Building a World-Class Data Governance Organizational Framework

By David Marco
President
EWSolutions

Webinar Series: Data Governance Mastery
Partnership

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**EWSolutions’ Background**

**EWSolutions** is a Chicago-headquartered strategic partner and full life-cycle systems integrator providing both **award winning** strategic consulting and **full-service implementation services**. This combination affords our client partners a full range of services for any size enterprise information management, metadata management, data governance and data warehouse/business intelligence initiative. Our notable client partner projects have been featured in the Chicago Tribune, Federal Computer Weekly, Journal of the American Medical Informatics Association (JAMIA), Crain’s Chicago Business, The Doings and won the 2004 Intelligent Enterprise’s RealWare award, 2007 Excellence in Information Integrity Award nomination, DM Review’s 2005 World Class Solutions award and 2016 CIO Review 20 Most Promising Enterprise Architecture providers.

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**2007 Excellence in Information Integrity Award Nomination**

**2004 WINNER**

Best Business Intelligence Application

Information Integration

Client: Department of Defense

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Spherion
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SunTrust Bank
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The Regence Group
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Thrivent Financial
United Healthcare (UHC)
United Health Group
United Nations (ICAO)
United States Air Force
United States Army
United States Courts
United States Department of State
United States Fish and Wildlife Service
United States Navy
United States Navy (BUPERS)
United States Transportation Command
University of Michigan
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David Marco – Professional Profile

Best known as the world’s foremost authority on metadata management and the father of the Managed Metadata Environment, he is an internationally recognized expert in the fields of data governance, big data, data warehousing, master data management and data management. In 2004 David Marco was named the “Melvil Dewey of Metadata” by Crain’s Chicago Business as he was selected to their very prestigious “Top 40 Under 40” list. David Marco has authored several books including the widely acclaimed “Universal Metadata Models” (Wiley, 2004) and the classic “Building and Managing the Metadata Repository: A Full Life-Cycle Guide” (Wiley, 2000).

- President of Data Management University (DataManagementU.com)
- Author of several best-selling information technology books, including the top 2 sellers in metadata management history
- 2016 Data Management Channel Expert for Business Analytics Collaborative
- 2008 DAMA Data Management Hall of Fame (Professional Achievement Award)
- 2007 DePaul University named him one of their “Top 14 Alumni Under 40”
- Selected to the prestigious 2004 Crain’s Chicago Business “Top 40 Under 40”
- Worked with over 80 client partners to successfully build their data management & governance programs
- Presented hundreds of keynotes/seminars across four continents
- Published hundreds of IT articles some of which were translated into Mandarin, Russian, Italian, Portuguese and others
- Taught at the University of Chicago and DePaul University
- Earned an MBA and holds CDMP, CDP, CCP and CBIP certifications

Email: DMarco@EWSolutions.com
Agenda

- Building a Domain Model
- Data Governance Organizational Framework
- Data Governance Council
- Data Stewardship Coordinating Group
- Domain Groups
- Live, Interactive Customization of the Framework
Data Governance Organization
Lots of misinformation on the evolution of the Data Governance Organization

- Centralized
- Agile
- Cloud
- Big Data
- Modern

Best Practice: The people who will live with the data policies are the ones who are defining them

Every organization forms their data governance organization a little differently

Some organizations are more complex while others are less complex

What is critical is that the organization:

- is actively using the Managed Metadata Environment (MME)
- has clear lines of communication
- has a defined and well understood decision-making process
- well defined feedback loop
Can build a Data Governance program in three ways: 1) **Domain / Subject Area**; 2) Departmental/line-of-business; or 3) Application

- Domain and Subject Area are **synonymous**

**Learning Point:** Most organizations will ignore the need to organize by domain. The majority will never attain an enterprise approach, have minimized success and **will fail over the next 1 – 3 years**
Building a Domain Model
Domain

- A logical grouping of items of interest to the enterprise, or areas of interest within the company
- About 5 – 15 Domain / Subject Areas in an organization
- The “nouns of an entity. Examples:
  - Legal
  - Location
  - Account
  - Product/Service
  - Vendor/Supplier
  - Customer/Party
  - Sale/Transaction
  - Material
- Domains have Sub-Domains
- Party (Domain) would have Sub-Domains like Employee, Tennant, Third Party, Government Agencies, Partnerships, Charities, etc.
Data Governance Organization
Data Governance Organization

**Data Governance Council**
- **Members**
  - Executive Sponsor(s)
  - DG PM (chair)
  - Some DG staff
  - Chief Steward
  - Lead Stewards
  - Key business & IT staff
- Define Priorities, Secure Funding, Approve Policies, Approve Procedures and Standards, etc.

**Data Stewardship Coordination Group**
- **Members**
  - DG PM
  - Some DG Staff
  - Chief Steward
  - Lead Stewards
- Build Domain Group Work Orders, Define Clear Requirements, Define Artifacts/Outputs, Scope, Work with Domain Groups, etc.

**Domain Group #1**
- **Members**
  - Lead Steward
  - Business Steward(s)
  - Technical Steward(s)
  - Interested Parties
- Discussion, Meetings, Profile Data, Research, etc.

**Domain Group #2, etc.**
- **Members**
  - Business Steward(s)
  - Technical Steward(s)
  - Interested Parties
- Discussion, Meetings, Profile Data, Research, etc.

**Smaller Groups within a Domain**
- **Members**
  - Business Steward(s)
  - Technical Steward(s)
  - Interested Parties
- Discussion, Meetings, Profile Data, Research, etc.

**Managed Metadata Environment**
- Information Technology
  - Data Custodian Team
  - Technical Stewards

**Direction Decisions**
- Feedback Reporting

**Enterprise Oversight**
- Complete Work Orders
- Focused on specific tasks

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Data Governance Organizations

- Chief Stewards
- Business Data Stewards
- Technical Data Stewards

- Data Governance Program Mgr.
- Various Data Stewards

Strategic

- Data Governance Executive Committee

Tactical

- Data Stewardship Groups

Operational – by Domain, not by LOB

- Domain Groups

- 80-85% Conflicts Resolved at this level

- < 20%

- < 5%

Enterprise Oversight

- Enterprise Oversight represents any oversight committee that the organization may have that looks over the Data Governance Council.
- These groups go by many names including steering committees, project management office, enterprise architecture, etc.
- Larger companies may have multiple such organizations while medium-sized companies may not have any.
- Enterprise Oversight is **NOT** required, rather it is something that is dictated by the entity.

<table>
<thead>
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<th>Data Governance Council</th>
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<tr>
<td><strong>Members</strong></td>
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<tr>
<td>• Executive Sponsor(s)</td>
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<td>• DG PM (chair)</td>
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<tr>
<td>• Some DG staff</td>
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<tr>
<td>• Chief Steward</td>
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<tr>
<td>• Lead Stewards</td>
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<tr>
<td>• Key business &amp; IT staff</td>
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<tr>
<td><strong>Define Priorities, Secure Funding, Approve Policies, Approve Procedures and Standards, etc.</strong></td>
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Data Governance Council

- **Best Practice:** Make sure this group is comprised of executives
  - They provide direction, make decisions and solve organizational change related problems
  - The Data Governance Council oversees the data governance organization
  - Group should be able to fund the Data Governance program
  - Group needs to be able to prioritize the major projects that the Data Governance program may embark upon
    - Learning Point: You will have many more requests than you have time and resources to fulfill
  - This group handles any serious issues or questions that may arise
  - Approve/create enterprise policies, procedures and standards
    - E.g. a company chooses to require any new data element (field) to have its domain conform to its associated business term
  - It is not uncommon to have 20 or more people in the Data Governance Council meeting
  - The Council has voting and non-voting members
    - **Voting:** Executive Sponsor(s), other key executives
    - **Non-Voting:** DG PM, DG staff, Chief Stewards, Lead Stewards and invited guests
Data Governance Council meeting best practices

- Agenda is sent out at least 1 week before the meeting occurs
- **Recommendation:** Typically we start with simple majority voting
- Meetings need a facilitator and a scribe
- The meetings need exceptional facilitation to be successful
- 1 hour duration
- Meeting Schedule Best Practices
  - For the first 3 – 4 months of your Data Governance Council it is recommended that your council meets once a month
  - After 3 – 4 months most councils meet every 2 months
  - Once your Data Governance program becomes mature and at world-class levels, move your council meetings to quarterly
The Data Stewardship Coordination Group (DSCG) is comprised of individuals that attend the Data Governance Council.

The DSCG takes the requirements from the Council and defines **clear** work orders for the Domain data stewardship groups.

Artifacts and outputs are defined.

They are the partners of and are comprised of the leaders of the Domain groups.
Domain Groups

- Domain Groups utilize business stewards for business related domains (e.g. attribute definitions) and technical stewards for technical related domains (e.g. data transformations, data profiling)
- Domain Groups interact with each other
- Each Domain Group can be comprised of:
  - Business Steward(s)
  - Technical Steward(s)
  - Interested Parties
- Interested parties includes those individuals or groups that have a vested interest and ability to contribute positively to the Domain Group
These groups do the detailed data stewardship work

They work extensively with the metadata management application to store the metadata related to their data governance work
Domain Groups

- Important to have a matrix ensuring that the proper departments are represented in each Domain Group

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In the Final Analysis
Key Learning Points

- The people who will live with the data policies are the ones who are defining them
- Don’t fall into the temptation of doing things the old way
- Build and commit to your Domain Model
- Avoid organizing your data stewardship teams by department, do it by Domain
- Follow the best practices outlined in this seminar
- There are **NO MAGIC BULLETS**
- You will achieve **GREAT** results
Questions & Answers

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Poll Question

How are your data stewardship teams organized?
A. We’re not organized at all
B. By application
C. By department
D. By line-of-business
E. By domain/subject-area
F. Other