Chapter 3
Data Governance
Key Takeaways

Items Not Considered in Data Valuation (DMBoK2)

- **Data Valuation** focuses on understanding the value of data in an organization and includes factors like:
  - *Cost of obtaining and storing data.*
  - *Impact to the organization if data were missing.*
  - *Benefits of higher quality data.*
  - *What the data could be sold for.*
  - **Not considered** in data valuation are:
    - *How much we can be ransomed for by a malware attack.*

Reference: Data valuation is about quantifying data's value, which does not consider malware ransom but instead focuses on factors like its contribution to the organization's operation and potential monetization.

Data Governance Council (DGC) Leadership

. The **Data Governance Council (DGC)** is the highest authority for Data Governance in an organization.

  ○ It is typically chaired by the **Chief Data Officer (CDO)** or a **Chief Data Steward (Business)**.

  ○ The chair role **should not rotate** across Data Owners or lower-level positions.

  Reference: DGC ensures that data governance practices are aligned with business goals, and it is best led by a high-ranking data authority, such as the CDO.

Primary Responsibilities of a Data Steward

- A **Data Steward** is a business role responsible for the quality and use of data assets.
  - Responsibilities include:
    - *Ensuring data quality*.
    - *Monitoring data usage*.
    - *Ensuring compliance with data policies*.
  - They are not responsible for writing policies but instead focus on **operational management of data**.

  Reference: Data stewards are crucial for maintaining the integrity of data across its lifecycle, focusing on stewardship rather than policy creation.

Data Governance (DG) Initiative Leadership

- **Data Governance** is a continuous improvement process that involves the whole organization.
  - **IT** is a key stakeholder in DG but **should not lead** DG initiatives.
  - There are **different organizational models** for DG, such as centralized or federated structures.

Reference: Data Governance initiatives are typically business-driven, with IT playing a supportive role rather than taking the lead.

Communicating and Promoting Data Governance

- Promoting awareness of **Data Governance** is a responsibility shared by the **entire Data Management community**.
  - Key stakeholders include **Senior Management**, **Data Stewards**, and the **Chief Data Officer**.
  - **Everyone** in the Data Management community should communicate the value of DG.

  Reference: Building a culture of Data Governance requires broad communication, with everyone playing a part in promoting its importance.

Approaches to Communicating the Value of Data Governance

. Effective approaches to communicate DG value include:

  ○ **Positive messaging** about data success.
  ○ **Maintaining a Data Governance website**.
  ○ **Regular newsletters** and **DM forums**.
  ○ Avoid **negative-only communication** to executives.

  Reference: Messaging should focus on the positive impacts of Data Governance rather than emphasizing only the problems.

Intranet for Data Governance Communication

- A **Data Management intranet** is an effective communication tool for DG.
  - It should include:
    - *Descriptions of the DG organization.*
    - *Executive messages about data issues.*
    - *Profiles of data stewardship teams.*
  - **Raw data from investigations** (like privacy breaches) should **not** be included.

Reference: The intranet is a communication tool focused on governance processes and should not disclose sensitive or unresolved data issues.

Role in Regulatory Compliance

. The **most important role** in regulatory compliance projects is **collaborating with business and technical leadership** to answer compliance questions.

  ○ Providing unrestricted data access to compliance teams or isolating compliance work is **not recommended**.

Reference: Data Governance plays a critical role in aligning data management practices with regulatory requirements, emphasizing collaboration.

Data Governance Steering Committee

. The **Data Governance Steering Committee** is the **primary authority** overseeing Data Governance activities.

   ○ It represents the highest level of responsibility and ensures that DG is aligned with business objectives.

   Reference: The steering committee provides oversight and strategic direction for DG initiatives.

Data Governance in Regulatory Compliance

. Part of **Data Governance** is ensuring organizations meet **regulatory compliance** requirements.

○ DG should **monitor and ensure** compliance, working closely with risk and audit teams but not delegating the responsibility entirely.

Reference: DG integrates with compliance efforts to ensure that data practices align with regulatory frameworks.

Organizational Structure for Data Governance

. The **Data Governance Council (DGC)** should set the overall direction for DG, supported by the **Data Governance Office (DGO)**.

   ○ The **Data Quality Board** or **IT Leadership Team** should not take this role.

Reference: The DGC is the highest authority, responsible for setting governance strategies.

Facilitation of DG Throughout Project Lifecycles

. **The Data Governance Office** facilitates DG touchpoints across the project lifecycle.

  - This includes enabling effective governance practices through **policy development** and **compliance monitoring**.

Reference: The DGO ensures that governance is embedded in every phase of the data lifecycle.

Define DG Framework in Information Lifecycle

. Defining the **Data Governance Framework** occurs in the **Plan** stage of the Information Management Lifecycle.

Reference: Planning is a critical phase where governance frameworks are established.

Non-standard Motivation for Data Governance

. Motivations for DG include **proactive** and **reactive governance**, but **Devolved Governance** is **not a standard motivation**.

Reference: DG aims to anticipate and respond to data challenges but is not about decentralizing governance responsibilities.

Information Governance and Data Governance Relationship

. **Information Governance** and **Data Governance** should be **managed as integrated functions**.

○ Ideally, **Data Governance** should report to **Information Governance**.

Reference: Effective governance integrates both information and data practices, ensuring alignment.

Characteristics of Effective Data Stewards

. Effective Data Stewards are **collaborative communicators** with expertise in the data domain.
  ○ **Technical experts** in data management tools are **not** necessarily effective data stewards.

Reference: Data stewardship is about managing data quality and governance rather than focusing solely on technical expertise.

Definition of a Business Rule in Data Governance

. A **Business Rule** in the context of **Data Governance** is:
  - **Defines constraints** on what can and cannot be done within the organization.
  - Business rules are **not** contingency plans or steps for disruptions but are essential in guiding data use and ensuring adherence to governance policies.

Reference: Business rules are crucial in maintaining the integrity of data processes and ensuring compliance with internal and external standards.

Framework Component for Education, Training, and Awareness in Data Governance

. The **Framework component** that includes **education, training, and awareness** is:

- **Communication**.
- Other components like **Roles**, **Processes**, and **Data** are integral, but **communication** is specifically where awareness and training efforts are categorized.

Reference: Education and awareness are vital to promoting Data Governance across the organization, ensuring all stakeholders understand their roles.

Data Sharing Agreement

. A **Data Sharing Agreement (DSA)** is a document that stipulates:
  - The **responsibilities** and **acceptable use** of data that is exchanged between parties.
  - It is **not** a data model or interface contract but focuses on ensuring the safe and compliant sharing of data assets.

Reference: DSAs are critical for defining the terms of data exchange, especially in regulatory environments, to protect the integrity of shared data.

Position Responsible for Quality and Use of Data Assets

. The **position responsible** for the quality and use of an organization's data assets is the **Data Steward**.

○ The **Data Steward** ensures that data is managed according to the organization's standards and that it is fit for purpose.

Reference: Data stewards play a key role in overseeing data quality, usage, and governance, bridging the gap between business needs and data management.

Operational Level Agreement (OLA) for MDM Collaboration

. An **Operational Level Agreement (OLA)** is used for detailing:
  - **Collaboration principles**, escalation paths, and dispute resolution processes between **Master Data Management** (MDM) and data suppliers.
  - It ensures clarity in collaboration and operational expectations.

Reference: OLAs are crucial for managing expectations and responsibilities in MDM-related collaborations, ensuring smooth operation across departments.