

Functional Practice Statements - Data Quality Strategy	
<div><div>Level 1: Initial</div><div><div>1.1</div><div>Data quality objectives, rules, and criteria are documented. Project level criteria include established standards, control processing, and metrics such as error rates and quality thresholds.</div></div><div>Data requirements should be consistent with the language of the business and employ standard approved business terms when available.</div><div><div>1.2</div><div>Business stakeholders participate in setting data quality criteria and objectives.</div></div><div><div>1.3</div><div>Data quality plans are followed; rules are implemented; criteria are monitored.</div></div><div><div>Example Work Products</div><div><ul style="list-style-type: none">Data quality plans, criteria, and rulesMeeting notes or reviews from stakeholdersStatus updates against plansData quality metricsData quality processing documentationData quality rules implemented in database and software, documented as requirements</div></div></div>	
<div><div>Level 2: Managed</div><div><div>2.1A</div><div>data quality strategy is defined, approved, and managed.</div></div><div>The fundamental objective of the data quality strategy is to encapsulate the organization's plans to assure that data is fit for purpose and meet business needs. The strategy should be designed to facilitate moving from the current state to the target state; it should explicitly align with business objectives and drivers and the organization's data management strategy.</div><div>At a minimum, a data quality strategy should include the components below:<ul style="list-style-type: none">Quality goals and objectivesBusiness benefits and impact (by line of business within scope)Implementation prioritiesQuality criteriaPolicies and governanceCompliance processA sequence plan to guide implementation</div><div>It should also include guidelines related to data profiling, expectations, and rules that help guide data cleansing projects.</div><div>Data Requirements Definition will assist in determining data quality objectives.</div><div>Refer to Data Management Strategy for information to aid in development of the data quality strategy—these two process areas have a symbiotic relationship.</div><div><div>2.2</div><div>Business stakeholders participate in creating the data quality strategy.</div></div><div><div>2.3</div><div>The organization has established policies, processes, and guidelines to implement the data quality strategy.</div></div><div>The data quality strategy is supported by policies, plans, and processes, which define standards and guidelines for how activities are conducted that are necessary to achieve the organization's quality goals.</div><div>Processes and policies should contain guidance for profiling, cleansing, assessment, and monitoring activities that are applied across projects. These activities can be applied to areas such as data store consolidations, data warehousing, source to target transformation, data conversion, etc.</div><div><div>2.4</div><div>Data quality requirements are articulated employing data quality dimensions selected by the organizations.</div></div><div>A variety of ways and adjectives are used to describe dimensions of quality. Industry vendors and experts in data quality measurement will describe from seven to nine distinct dimensions. What is most important is that the organization determine what dimensions are most important to them, describe the dimensions, use them to guide development of requirements, establish criteria to guide activities, and use them to assess levels of quality in a standardized fashion.</div><div>Refer to Data Requirements Definition for assistance in determining data quality objectives and development of detailed requirements.</div><div><div>2.5</div><div>The data quality strategy is created with reference to business objectives and plans, and is approved by executive management.</div></div><div>It is important to ensure that the strategy can be accomplished based on the operational models defined by the organization for data management functions. Efforts to achieve increased quality can be significant, so the correct level of quality for the purpose must be identified, and the effort to achieve it must be balanced and in alignment with business plans. The business plans are key drivers to development of the data quality strategy</div><div><div>2.6</div><div>Plans to meet the goals and objectives of the data quality strategy are monitored to evaluate progress.</div></div><div><div>Example Work Products</div><div><ul style="list-style-type: none">Data quality strategyData quality sequence plan with key milestones identified</div></div></div>	
<div><div>Level 3: Defined</div><div><div>3.1</div><div>The data quality strategy is followed across the organization and is accompanied by corresponding policies, processes, and guidelines.</div></div><div>The strategy should include consideration of the following:<ul style="list-style-type: none">Alignment with business strategyTargets and thresholds associated with business objectivesOverall data management strategy and objectivesPrioritizations of subject areasAlignment with organizational data and architectural standardsRequirement to employ data quality dimensionsProcess for approving data quality rulesGuidelines and criteria for data profiling, assessment, and cleansing activitiesSequence plan to guide implementationIdentification of critical projects with dependencies mapped</div><div><div>3.2</div><div>Roles and responsibilities for governance, implementation, and management of data quality practices are defined.</div></div><div><div>3.3</div><div>A defined process for defining benefits and costs for data quality initiatives is employed to guide data quality strategy implementation.</div></div><div>The data quality strategy should provide justification for the value and importance of implementation outcomes. A clear value proposition should be established for executing the strategy. Determination of the benefits and costs of data quality may include an ROI analysis, cost implications of defects, and business opportunities tied to improvements.</div><div><div>3.4</div><div>The policies, processes, and governance contained in the data quality strategy are anchored across the data lifecycle, and corresponding processes are mandated in the system development lifecycle methodology.</div></div><div>Institutionalization of the data quality strategy includes ensuring that as new data management systems and data warehouses are developed, principles and requirements are embedded as a part of the development lifecycle. It is equally important that the plans for and execution of development activity are monitored and adjusted as appropriate to reflect execution of the data quality strategy.</div><div><div>3.5</div><div>Data quality projects, such as data profiling, data assessments, data cleansing, and risk assessments are aligned with the business needs identified in the data quality strategy and the cost-benefit analysis</div></div><div><div>3.6</div><div>A sequence plan for data quality improvement efforts across the organization is developed, monitored, and maintained.</div></div><div>The sequence plan is monitored by data management with input from governance bodies.</div><div><div>Example Work Products</div><div><ul style="list-style-type: none">Data quality strategy approvalsData management standards providing quality criteria and guidelinesApproved policies and processesApproved data quality metricsEmbedded SDLC data quality processesData quality business rules organized around subject areasStandard data quality processes</div></div></div>	
<div><div>Level 4: Measured</div><div><div>4.1</div><div>Data quality metrics are employed to analyze proposed changes to the data quality strategy.</div></div><div>Producing a strategy to meet the data quality needs of the organization is not a once-and-done activity. Once developed, the execution of the strategy must be closely monitored, as well as the changing needs of the business. Both must be regularly evaluated to ensure the strategy achieves, and continues to achieve, the business needs for quality. As shortfalls are identified or gaps are discovered, the strategy must evolve, which may involve changes of focus or adjustments to ongoing projects.</div><div><div>4.2</div><div>Prioritizing data quality issues for remediation or prevention is evaluated quantitatively. Priorities are regularly reviewed and adjusted to address changing business objectives.</div></div><div>Efforts and costs to address quality issues can be substantial. It is important to ensure that prioritization and decisions relating to these activities are accomplished in an informed manner so that the costs are aligned with the value and achievement of business objectives. Quantitatively evaluating the quality issues and using that information to help support these decisions is therefore critical.</div><div><div>4.3</div><div>Stakeholder reports of data quality issues are systematically collected. Their expectations for improving data quality are included in the data quality strategy, and are measured and monitored.</div></div><div>Documented business needs and data quality criteria and stakeholder expectations do not always match. Unless stakeholders have been involved in the development of the data quality strategy, it is easy for them to believe that their quality expectations are not being met. To guard against this and ensure that the levels of quality are meeting business needs, the success factors and criteria by which the data quality strategy will be measured must be developed with stakeholder input.</div><div><div>4.4</div><div>The performance of policies, processes, and guidelines, which are defined to support the data quality strategy, are adjusted based on performance metrics analysis results.</div></div><div><div>Example Work Products</div><div><ul style="list-style-type: none">Approved changes to the data quality strategyApproved changes to policies, processes, and metricsStandard metrics based on analytical reports of data quality progressApproved modifications to the data quality strategy, sequence plan, or supporting policies, processes, and plans</div></div></div>	
<div><div>Level 5: Optimized</div><div><div>5.1</div><div>Data quality program milestonesand metrics are regularly reviewed by executives, and continuous improvements are implemented.</div></div><div><div>5.2</div><div>The organization shares best practices and successful approaches to improving data quality with industry peers.</div></div><div>Implementation of standards—direct quality standards as well as architecture standards—is important to meet quality objectives.</div><div>Standards can include the following:<ul style="list-style-type: none">Data architecture standardsData exchange standards (e.g., XML)Performance metrics for quality rulesData quality shared servicesOntologies and taxonomies</div><div><div>Example Work Products</div><div><ul style="list-style-type: none">Presentations, white papers, and articles communicating best practices for data quality strategy</div></div></div>	