Achieving perfection in data governance

Discover the right operating model for your organization

Introduction

Say hello to your new data governance operating model
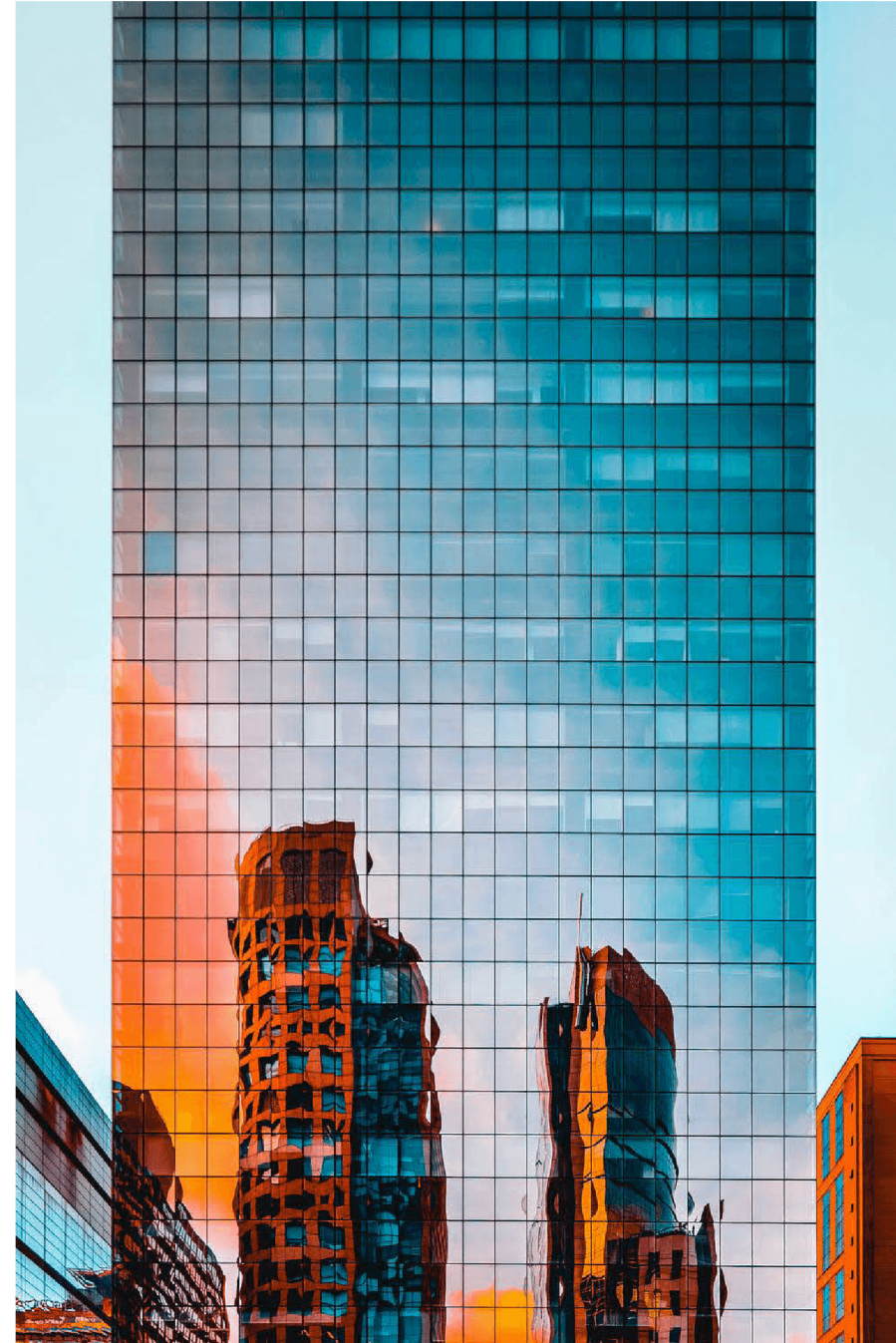
Introduction

Want to gain intelligent insights on the right data at the right time, in the right way? Who wouldn't? After all, that's how you make the right business decisions to get the right business outcomes.

So then, the real question is how?

Drumroll

It all starts with adopting and embedding the right data governance operating model (DGOM) within your organization.

With the right operating model, you get:

- The ability to leverage data as a valuable enterprise asset

- Greater agility in responding to market changes, while being able to launch new initiatives for increased opportunity

- Improved operating efficiency and effectiveness

- Better decision making based on trustworthy data

- Compliance with standards, legislation and regulation

- Effective communication across strategic, tactical and operational data decision layers within your organization

And the best thing about Stibo Systems' recommended operating model is that you don't have to reinvent the wheel. You can start small by tailoring it to existing responsibilities in your organization, rather than having to immediately create new positions and give people more work.

So, without further ado...

The 6 steps of a data governance operating model

| 1 | 2 | 3 | 4 | 5 | 6 |
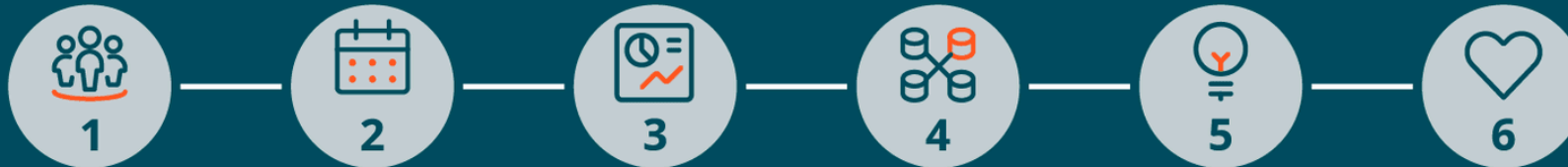
1. Identifying the right people

Recognize and assign roles to those who are responsible for various aspects of data within the organization. This includes determining who will oversee data policies, who will manage data quality, and who will be the users and maintainers of the data.

2. Defining the timelines

This step involves defining the correct times to perform specific actions in the data lifecycle, ensuring that governance activities are scheduled effectively and don't interrupt the business processes.

3. Delivering the right data

Ensure that accurate and relevant data is provided to the appropriate stakeholders at the right time. This includes managing data flow and access rights to maintain data integrity and confidentiality.

4. Placing data in the right locations

This is about the strategic storage and distribution of data within the organization, ensuring it's accessible for decision-making and operations, yet secure and compliant with data governance policies.

5. Creating valuable insights

The emphasis here is on transforming data into actionable intelligence. It's about analyzing data to extract meaningful insights that can drive better business decisions and strategies.

6. Achieving customer satisfaction

The ultimate goal of the model is to make your customers happy. You'll achieve this by using data governance to enhance customer experiences, improve product quality and deliver services efficiently and effectively.

The DGOM Design Pyramid
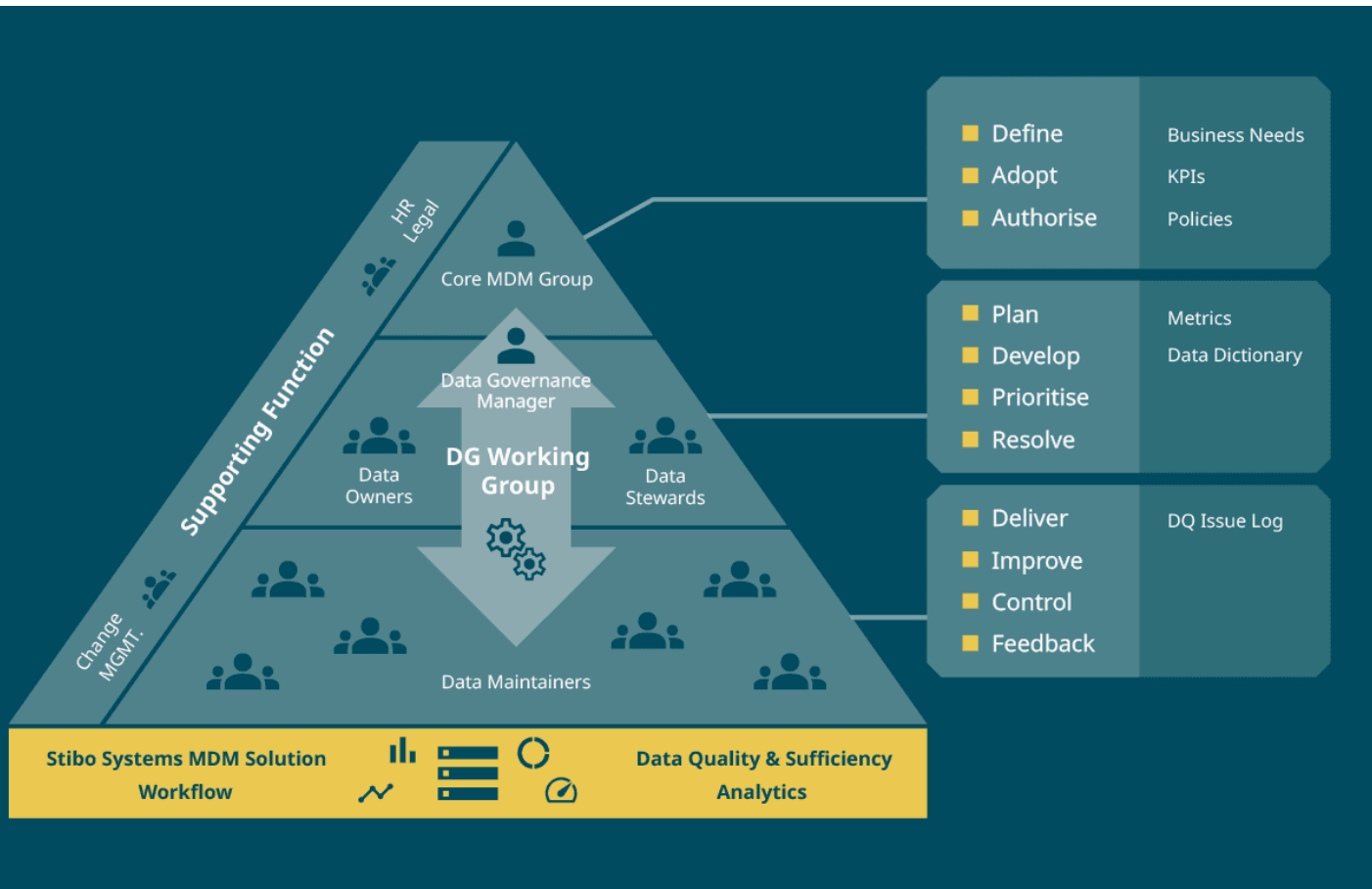
To make those six steps work, you'll need to structure your people and business in the right way. This pyramid is how we at Stibo Systems recommend you set up your operating model.

From your Core MDM Group, to your Data Governance Working Group, to the everyday Data Stewards, this model gives you the who's who of everyone involved in defining, developing, and delivering robust data governance.

Carry on reading for tips and tricks on all the policies, processes, and roles you'll need to consider in your data governance operating model.

Policies

Getting everyone on the same page

Policies

Without having the right data governance policies in place, the pyramid is more like a house of cards, ready to collapse at any moment, in a mess of bad data practices.

That's why we've put it right at the top, with the Core MDM group.

Making your policies crystal clear

Whether you're reviewing existing data governance policies or creating new ones, you need to make sure they clearly define the following:

- Why data governance is important to the success of your organization
- How data governance will work within your organization
- What data governance means to your organization
- Who's responsible for data governance
- When and where data governance will be applied

Getting it down on paper

Creating a data governance policy doesn't have to be a difficult process. And if you include the following key elements, you can actually make it short and sweet.

Purpose

What your data governance is for and what it will help you achieve

Statement

High-level statement of intent

Metrics

What criteria will be used to measure data in terms of quality and performance

Scope

Who the policy applies to and what data elements are covered in the policy

Values

What the value proposition for data governance is within your organization

Here's an example of what your governance policies might look like:

Purpose
Example: The Data Governance Policy is designed to manage the creation, transformation and usage of data owned by or in the care of [organization]. It helps guide and enable ownership, accountability of data.

Scope
Example: This policy applies to all employees, contractors, temporary employees and consultants of [organization], as well as to all data that's managed as an internal asset.

Policy Statement
Example: It's the policy of [organization] to require that all data that's defined, produced and used by or in the care of [organization] is governed as a corporate asset through defined data governance standards and procedures.

Values
Example: Data is recognized as a valuable strategic asset and its accountability is clearly defined and implemented to follow internal and external regulations throughout the data

Metrics
Example: Data governance will be measured using the following criteria: accessibility, accuracy, completeness, consistency, relevance, timeliness and uniqueness.

What NOT to do

We all know people can get stuck in their ways, and that's true when it comes to following data policies. If your data governance policy doesn't make it super clear how users should handle, define and produce on a day-to-day basis, they'll just stick to what they're used to—either not following the policy properly, or ignoring it altogether. Using the template to the left will help you mitigate that risk.

Processes

Putting your policies into action

Processes

So, what do your data governance policies actually look like in action? To bring them to life, you'll need to define your processes.

You'll need the top two levels of the operating model pyramid working together—that's the Core MDM Group and the DG Working Group (you'll learn more about them in the Roles and Responsibilities section).

But, before we get into the nitty gritty of processes, you should know that there are two main approaches you can take:

Creation

This option involves building your processes from scratch. So, in the context of data or content, creating is all about generating entirely new datasets, articles, images or ideas without directly modifying or building upon existing ones.

Augmentation

This option is all about adding to, enhancing, or improving something that already exists. You'll be increasing the value, functionality or quality of an existing entity without creating a new entity from scratch.

As you can probably tell from those descriptions, augmentation is usually the more efficient way, so it's best to start here if you can.

Here's what your current business processes should define:
- How data flows through your business
- How and when the right people get access to the right data
- Who owns the data at various points in the process
- What impact process "hand-offs" have on the data
- What, where and when key decisions are made about data made within the process

Already have all these things covered by your current business processes? Then lucky you! You won't have much work to do to meet your data governance needs.

But if not, do not fear. Here's a handy list of the processes you'll need:

Changing something in the data library

You'll sometimes need to change the content structure, such as adding information elements to existing data or changing how a data element is being maintained. Before this happens, you'll need a way to make a request, understand the stakeholders affected by the change, make an impact assessment, as well as make a cost/benefit analysis. Then you'll need to make a decision on whether the change should be made.

Who's involved:
The Data Owner and Data Governance Working Group.

Assigning data ownership for an entity

While you'll assign owners to entities when you set up your data governance, this will evolve over time. At some point you'll need to include additional entities, which means you need to know how—and in which situations —ownership will be allocated or changed.

Who's involved:
The Data Governance Manager on behalf of the Core MDM Group.

Changing the roles within the data governance operating model

As your governance organization grows and is used by the business, you may need to review and change the structure of the data governance operating model. You'll want to make sure you've got a procedure to design, adapt and approve a new operating model already set up, so you're ready to jump into action as soon as a change is needed.

Who's involved:
The Data Governance Manager on behalf of the Core MDM Group.

Changing data governance best practices

Your governance organization reflects the best practices identified during the project. So, any changes to these best practices could affect the structure of the operating model.

Changing the governance processes

Your governance processes themselves may need to be changed at some point, so you'll need to describe how these changes can be requested and ratified.

Who's involved:
The Data Governance Manager working with the Data Goverannce Working Group

Who's involved:
The Data Governance Manager

4 quick tips for designing your data governance processes:

There should always be a trigger for starting the whole process, as well as each step in the process. It could be a request form, an email or just a certain time of the day.

Somebody needs to be responsible for each action. If you're not sure who the right person is, there should be an activity in the process for identifying the next person in the chain and transferring the process to them.

Somebody needs to be the boss. An overall process manager needs to monitor progress and step in if there are problems or bottlenecks.

There needs to be a clear end point and outcome to the process. Don't forget that if somebody has requested this process to run, then they may want to know when it's complete and what the outcome was.

Roles and responsibilities

The who's who of your data governance operating model.

Roles and responsibilities

We've left the most important part of data governance until last: your people.
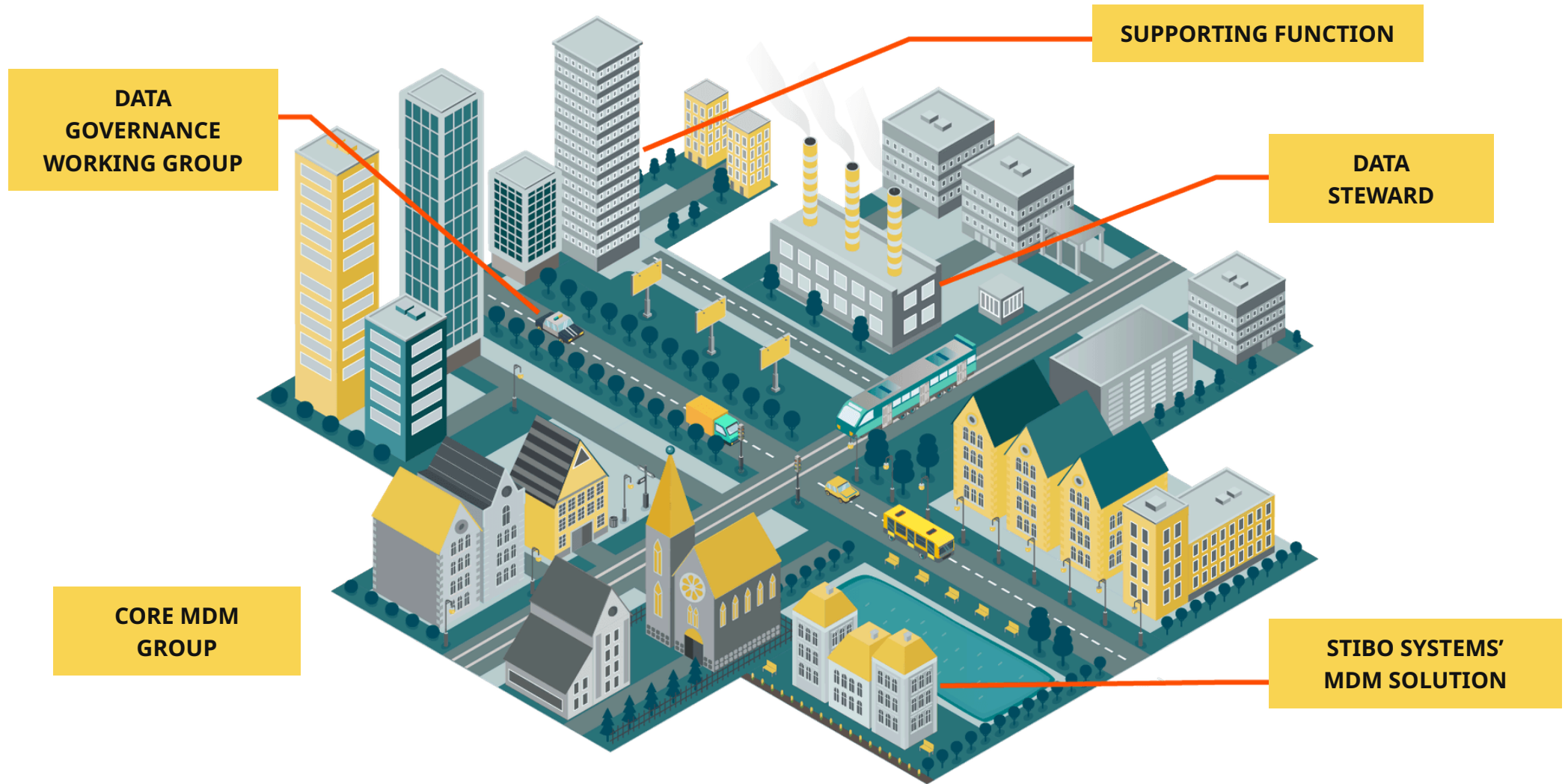
While we've already briefly mentioned some of the roles, now it's time to really dive deep into who they are and what they do.

You might think data governance is all about the data and technology, but the biggest success factor is in building the right data culture in your organization, with the right roles and responsibilities.

But don't worry, there's no need to go on a hiring spree, so you can let out a nice sigh of relief. For the most part, it's not about creating loads of dedicated roles, but instead adding responsibilities to existing people's roles for certain data governance areas within your operating model.

Welcome to Data Governance City

SUPPORTING FUNCTION

DATA GOVERNANCE WORKING GROUP

DATA STEWARD

CORE MDM GROUP

STIBO SYSTEMS' MDM SOLUTION

Core MDM Group

This group rules "Data Governance City," acting like the mayor deciding all the new laws to enforce.

Sitting at the strategic level of the company, the Core MDM Group is responsible for defining, adopting and authorizing data governance initiatives—and making sure data governance is meeting the needs of the business, KPIs and policies.

BACK TO CITY

Data Governance Working Group

The Law Enforcement keeping an eye on things to make sure everything's going according to the mayor's decree.

A collaborative group that works on the tactical elements of the operating model, operationalizing plans laid out by the Core MDM Group and making any structural improvements. Led by the Data Governance Manager, who oversees the data governance activities.

BACK TO CITY

Data Steward

The citizens ensuring a civilized society by re-enforcing the rules and implementing them day to day (and generally avoiding rioting on the streets).

Your Data Stewards are the people who deliver, improve and control the quality. They're involved in day-to-day data management and ensuring data accuracy and reliability is maintained and continuously improved. The Data Stewards' managers are there to address and follow up on any issues that arise.

BACK TO CITY

Supporting Function

The legal and HR people are always on hand with the invaluable advice and insights needed for a smooth-running city.

The legal team supports the departmental managers of people who work with the MDM solution and its data—such as the data stewards—to ensure that data is captured, stored and shared correctly and in line with legislations.

The HR team helps ensure that the activities and responsibilities of all users of the MDM solution are updated in the function profiles of those people. It means everyone knows exactly what's expected from them in their roles.

BACK TO CITY

Stibo Systems' MDM solution

The constitution providing the fundamental principles that govern the city.

Stibo Systems' Master Data Management solution can act as the bedrock of your pyramid, the glue that brings everything together.

With Stibo Systems helping you define all the roles and responsibilities, we can identify some quick, easy wins. It's a simple first step that provides huge strategic value—helping you develop your roadmap, spot any gaps that might have bad consequences, and continue building the business case for investing in better data governance.

And once again, remember that all the roles we've outlined aren't necessarily full time or dedicated roles—they're responsibilities that can be taken on by existing people in your organization.

BACK TO CITY

Getting started

Build your data governance roadmap with Stibo Systems

So, there you have it.

An operating model that'll make sure you get your data governance in tip-top shape. But there's no need to rush off on your own! Get in touch with an expert at Stibo Systems to explore how we can help you set up your data governance operating model in your organization.

We'll show you how our Data Governance Capability Matrix can provide you with a carefully planned, multi-step roadmap for your organization to meet the six core goals of a data governance operating model:

1   **Identifying the right people**

2   **Defining the timelines**

3   **Delivering the right data**

4   **Placing data in the right location**

5   **Creating valuable insights**

6   **Achieving customer satisfaction**

GET IN TOUCH