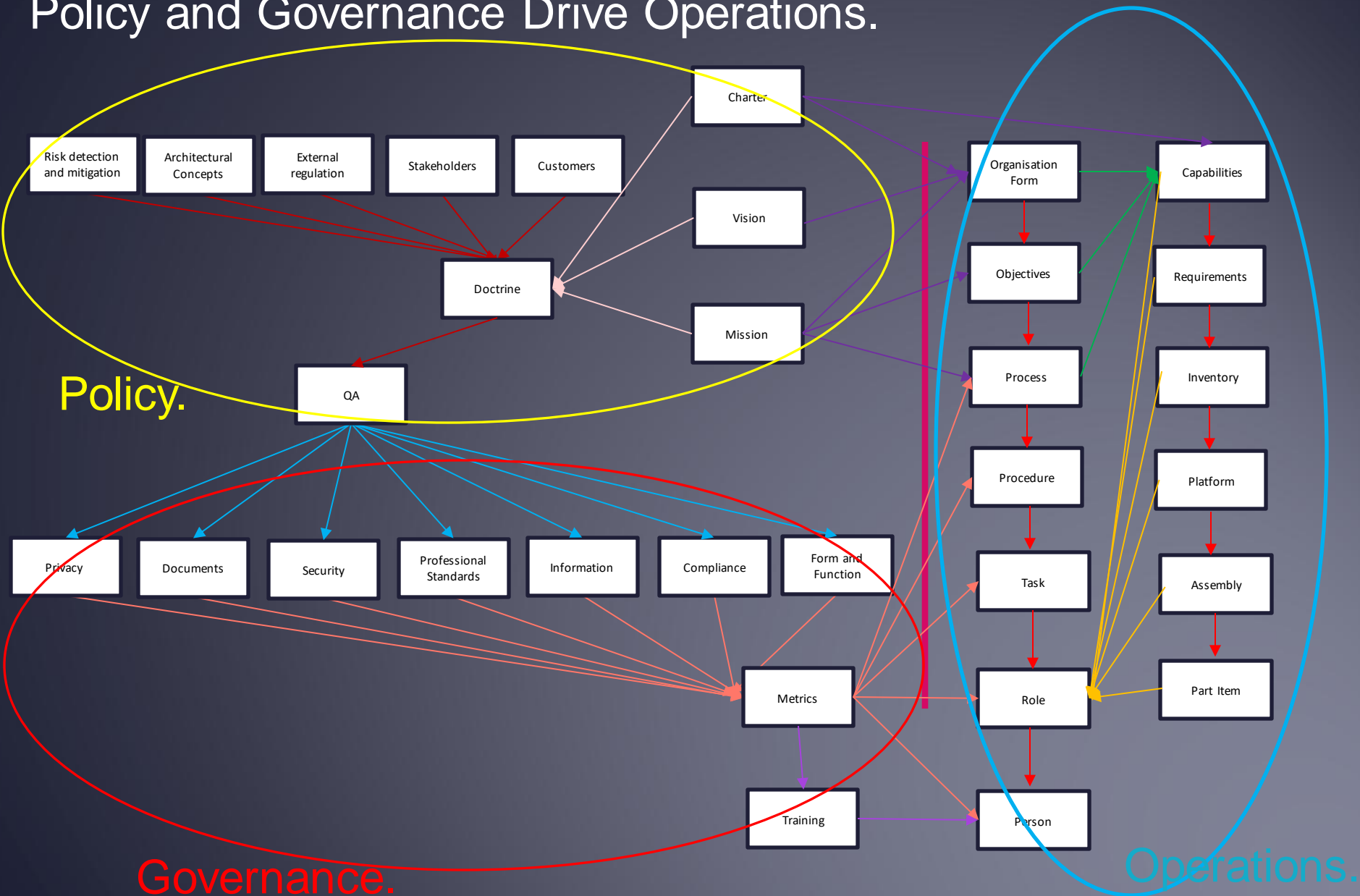
Policy.

Governance.

Operations.

Charter

Risk detection and mitigation | Architectural Concepts | External regulation | Stakeholders | Customers

Vision

Doctrine

Mission

QA

Privacy | Documents | Security | Professional Standards | Information | Compliance | Form and Function

Metrics

Training

Organisation Form | Capabilities

Objectives | Requirements

Process | Inventory

Procedure | Platform

Task | Assembly

Role | Part Item

Person

# The First Transition – Data Capture and Validation
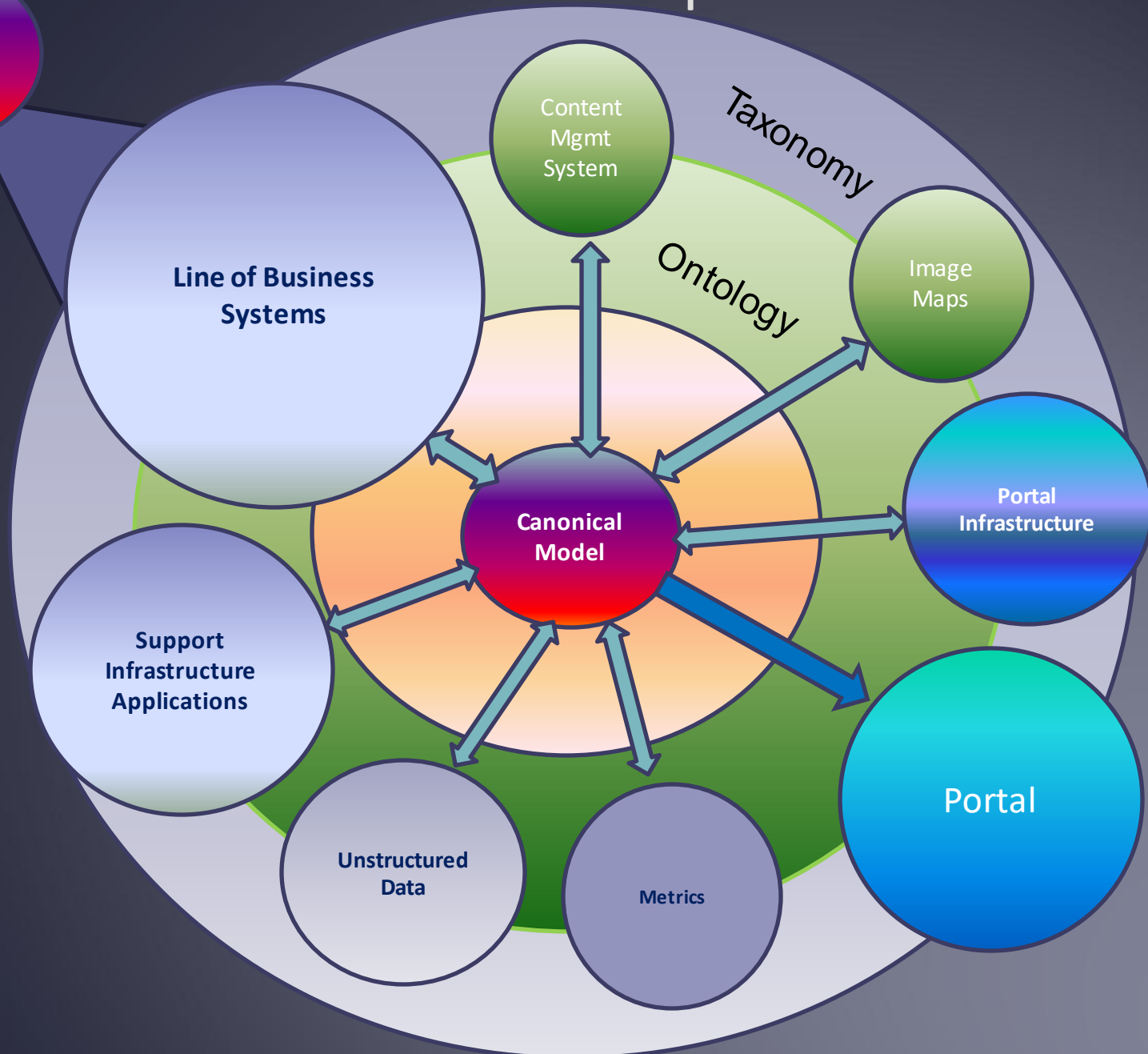
# The First Transition – Data Capture and Validation
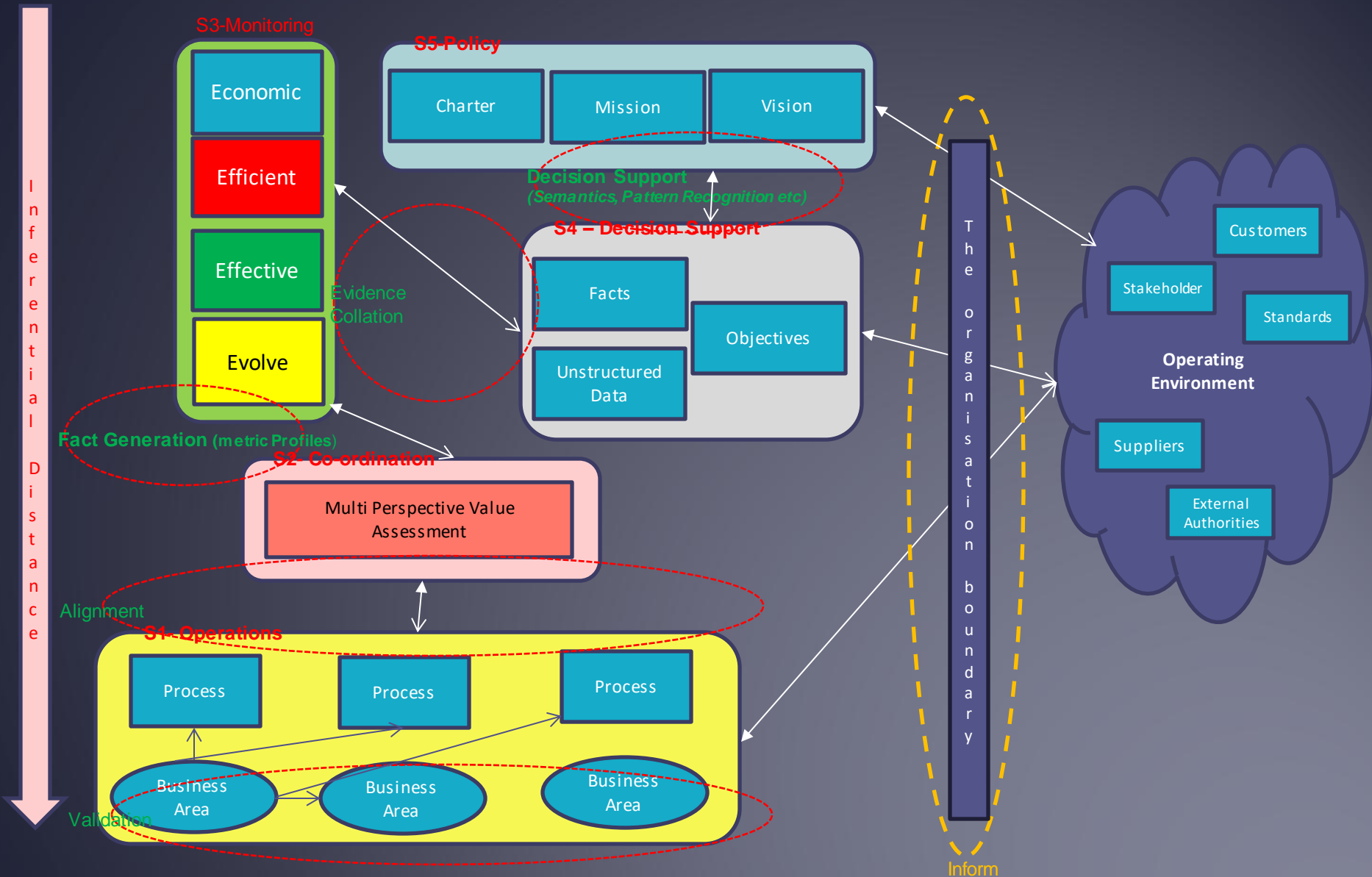
NOTHING crosses the organisation boundary, in or out, without "consent"

# The First Transition – Capture and Validation

## The organisation boundary
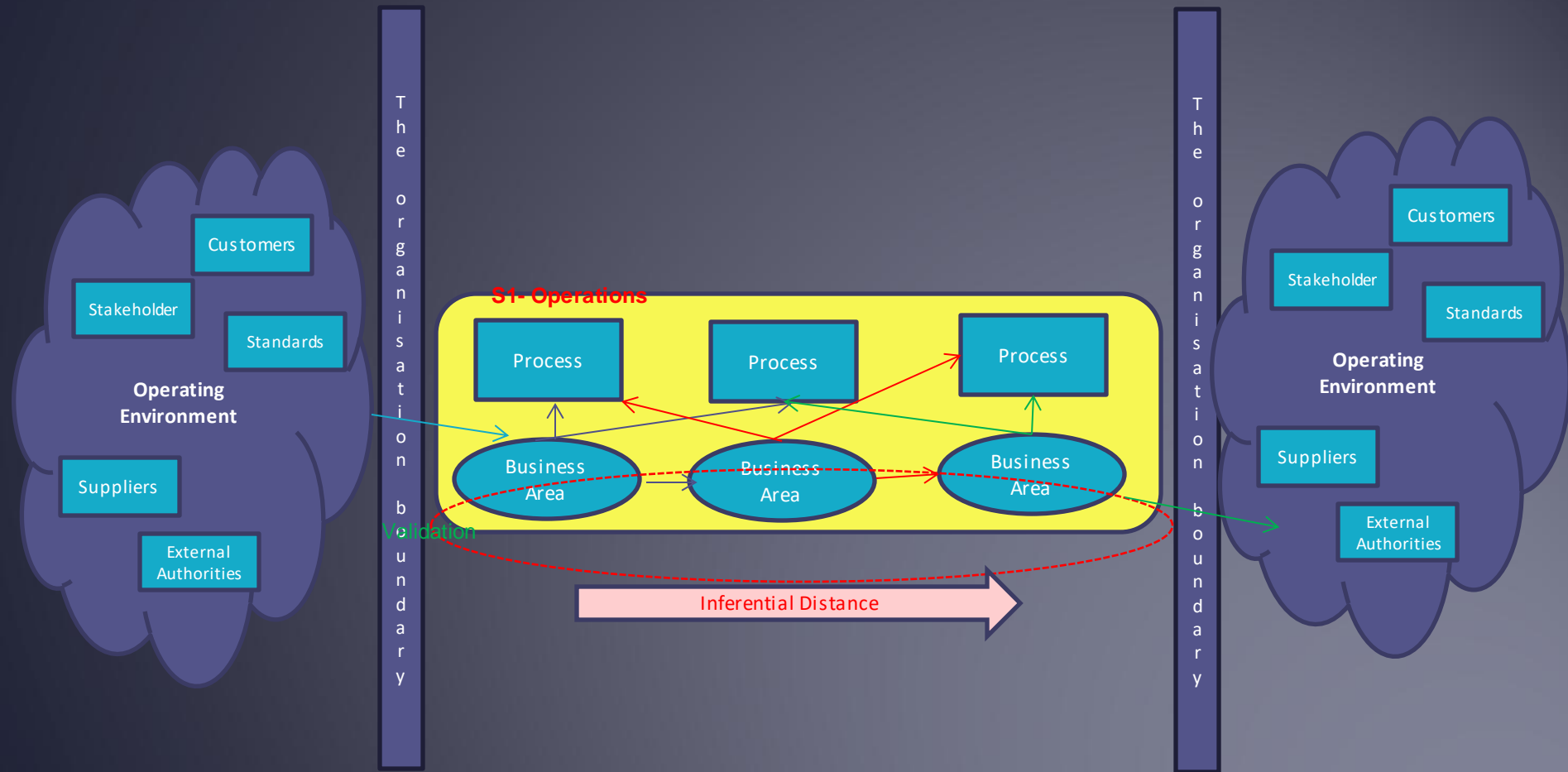


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boundary, in or out, without "consent"

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boundary, in or out, without "consent"

# The First Transition – Capture and Validation

Operational Process Level

| ID | Name |
|----|------|

Taxonomy:
Process
Procedure
Task

Work breakdown structure

Inputs

Outputs

Input change state at the point of entry into a process

Output change state at the point of exit from a process

Internal changes brought about by work carried out in process related procedures and tasks

Measurable transaction points
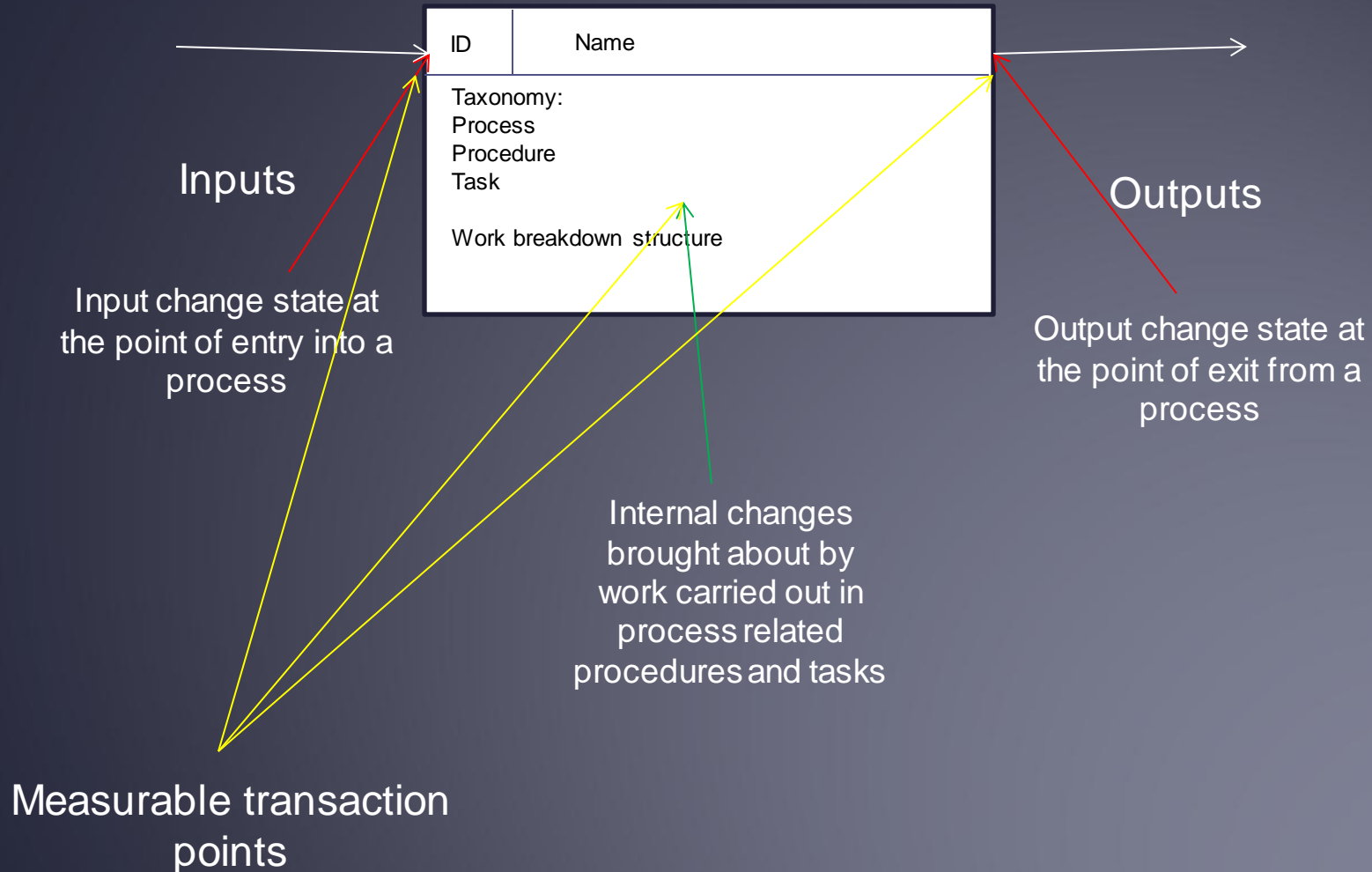
# The First Transition – Data Capture and Validation

Composite operational data collection and use

Make



Sell
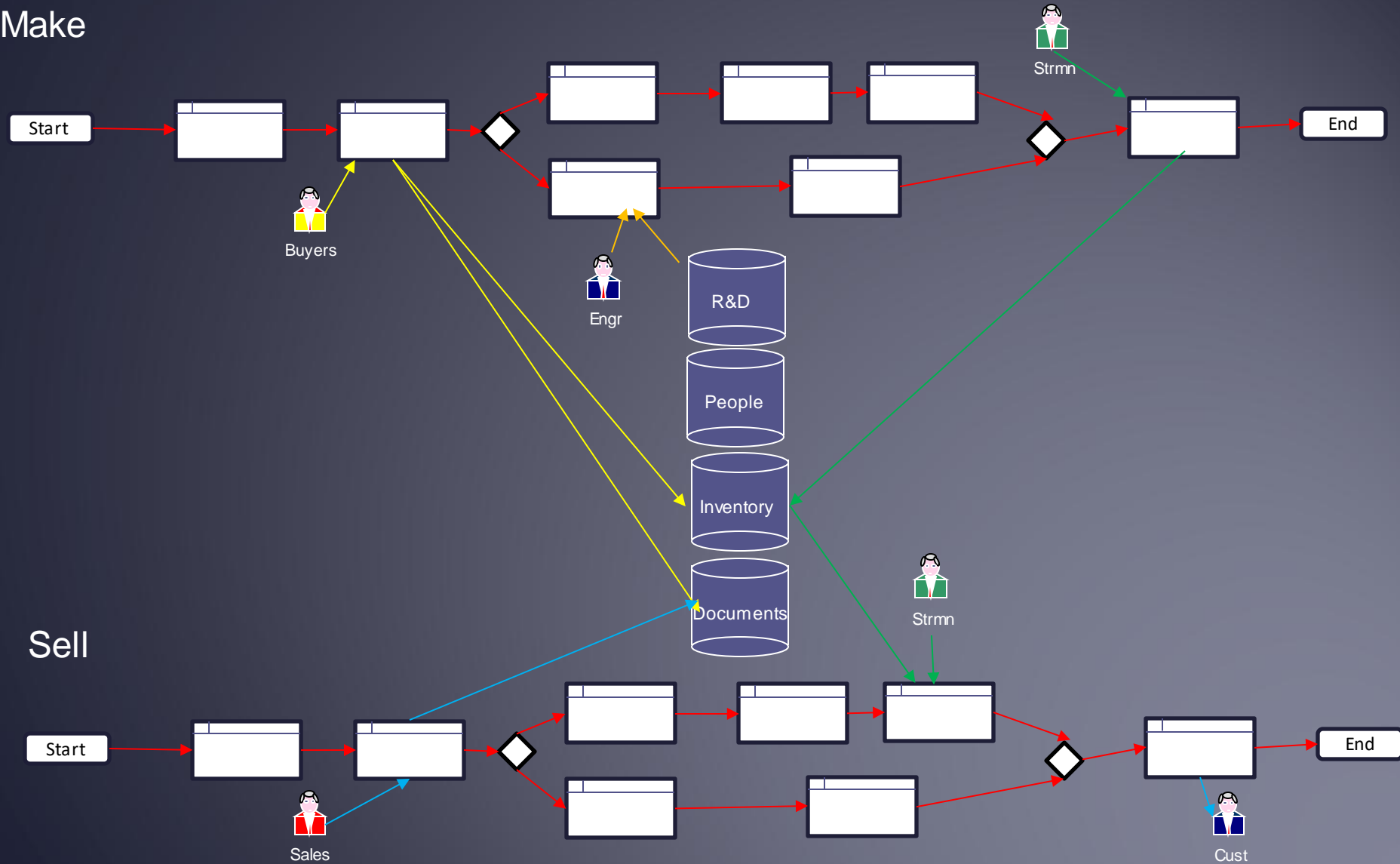
# The First Transition – Data Capture and Validation

First level reporting: Operational performance



Moving Range Performance Measurement

The Old Geeks Shed

# The First Transition – Data Capture and Validation

People do what people do.  *My Numbers are not your Numbers*

Validation is in three general stages…..

Stage 1 – programme defensively with one of the primary aims being to reduce keyboard finger trouble

Stage 2 – "clean" the data.  That is to say remove detectable anomalies in preparation for subsequent transitions

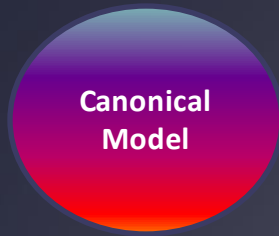Stage 3 – Delete redundant data

Inferential Distance

# The First Transition – Data Capture and Validation

There is a complex data management architecture….


Federation


Data Structure for each container


Data tables, indexes, stored procedures..

# The First Transition – Data Capture and Validation

**Canonical Model**

The first component – a data dictionary

A data dictionary contains the details of descriptive attributes of "things".

Descriptive attributes include descriptors like….

A name
The type of data it normally holds
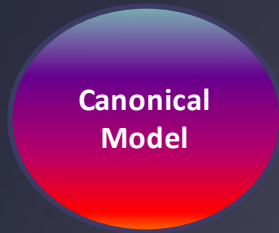Some form of range of value indication
What happens to it during its life cycle
Descriptions of what it does.
What it is used for in terms of range of uses and who
it is used by where, when and how

Without it, validation becomes a bit of a guess….

# The First Transition – Data Capture and Validation


Canonical Model

Data Dictionary Entry



| Inventory Class | Item Part Number | Item Description | Item Class or Platform |
|---|---|---|---|
| Z1 | 960 0101 | Car | Sports |

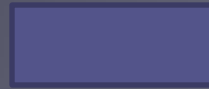Other attributes as granularity demands and "need to know" is refined



Golden Record
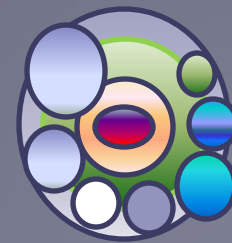


If its done right…… And Referential Integrity is Robustly Maintained…..

Brilliant……

# The First Transition – Data Capture and Validation

The Desktop

# The First Transition – Data Capture and Validation

- Data has legs
- People do what people do
- Computers are, by their nature, binary, they are not very good at "untidy"
- Without robust validation, garbage in, garbage out
- "information" is a derivative of operational data
- My numbers are not your numbers
- Data collection is usually at process level and linear
- Reporting tends to be multi purpose and viral
- Minimise the impact of inferential distance
- Those who get this right have a firm foundation for the other transitions
- Beware of geeks bearing gifts….

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# The First Transition – Data Capture and Validation

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