



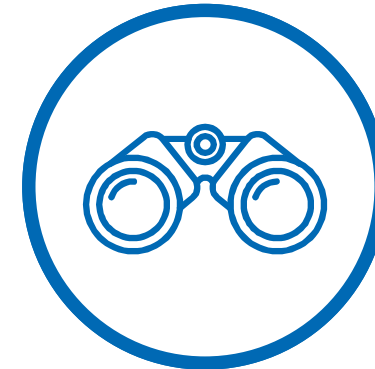
Data Governance Charter

Data Governance Committee: What is our reason to be?



Proposed Mission

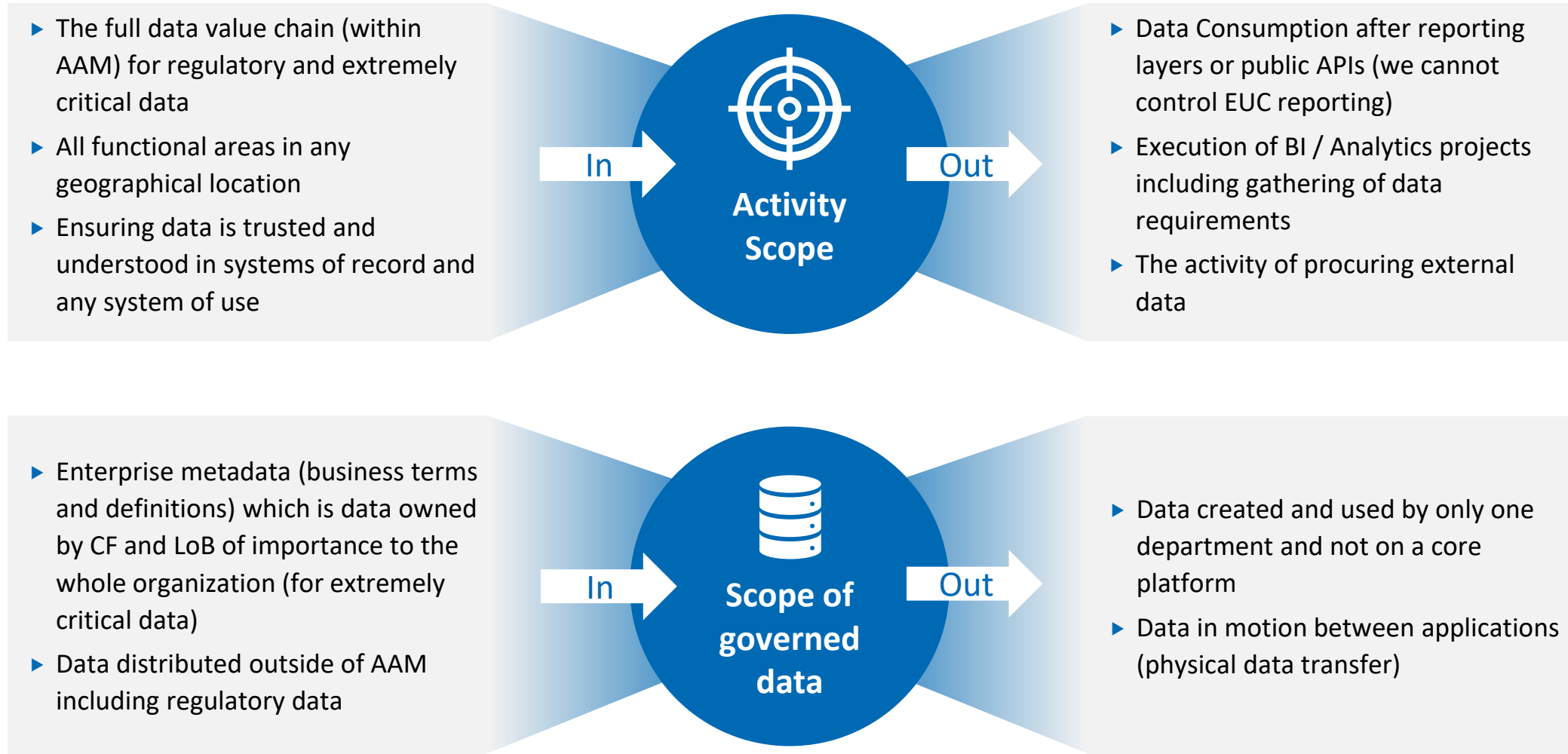
Data governance defines the structure and control mechanisms that enable and support AAM to identify, prioritize and maintain quality, relevant data.



Proposed Vision

All enterprise relevant data is owned, and roles and responsibilities are defined so data becomes an always available trusted enterprise asset.

Data Governance Committee: What do we propose is in our scope?



Data Governance Committee: What is our level of authority?



Data decision stop where?

All data (governance) decisions stop at the DG Committee, with the CDO as tie breaker



Do we have budget authority?

DG Committee has no authority to approve budget items but can make budgetary recommendations on data (governance) initiatives



Authority to hire new resources?

DG Committee does not have direct line management or authority to hire new resources

Data Governance Committee: What are we responsible for?



Decision and Prioritizing

- ▶ **Sign off on high-impact data** related decisions (based on data challenges) that have AAM wide implications
- ▶ **Define data quality priorities** and ensure high enterprise data quality and allocate resources accordingly
- ▶ **Ensure alignment** among stakeholders, programs, projects, and groups that work with data within AAM



Compliance

- ▶ **Drive Compliance** with regulations related to Data Governance (e.g. GDPR , Solvency II Data Quality Pillar)
- ▶ **Ensure Compliance** with **Group Data Management Policy**



Data Management

- ▶ Create and maintain **Corporate Data vocabulary** (Ensure execution of Meta Data Management)
- ▶ Define, approve and execute the **Data Strategy**
- ▶ Accountable for the **definition and quality** of business data (meta data and physical instances associated with business term) under their ownership
- ▶ Own and conform to the **Enterprise Conceptual & Logical Data Models**



Standards

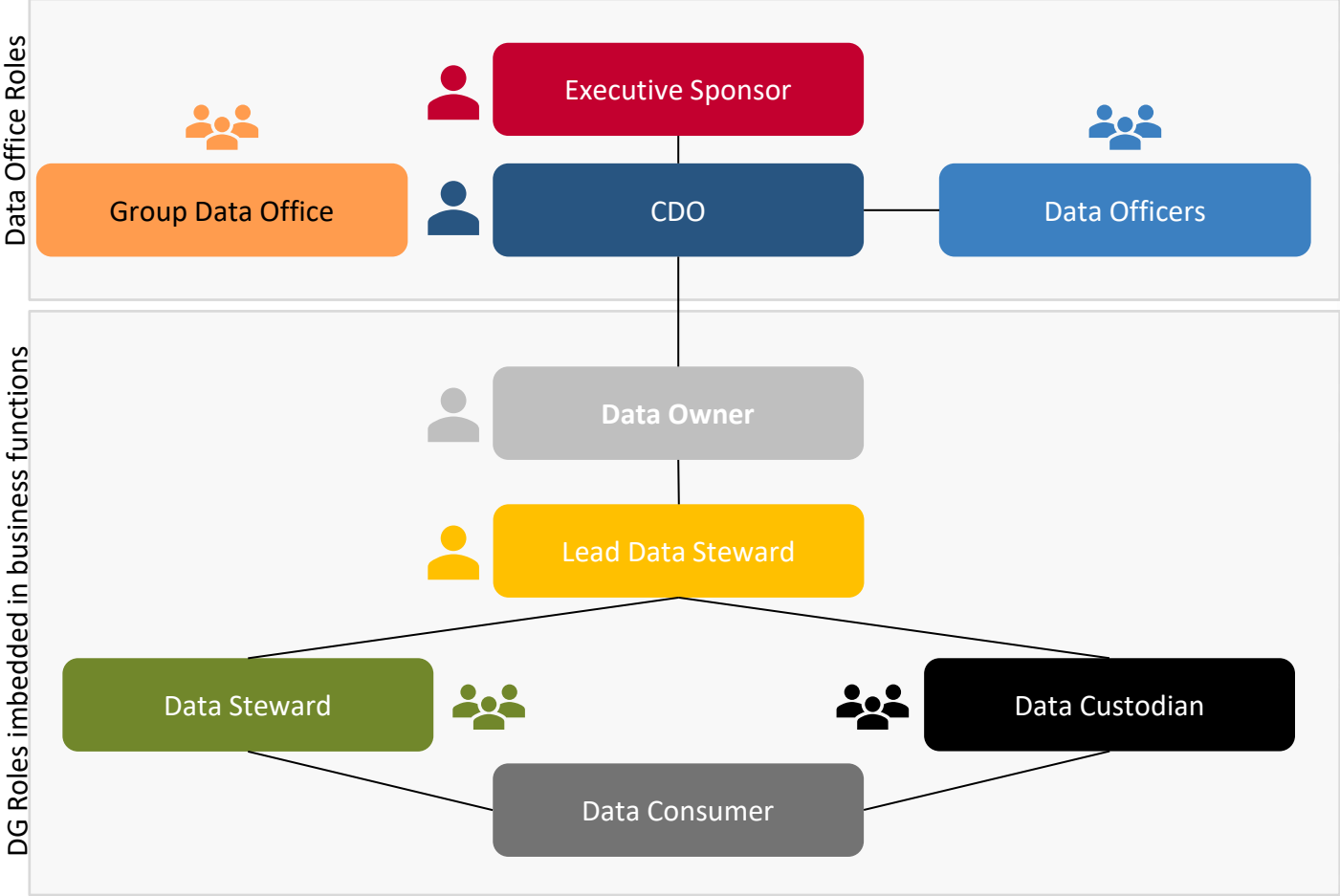
- ▶ Define Principles, Policies, Standards and Best Practices about **data** and **meta data management**



Roles and Responsibilities

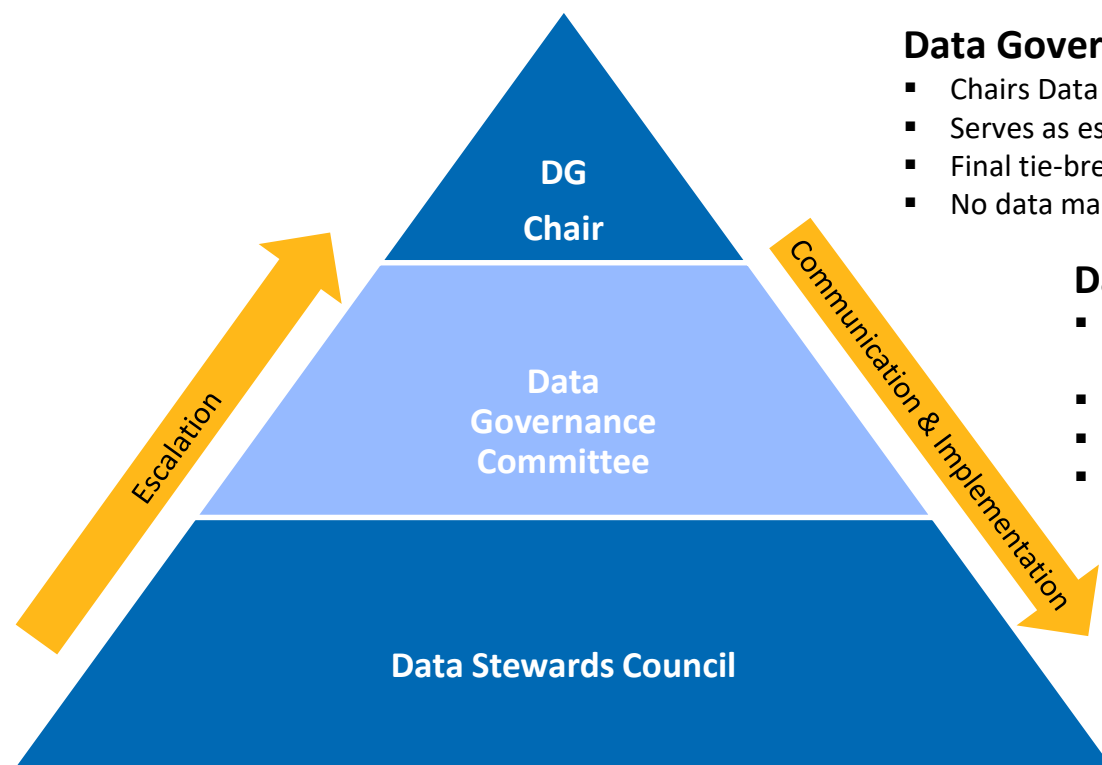
- ▶ Define the roles, responsibilities and accountability around **Data Governance** and is the escalation point for data issues within AAM

Data Governance Community



Role	High level Description
Executive Data Sponsor	<ul style="list-style-type: none">• Leverage information as an asset to enable AAM’s business strategies, improve performance, and satisfy key stakeholders• Lead efforts to enhance AAM’s capabilities around decision making through improved analytics, governance and data quality• Sponsor efforts such as Data Strategy, Digital Strategy, Data Governance Strategy
Group Data Office	<ul style="list-style-type: none">• Responsible for monitoring compliance in the BUs and reporting to the MB about the status of Data Management and highlighting higher Data Risks• Guidelines on the four core data management capabilities (data governance, data quality, meta data management, master data management) and monitor roadmaps & maturity by key data domains such as customer, employee and financial data• Maintain and update this Policy and associated standard and guidelines
CDO	<ul style="list-style-type: none">• Act as the face of AAM Data Governance and the primary point of contact for Data Governance across AAM• Accountable for data oversight and decision-making for high-impact data decisions
Data Officers	<ul style="list-style-type: none">• Assists Executive Data Sponsor in preparing Data- and Data Governance strategies, principles, policies, standards etc.
Data Owner	<ul style="list-style-type: none">• Responsible for the Business Function adherence to the AAM Data Strategy and Data Governance Framework• Oversees data activities of the (Lead) Data Stewards across various lines of business and subject areas and provides guidance• Supports the Executive Data Sponsor with Business Line specific decisions
Lead Data Steward	<ul style="list-style-type: none">• Oversees data activities within a Corporate Function and provides guidance as required• Point of contact for Data Governance Core Team, Data Stewards and SMEs within their scope• One of the Lead Stewards can act as Chief Steward that represents all (Lead) Stewards in the Data Governance Committee and acts as spokes person for all stewards.
Data Steward	<ul style="list-style-type: none">• Accountable for the stewardship of all data within a specific component of a CF or subject area• Monitor adherence to the AAM Data Strategy capabilities for a specific component of a CF• Conducts day-to-day Data Governance activities• Responsible for the data elements within their area (i.e. by process, project, system) including data definitions and lineage• Responsible for overseeing proper data entry and maintenance of physical data in source applications
Data Custodian	<ul style="list-style-type: none">• Serve as an expert/technical authority for systems/subject areas• Assists Data Stewards with IT/technical issues of Data Governance
Data Consumer	<ul style="list-style-type: none">• Data Users are people /departments that receive and consume data. They are important as the purpose of data governance is to meet the needs of the user community

Consultation structure of the Data Governance Community



Data Governance Chair (chaired by CDO)

- Chairs Data Governance enterprise-wide
- Serves as escalation point for enterprise data-related decisions
- Final tie-breaker on data related functional disputes
- No data management related escalation past the Data Governance Chair

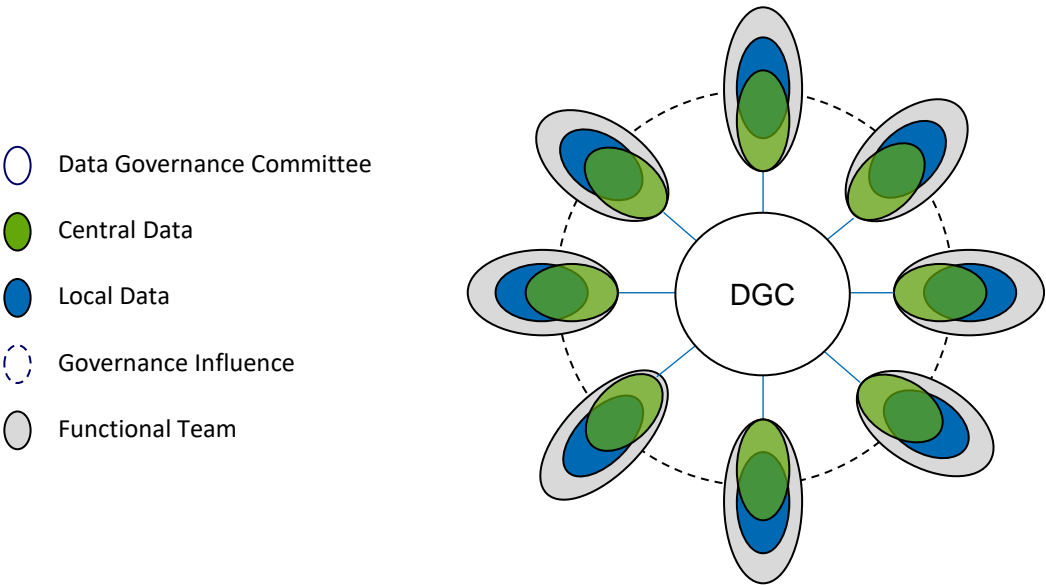
Data Governance Committee

- Consists of senior representatives of data-owning business functions who can make decisions about data for the organization
- Also includes specific 2nd line roles as well as the Data Privacy team
- Approves enterprise data-related decisions
- Appoints chair of the Data Stewards Committee (Chief Data Steward)

Data Stewards Council

- Consists of lead data stewards who are subject matter experts on their own data.
- Approve grass roots data governance decisions
- Propose and advice the Data Governance Committee on data quality priorities
- Ensure execution and communication of data decisions
- Contribute, review and approve Data Governance Principles, Policies, Standards and Procedures

Data Governance Operating Model



DGC function includes a officer that works with business functions: Central DGC function



DGC defines common frameworks and methodologies for the organization and assists the organization to implement them



DGC Standardizes tools & architecture



DGC is business focused and works closely with IT to execute programs



Central data is governed by Data Onwers and Stewards embedded in business and support functions

Hybrid Model

Responsibility and ownership are shared equally among the different functional areas and the enterprise.

Advantages

- Takes into account business term needs of product lines
- Balances responsiveness and resilience
- Consistent approach provides cross-company sharing

Challenges

- Moderate disruption during program rollout
- Additional resources required

Data Governance Committee Meeting Structure



Meeting frequency

- ▶ Meetings are **scheduled monthly** while the chair may call additional meetings if necessary
- ▶ Meetings can be held **in person, by telephone or video conference**



Committee Chair

- ▶ The chair is responsible for **proceedings, timelines and requirements**
- ▶ **Agenda and documents** are to be provided in advance by the chair to the committee members



Committee Secretary

- ▶ A delegate of the chair serves as **secretary**
- ▶ The secretary will **draft minutes and actions** from the previous meeting and distribute these among the committee members
- ▶ The secretary **collects materials and documents** used in the meetings on an accessible MS Teams site

Data Governance Committee Voting Principles



Votes

- ▶ Each committee member has **one vote**
- ▶ A **majority of votes** is necessary to make a recommendation to the MB
- ▶ A **quorum of at least half** of the committee must be present
- ▶ The chair serves as a **tie breaker**



Delegates

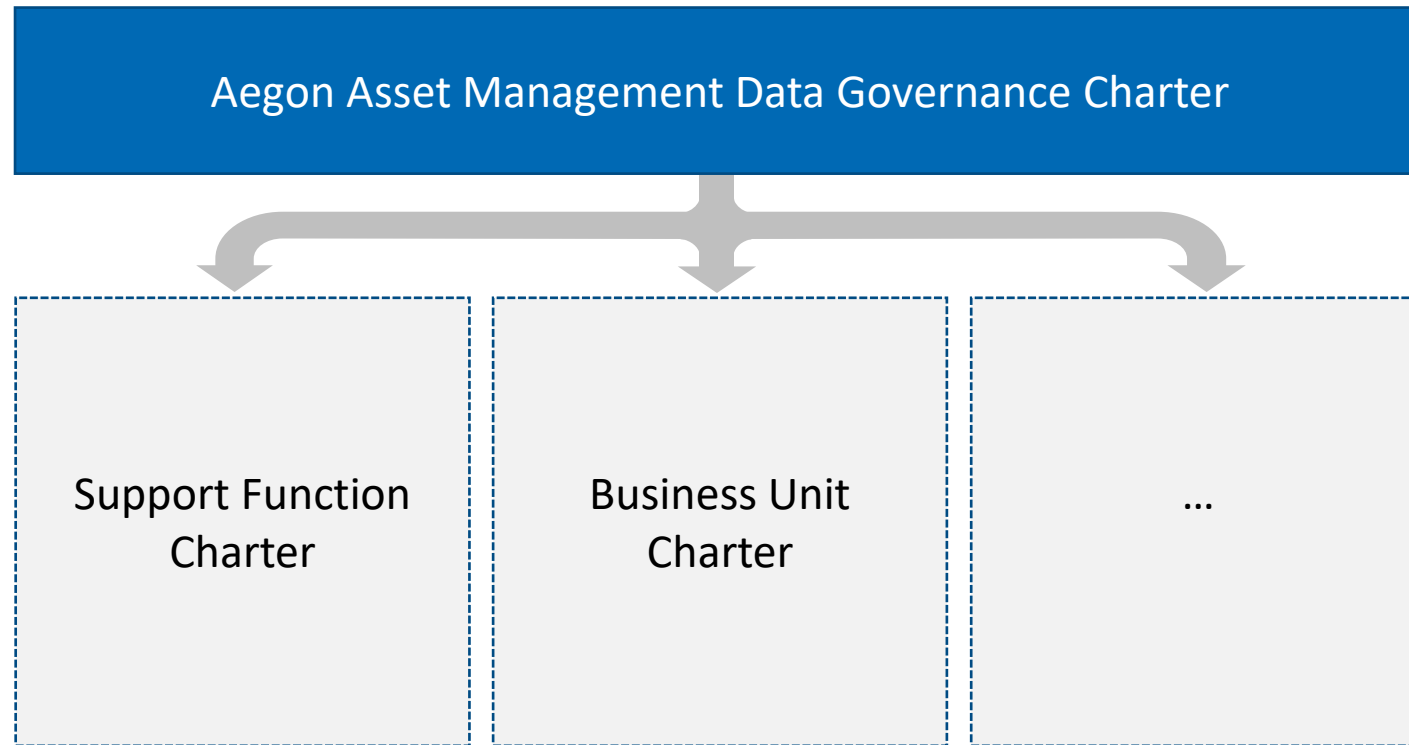
- ▶ Committee members are allowed to **delegate** their **attendance and voting rights**
- ▶ **The chair must provide consent** for a member to appoint a delegate



Recommendations

- ▶ The committee will **seek consensus** when making recommendations
- ▶ The committee will seek **resolution or mitigation of material objections** when making recommendations

DG Charter: relationship between overarching charter and sub-charters



Data Governance RACI Matrix

The RACI matrix below depicts the different expectations for the Data Governance roles on any given task within the proposed Data Governance and Data Management workflow.

#	Task Description	CDO	Data Officers	Data Owner	Data Steward	Data Custodian	Data Consumer
1.	Identify Business Term concepts	I	C	A	R	C	R
2.	Propose draft names and definitions	I	C	A	R	C	R
3.	Assign draft Business Terms to Data Model	A	R	C	C	C	I
4.	Assign Data Governance roles	A	R	R	R	C	I
5.	Verify Business Term and definition	A	R	C	C	I	I
6.	Assign Business Rules	I	C	A	R	I	I
7.	Assess Business Term Criticality	I	C	A	R	C	I
8.	Assess privacy	I	C	A	R	C	I
9.	Create and maintain Data Lineage	I	C	A	R	R	I
10.	Data Quality: Discover and profile data	I	C	A	A	R	I
11.	Data Quality: Create and monitor Data Quality rules	I	R	A	C	R	I
12.	Data Quality Monitoring: Incident reaction	I	C	A	R	C	I
13.	Data Governance Issue Management	I	C	A	R	C	I
14.	Certify Business Term	A	R	C	C	I	I
15.	Data Governance workflow	I	I	A	R	I	I
16.	Periodically ensure Business Term relevance	I	C	A	R	C	I
17.	Data Management and Quality tools: Selection, integration and maintenance	A	R	C	C	C	I



Appendix 1

Detailed Roles & Responsibilities

Data Governance Charter Appendix

Detailed Roles & Responsibilities

Appendix 1: Detailed Roles & Responsibilities

1.1 Executive Data Sponsor

The executive data sponsor is a senior executive who is accountable to the business for the success of Data Governance in AAM.

Primary Purpose

- Provides executive oversight and strategic direction and decision-making / sign-off for high impact issues and decisions
- Oversees adherence to the AAM Data Strategy and AAM Data Governance Framework

Competencies / Skills

- Influential individual with experience in gaining consensus across the organization
- Deep knowledge of the organization, synergies and sometimes conflicting goals across SF/BUs
- Influential in sponsoring change
- General understanding of data as a strategic AAM asset
- Experience and familiarity with financial services data
- Strong leadership and facilitation skills

Responsibilities

- Accountable for overall AAM Data Strategy and AAM Data Governance Framework adherence
- Supports AAM data strategy and standards
- Provides sponsorship and funding for data initiatives
- Leads the execution of AAM data related projects and programs by providing sign-off, oversight and guidance as required

Appendix 1: Detailed Roles & Responsibilities

1.2 Data Governance Chair (CDO)

The Data Governance Chair is a senior executive responsible to establish and for the success of the AAM Data Strategy and Data Governance Framework

Primary Purpose

- Establishes the overall AAM Data Strategy and AAM Data Governance Framework
- Oversees adherence to the AAM Data Strategy and AAM Data Governance Framework

Competencies / Skills

- Influential individual with experience in gaining consensus on cross SF/BU issues
- Deep knowledge of the organization, synergies and sometimes conflicting goals across SF/BUs
- Awareness of key regulatory requirements impacting AAM data management
- Influential in orchestrating change
- Knowledge of internal business processes and application interactions
- General understanding of data as a strategic AAM asset
- Experience and familiarity with financial services data
- Awareness of data touch points with other SF/BU s
- Strong facilitation and communication skills
- Strong problem solving skills & Strong leadership skills

Responsibilities

- Sets AAM data strategy and standards
- Serves as an escalation point for high-impact issues
- Escalates major cross-functional issues to a member of the Senior Executive Team for decisioning
- Promotes a positive and collaborative AAM SF/BU relationship by guiding high-level methods of interaction
- Provides an in-depth understanding of strategic business objectives and data requirements, and a clear understanding of strategic AAM Data capabilities
- Chairs the data governance Committee meeting in person (i.e., cannot delegate) on a quarterly basis

Appendix 1: Detailed Roles & Responsibilities

1.3 Data Governance Officer

The data governance officer supports the Data Governance community and is responsible for the planning, controlling and coordination of Data Governance activities. The officer can consist of multiple roles (e.g. Data Governance Specialist(s), Meta Data specialist(s), Master Data Specialists and/or Data Quality Specialist(s)).

Primary Purpose

- Develops the overall AAM Data Strategy and AAM Data Governance Framework
- Develops the Data Governance Organization and its activities (data strategies, standards and guidelines)
- Establishes new Data Governance and Data Management capabilities required to achieve the common Data Governance goals.

Competencies / Skills

- Knowledgeable on Data Governance terms and practices as well as ways to operationalize them and embed them in the organization
- Capable of determining and maintaining Meta Data and Master Data requirements
- Knowledgeable on how to measure and control Data Quality as well as how to set Data Quality requirements

Responsibilities

- Develops the Data Governance Organization and its activities (data strategies, standards and guidelines, establish data quality management, measurements);
- Overarching planning, steering and controlling of all ongoing Data Governance activities
- Develops and maintains Data Governance Principles Policies, Processes and Standards including logical metadata standards
- Implements and maintains and supports Data Governance tooling
- Launches and/or support new data governance, data management and/or data quality initiatives to ensure data governance goals are met (e.g. data lineage, master & reference data management, GDPR compliance).
- Develops and maintains Data Governance Metrics
- Performs Data Governance Benchmarking
- Provides support, training and best practices to the data governance community
- Maintains the enterprise data dictionary
- Develops the Data Quality Strategy and Data Quality Operating Model (DQOM)
- Develops data quality processes, policies and standards
- Develops and maintains data quality metrics
- Supports Data Stewards with the development of business data quality rules
- Supports and maintains data quality tools
- Ensures build, test and implementation of business data quality rules
- Executes data quality event management
- Supports projects, stewards and users with data discovery and data profiling activities

Appendix 1: Detailed Roles & Responsibilities

1.4 Data Owner

Data Owners are usually heads of SF/BUs or lines of business who are the most responsible for the quality of the data. They are accountable for the definition and quality of the data under their authority and represent departmental and enterprise data interest.

Primary Purpose

- Responsible for the SF/BU's adherence to the AAM Data Strategy and AAM Data Governance Framework
- Oversees data activities of the Lead/ Chief Data Steward(s) within their SF/BU and provides guidance as required
- Supports the Executive Data Sponsor and Data Governance Chair with overarching AAM wide data decisions

Competencies / Skills

- Senior Manager or above
- Influential individual with experience gaining consensus on cross SF/BU issues
- Deep knowledge of the organization, synergies and sometimes conflicting goals across AAM and SF/BU
- Deep experience in leading change within a SF/BU
- Strong awareness of data touch points with other SF/BU
- Understanding of data as a strategic AAM asset
- Strong facilitation and leadership skills
- Strong problem solving skills

Responsibilities

- Sets SF/BU data strategy and standards
- Accountable for the integrity of data across their SF/BU
- Represents the SF/BU at the AAM level and makes high-impact decisions (e.g., decisions that impact the AAM, that have fiduciary implications, etc.)
- Serves as an escalation point for high-impact issues (e.g., issues that impact AAM, the entire SF/BU , etc.)
- Escalates major cross-functional issues to a member(s) of the Senior Executive Team for actioning
- Promotes a positive AAM- SF/BU relationship, guiding methods of interaction
- Attends data governance Committee meetings in person to represent the SF/BU and invites Data Stewards as required
- Accountable for the definition of data within their control
- Responsible for prioritizing and approving remediation of data quality issues
- Agrees metrics and availability of data with the CDO and stakeholders (for example Data Quality metrics)
- Accountable for retention and deletion, classification and access to data within their domain
- Accountable for managing third party data with the vendor (data delivery agreement) and setting guidelines for usage

Appendix 1: Detailed Roles & Responsibilities

1.5 Lead Data Steward

A data steward with additional responsibilities who provides business leadership for a data stewards team.

Primary Purpose

- Oversees data activities within a SF/BU and provides guidance as required
- Point of contact for Data Stewards, Data Managers and SMEs within their scope

Competencies / Skills

- Manager level
- Experience in gaining consensus across SF/BU issues
- Deep knowledge of the organization, synergies and of the sometimes conflicting goals between AAM and a specific SF/BU
- Experience in leading change within a SF/BU
- Deep knowledge of internal business processes and applications
- General understanding of data as a strategic AAM asset
- Experience and familiarity with financial services data
- Awareness of data touch points with other SF/BU s
- Strong problem solving and leadership skills
- Strong facilitation and communication skills
- Working knowledge of project management, training, and compliance

Responsibilities

- Oversees day-to-day AAM Data Strategy and AAM Data Governance Framework adherence within their SF/BU
- Accountable for overseeing implementation of SF/BU data strategy and standards
- Appoints Data Stewards
- Stewards data across their SF/BU or Subject Area
- Participates on the Data Stewards Committee
- Makes SF/BU or Subject Area specific decisions
- Serves as an escalation point for specific issues within their scope by Users, Data Stewards and SMEs on an informal and formal basis
- Identifies, prioritizes and escalates issues / challenges to the Data Owner as required
- Supports the execution of AAM data related projects and programs at the SF/BU level
- Promoter of a positive and collaborative AAM- SF/BU relationship by guiding daily methods of interaction
- Provides an in-depth understanding of business objectives and data requirements, and a clear understanding of AAM capabilities
- Develops SF/BU specific standards, procedures, metrics, etc. to support the overall Data Governance organization as required

Appendix 1: Detailed Roles & Responsibilities

1.6 Data Steward

A data steward is a business professional, most often recognized as subject matter experts, who is assigned accountability for the data specifications and data quality of specifically assigned business terms or a subset of data.

Primary Purpose

- Conducts day-to-day Data Governance activities and manages the daily operation of specified data assets
- Responsible for the data elements within their area (i.e., by product, process, project, system) including data definitions, lineage, etc.
- Accountable for the proper data entry and maintenance of physical data in source applications

Competencies / Skills

- Minimum Mid-Level
- Experience in leading change within a SF/BU
- Deep knowledge of internal business processes and applications
- General understanding of data as a strategic AAM asset
- Experience and familiarity with financial services data
- Strong problem solving skills
- Strong facilitation and communication skills

Responsibilities

- Adheres to the AAM Data Strategy and AAM Data Governance Framework
- Executes / implements AAM policies, standards, processes, metrics etc. at the SF/BU or Subject Area level
- Ensure data assets specified within their area (i.e., by product, process, project, system, etc.) are maintained
- Maintains data integrity of data by resolving issues that prevent the integration and / or reusability of data
- Serves as the escalation point to the Lead Steward/ Data Owner for data issues within their area
- Identifies, prioritizes and escalates issues / challenges to the Lead Data Steward as required
- Works collaboratively with other Data Stewards and SMEs to effectively govern data within a SF/BU
- Supports key metrics by developing reports and tracking metrics as required
- Provides an in-depth understanding of data elements within their area

Appendix 1: Detailed Roles & Responsibilities

1.7 Data Custodian

Data Custodians are (IT) professionals operating within one of the Knowledge area's such as Data Integration Specialist, Database Administrators, Business Intelligence Specialists, Data Quality Analyst or Meta Data Administrators. This role provides input and resolution from a technical perspective on issues/topics from Data Steward and seeks to be in agreement with multiple technical SME's.

Primary Purpose

- Serve as an expert/technical authority for systems/subject areas which may encompass multiple SF/BU s
- Assists Data Stewards with IT/technical issues of Data Governance

Competencies / Skills

- Minimum Mid-Level
- Typically an IT resource, most likely an architect or system SME.
- Experience with logical and physical metadata
- Experience in multiple DBMS environments
- Experience with messaging
- Experience with maintaining change control/version control applications
- Understands basics of semantics
- Knowledge of legacy applications
- Ability to create and implement technical requirements that conform to approved business rules
- General knowledge of business processes for a particular SF/BU

Responsibilities

- Maintains technical metadata standards
- Maintains Data Modelling standards
- Ensures/adheres to database table/column naming standards
- Maintains technical metadata in Enterprise Data Dictionary
- Maps Business Terms to Technical Terms to complete vertical data lineage
- Identifies quality issues and inconsistencies in legacy data as well as source data for new projects with Data profiling tools
- Provides technical requirements for the tooling selection processes and weighs in on decisions
- Responsible for maintaining technical project metadata
- Understands and complies with Architecture Reference Models
- Contributes to project technical & functional specifications
- Provides technical impact analysis for proposed metadata changes
- Provide estimates for change control
- Works closely with SMEs & Data Stewards to implement data governance policies
- Creates and maintains Data Flow Diagrams
- Documents and maintains Institutional knowledge

Appendix 1: Detailed Roles & Responsibilities

1.8 Data Consumer

Data Consumer are people /departments that receive and consume data. They are important as the purpose of data governance is to meet the needs of the user community.

Primary Purpose

- Data Consumers consume corporate data and expect data to be of high quality
- Articulates Data Requirements to Subject Matter experts and/or Business Annalists.

Competencies / Skills

- Articulate data usage requirements to a business analyst
- Assess data to be fit for purpose
- Self service BI
- Sufficiently data literate for the use purposes
- Awareness of data literacy levels
- Able to recognize the need for new analytics use cases
- Awareness of data related compliance and regulations

Responsibilities

- Communicate data usage requirements to a business analyst
- Formulate and evangelize data use case
- Remain sufficiently data literate for data use purposes
- Remain compliant with data related regulations and policies