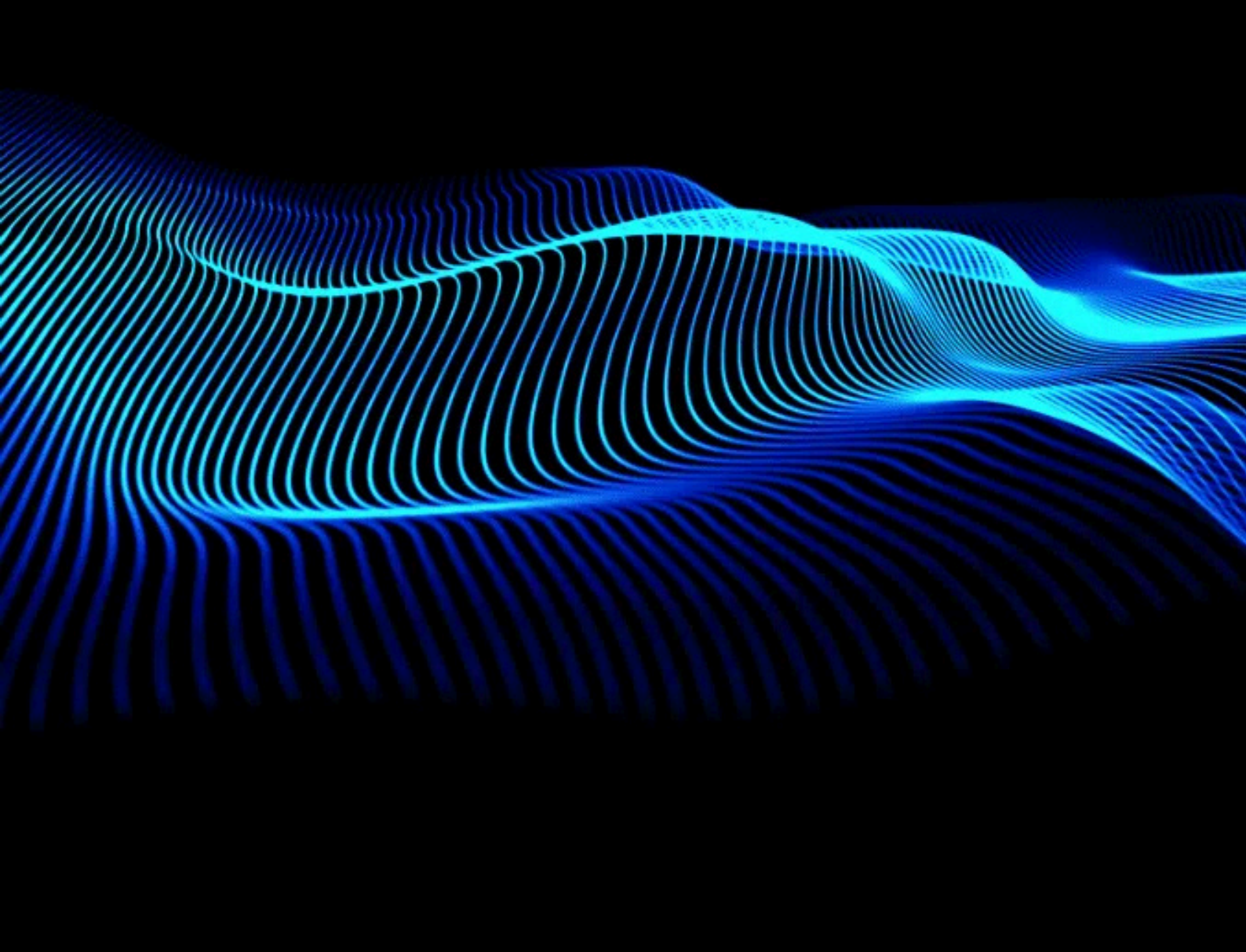




DataAgility

Data Agility eBook

Data Governance Foundations

***How To Create Meaningful Data Governance
Foundations That Add Value To Your Organisation
in the Time of Artificial Intelligence***

By Robert D'Astolto

Introduction

While we are still in the early stages of widespread deployment, whichever way you look at it, Artificial Intelligence is having a major impact. This impact is on top of the well-established activities of analytics, business intelligence, forecasting, predicting and reporting which all require high quality data. This means that Data Governance is rising in importance as every organisation entering the AI era tackles two questions:

- Do we trust the data?
- Do we trust use of the data?

Underpinning the answer to these two questions are data quality concerns, ethics and what are the operational boundaries we must observe to maintain privacy and security?

This paper sets out:

- What Data Governance is
- Why you need to develop a Data Governance framework
- How to structure Data Governance to add value to your organisation
- How to Plan Data Governance across your organisation

The companion paper Data Governance Implementation is available at dataagility.com/insights

Data Governance Might Sound Imposing, But It Is A Critical Capability In Today's Modern Organisation.

The advent of Advanced Analytics and Artificial Intelligence means that we are all more dependent on good quality data than ever before. Trust in data and trust in the uses of data are critical business capabilities enabled by data governance. If large amounts of data are being captured by your organisation, you need a data governance framework. This allows you to understand the data you need to govern, who is involved and how it will be governed. This ultimately helps you to manage your risk, reduce your costs and ensure your data is reliable.

What is data governance?

Straightforwardly, Data Governance is a mechanism to ensure that you are using reliable data. It is a collection of policies, frameworks, procedures, people and culture that collectively ensure the effective, efficient and reliable use of data to support your organisation achieve its objectives and vision.

What is data governance framework and why do you need one?

A Data Governance framework defines the requirements for data governance within your organisation. It comprises of the technical components required to build the framework and the people components required to ensure that the framework has business buy-in and will be adopted and applied.

You might hear the word governance and think 'oh no, it's all about controls and risk'. But a data governance framework is really important.

It also shouldn't be only about risk, but enabling an organisation to meet their overarching objectives, including those offered by AI, as well as being able to identify business opportunities.

How To Shape Meaningful Data Governance Processes That Add Value To Your Organisation

How To Develop a Data Governance Framework - People are very important

A key to success is having a clear understanding of your organisations data governance needs, its culture and existing capabilities. The intent is to form an enterprise view of what is needed and to achieve this you'll need to engage with key organisational stakeholders to determine what requirements they have: what data issues they're trying to resolve and what opportunities do they want to take. Be mindful that AI is constantly evolving and needs aren't static.

Another key component is the organisational culture surrounding data. Is data seen as a priority? Is it valued? Is it held onto closely and treasured? Do people care about their data? If not, why not? What would need to be implemented to change the way the organisation approaches data? How literate are your team when it comes to data? And why does your organisation need data? Can your data be linked to the overarching organisational strategic plans or business drivers to elevate its relevance or importance?

Building the Framework

To build your framework, start with your vision for data and guiding principles, and clarify what your drivers are and why you need this data governance framework. Guiding principles may be “Our data is shared”, “Our data is accessible”, “Our data is trusted”. Drivers are likely to be your strategic objectives, accountability, and/or compliance.

Then determine which needs will shape your framework, and how they will be enabled. These needs may include data quality, metadata, data sharing, access and security, and reporting and analytics. They may then be enabled by data quality management, data ownership, data lifecycle management and risk management, just to name a few.

And, finally, review what supports the implementation and application of your framework. There are three main areas that support your framework – policies, procedures and standards; structure, roles, responsibilities and skills; and measurement and continuous improvement.

The Model – How your people will affect good governance

Now that you have developed a framework, the next step is to develop the model. This determines how the data governance framework will work, and describes the relevant roles and responsibilities of the people for the framework's success.

Regardless of the size of an organisation, the roles and responsibilities can be considered from two perspectives – the business who has ultimate accountability for the data, and data experts who will support the business.

From a business perspective there are two critical roles, Data Owners and Data Stewards. Data Owners have the overall accountability for the data. Data Stewards are the subject matter experts, and are the people who are using and managing the data day-to-day, and supporting the users of the data.

From a technical perspective, you need to include any roles that will support the business in the application of the framework. For example this may be a Data Governance Manager or Officer to assist at an operational or tactical level. You should also think about the role that a Chief Information Officer or Chief Data Officer has at a strategic level to support the framework.

Increasingly we see Chief Analytics Officers and it is likely that Senior AI roles will also appear in many organisations. The final aspect when creating the model is to consider who is going to make decisions regarding the data priorities and investment, and the resolution of any escalated issues. For instance, this responsibility may be with a formal governance committee or part of the executive leadership team.

Data governance is an organisational responsibility, and it will be most successful if people right across the organisation care about the data, not just the Data Owners and Data Stewards.

Data Owners have overall accountability for the data. Data Stewards manage data day-to-day.

The Plan – Cross organisational actions – a shared approach, mindset and time

Once the framework and model have been developed, the next step is to develop the plan. This identifies all the activities that you need to do to roll out the framework. What are the priority areas?

The key to a strong plan is to not only map out the technical implementation, but to factor in your people. Implementing the framework can result in a lot of change for your team, so factoring in change management is important. This can include internal communications, marketing, staff buy-in and ultimately having all staff understand the importance of applying the vision and principles and the framework.

For some staff, the implementation of the framework can result in a change to their role as well as their daily activities.

At Data Agility, we recommend you implement the framework in an iterative and phased manner, rather than taking a big bang approach. By rolling out the framework in an iterative fashion, based on priorities and key needs, this allows you to measure what works well, and identify what doesn't so that you can rectify it. There is no one size fits all approach. The order of implementation will be different for every organisation based on the priority.

Results, our clients experience : In the words of Sam O'Brien, Director Business Intelligence & Systems, Better Health Network

"BHN have developed a data and digital strategy to enable scalable, data-driven decision-making, improve interoperability, and future-proof the organisation's technology ecosystem.

As the first step of the data strategy, Data Agility was chosen to work with BHN to build a forward-looking data governance structure that would support current operations and the uptake of new AI capabilities.

In an environment in which trust in data is increasingly important, the work provided complete coverage, delivering

- *Policies including the use of AI and client data*
- *Operating model – based on the Data Agility framework*
- *Committee structure and terms of reference*
- *Training and awareness programs – including Data Governance awareness, Privacy and Security, and data custodian roles & responsibilities,*

I'm very pleased with Data Agility's collaborative and comprehensive work on our data governance ecosystem. We have a full suite of capabilities from Policy through to Operating Model, enabling our data strategy. "

Please also consider the companion paper Data Governance Implementation which looks at approach, people and success measurement. It is available at dataagility.com/insights

DataAgility

Data Agility are specialists in AI, Data Analytics and Information Management. We support our clients to improve performance and resolve business issues through the effective application of their data.



Robert D'Astolto **Head of Data Analytics**

M: 0438 565 886 T: 03 8646 3333
robert_dastolto@dataagility.com
Level 10 420 Collins Street
Melbourne 3000