# DATA GOVERNANCE

*At this 04.07.22 WebForum,* NOREX Members discussed support and ownership of Data Governance in an organization, explaining the value of a Data Governance program, steps to start a program, finding success launching Data Governance in 1 discipline, how a Data Governance model impacts the end-user community, measuring success, tools to track compliance with policies, practical ways to measure and report on data quality, and Data Governance-related roles necessary for smaller companies.

## EXECUTIVE SUMMARY

**A Member who has started a data governance program** is now bringing in more data and managing more information. In the past, their data management was ad hoc in nature with little planning from an enterprise perspective. They are finding data quality and definitional issues as they share information. If they want to achieve their strategic capabilities, they need to better communicate the value of the program and proactively manage information with an enterprise view of that data. An Enterprise Architect with an insurance company has a regulatory need for data governance. A few years ago, they started a Cloud migration, and this is driving them to improve their archiving and purging of data. This is where the data governance comes in, and they are finding that their ability to archive and purge is impeded by the data that has varying degrees of regulatory / other requirements for storage and retention. They are exploring a move towards data as a product with an enterprise data warehouse to improve access and usability of curated data sets produced for their business owners. A Principal Management Analyst – HRIS shared that the key to selling value is to have some sense of data standardization – the definition of what it's used for, how it's captured, and the value that comes with that. The data standardization delivers better reporting and metrics that are used by senior management. It is really about understanding the data that you have and who has the correct access to it and why. The retention of the data comes as a byproduct of this data governance. If you're looking for a place to sell value, that's not a bad place to start.

**Regarding small companies and data governance,** a Sr. Director, Business Applications has his small IT teams partnering with the business which, in turn, takes the lead on acquiring services / partnering with 3rd-party providers. He wanted an understanding of the typical best practice roles that should be involved beyond acquiring data and running reports. A Member stated his organization's key roles are a data architect, a lead data quality analyst, a few data quality individuals, and several data stewards. They have a program manager that manages the day-to-day operational functions ensuring standards and policies are respected. A Director of Information Security has a core group made up of himself and his IT architect. They also include their business intelligence, risk manager from the legal department, and an individual from contracts and procurement in the group. They have assigned an individual as an IT Data Coordinator in every agency. This person speaks to the business use of the data rather than the technical use. A Vice President of Technology advised that it is always tough to manage technology when you have different business units bringing in technology without IT. New technology is purchased and implemented, then it falls into IT's lap to support it. From a data governance standpoint, it is not easy to answer that call and structure compliance around it. He suggested finding a Subject Matter Expert (SME) in those areas if the business doesn't want to give up control of purchasing technology. The SMEs are now extensions of your data group and understand the importance of their governance.

**Additional headline topics:**

- **KPIs and measuring the success** of Data Governance models.
- **Data Governance** tools for policy tracking.

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**Moderator:** Good morning everybody. Let's start with the level of support for data governance and who owns data governance in your organization. I know Rob you didn't submit this question specifically but you did mark it as a question of interest. I'm wondering if I can ask you to unmute and share a little bit about where you're at in terms of data governance.

## TOPIC: Getting started with data governance

**Robert S.:** Sure. We are actually in the infancy of trying to figure out what data governance really should be and look like for us as a whole, with over 35 years of history and data just everywhere. We are a bunch of digital hoarders and I'm trying to reduce my cost of backing up and saving stuff as much as possible. That's where we're at. Nobody really owns it right now and I'm just taking it on because I'm charged with backing it up and securing it. I want to know what I'm backing up and securing and why.

**Moderator:** Yes, smart. How big is your team?

**Robert S.:** Right now, as we started to reopen it is myself and two other people. Prior to the pandemic and being shut down for 18 ½ months I had seven people on my team. Slowly building back up.

**Matthew W.:** Sure. We're an accounting firm. IT heads the governance and stuff like that, but the actual compliance and making sure that it's being done correctly and things like that is actually the audit side of things. We're putting the policies in place and things like that. We also work with HR somewhat for some of that stuff because a lot of the documents are theirs. Audit's involved, as I said, for checking. They're the compliance side. We did a data discovery a few years ago with GroundLabs Recon product to find a lot of the 'records'. We sold it with security first in mind - making sure that only the correct people have access to the data and that if there is a breach or a subpoena etc., that minimal data is leaked or retained.
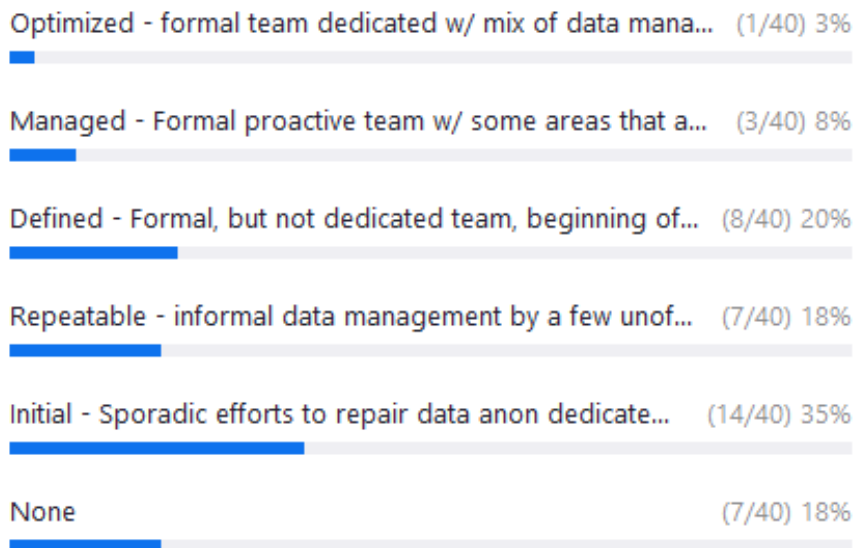
**Mark E.:** I'd be happy to. This data governance has been about a 12 year journey for us. We're a local government so it's not like we have a consistent board of directors. They change every two years and selections we have 40 different agencies that do everything you can't commercialize or make money on. I've been trying to get this done for years, and the reason it started is kind of funny, but trying to apply for our first cyber insurance policy and the very first question on the application was how many records do you have? It's like, good question. I have no clue. We went ahead and I took a run at it through several different ways and just never got any support. Finally, I found an executive sponsor. The county formed a group called the Office of Data and Innovation, and the guy that runs that is hooked up enough that he is making this happen. We have several policies and standards in place. We've done a first pass and we're on our second pass of inventory in our systems and data and it just feels really good after this long to finally have something living and breathing and moving. Now it's the old be careful what you ask for though, because now we have to do all the work. But it has been a great project. Secret to success is executive support at the right level or you're going to get nowhere. Because nobody wants to do this, nobody wants to count their data and their systems and pay attention to their data and take care of it. It's just not something that people want to do.

**Moderator:** Tell us about the governance structure, if you will, within your organization.

**Mark E.:** Governance is something I'm really proud of, especially for a government agency. Since 2008 we've been pushing this and we finally have something we call the Technology Advisory Board. It's made up of all of our elected officials and anybody who's high enough up to matter. We've got the business to finally tell IT what to do and we've got them engaged. Every year the budget process is transparent. Everybody's IT projects go through the same approval process, they get ranked by the business, not by IT. We give them a regular update every month. I get 10-15 minutes on information security, which is great. But it is just amazing. It took a long time to get the business to own IT, but they do now. The kind of things you can get done with good governance in place are really impressive.

**Moderator:** Awesome. Thanks, Mark for sharing. I'm going to put a poll up. Skip, go ahead.

## POLL: What stage of governance describes your organization?

| | |
|---|---|
| Optimized - formal team dedicated w/ mix of data mana... | (1/40) 3% |
| Managed - Formal proactive team w/ some areas that a... | (3/40) 8% |
| Defined - Formal, but not dedicated team, beginning of... | (8/40) 20% |
| Repeatable - informal data management by a few unof... | (7/40) 18% |
| Initial - Sporadic efforts to repair data anon dedicate... | (14/40) 35% |
| None | (7/40) 18% |

**Skip H.:** I joined my organization 6-8 months ago and, ironically, I just had the kickoff of global content strategy. Part of that is the governance aspect of it. I would say that IT is leading this but we've put together an organizational structure with a steering committee that oversees the data governance team, which I had a kickoff with yesterday. And the buy-in has been there. We have the organizational structure, now we're starting to dig deeper down into each functional area and catalog our information and data elements. It's brand new, but I would say that on my first part to the topic of data governance and the data strategy here, this is a businesslike initiative. It's not an IT level initiative, and I think the buy-in was great and the session was good.

## TOPIC: Value Add of Data Governance & Getting Support

**Moderator:** Very good, thanks for jumping in. For the folks who have moved data governance along, John's interested in how you explain the value of data governance. John, why don't you tell us about your model?

**John Y.:** Sure. We've had probably two to three instances where we've tried to start data governance programs previously in years past. That sort of didn't really go very far. Most recently, we started a

more formal team this past fall and we're really beginning to build out that program with the strategy and an operating model. We've got buy-in from our senior leadership team but we're really at the beginning of the journey. This is just a question I wanted to pose to see what others thought. How do you explain the value of what that program provides so that it just doesn't fall off and people don't gain any kind of business value?

**Moderator:** John, you mentioned you have executive support. Who do you find challenging to convert?

**John Y.:** Well it's not so much challenge to convert within our organization, but I sometimes struggle with how to easily explain the value of it, because I think that needs to be a message that needs to be repeated to both executives as well as to other folks that are involved in the data governance program.

**Jacque B.:** Hi. I work with a contract manufacturing organization in the medical device. Very small organization, I think under 500 million, but also growing to a point where data governance is not even something. It's like go Google it, because leadership is that far off from this. I'm curious to know even how you got to where you are John, and then your follow on is what is that value proposition the rein in the leaders from the very beginning. Why this is this as important as a piece of capital equipment you need to purchase? I don't have much as an answer is, and maybe a pre question for you is even how you got where you are because that's a good step.

**John Y.:** I think we got to where we are basically because we're bringing in more and more data and we're getting into this position where we have to manage more and more information. A lot of our data management in the past has been very ad hoc in nature, not a whole lot of planning from an enterprise perspective. It's done on a project basis or on a system base. As you share information that's when we're starting to see data quality issues, definitional issues, things like that. It was a lot of talking to the senior leadership team about if we want to achieve some of our strategic capabilities, we need to be better at proactively managing our information and having more of an enterprise view of that data. That's sort of how we got there.

**Moderator:** Other folks? Dave, I know in the chat you put some information. Can I ask you to unmute and maybe share the value prop here and how you sell it internally?

**Dave T.:** We're an insurance company in Canada. Obviously, we have a regulatory need here for data governance. I mean that's the hammer that we have that requires us to do data governance, but there's more to it than that for us. There's definitely improving our 360 degrees of customer that this will enable or is enabling. I would say that we're not quite as mature as we need to be in that area, so there's definitely a move towards that. We recently started, well, not recently. We're probably a couple years into a Cloud migration and one of the things that is driving is improving our archiving and inevitably the purging of data. That's requiring us to sort of decouple our data and restructure our data. That's where the data governance comes in for that as well. What we're finding is that our ability to archive and purge is being impeded by the data that it's coupled to that might have varying degrees of regulatory or other requirements for how long you store or retain the data. And then, finally, we're starting to move towards data as a product. What we mean by that is those curated data sets that we're going to produce for our business owners to improve both their access to and the usability of that data, we have an enterprise data warehouse. But for the average business user finding the data is a challenge and not everybody has access to it. We're exploring that data as a product.

**Nov O.:** We're just starting out on this data governance perspective. I'm very much used to what that is in different organizations but we're doing a brand new HR system and pension system. As a result, I have the opportunity to institute a data governance perspective at least. And I here's what I would say the real keys to selling this thing is that you have some sense of data standardization. We are talking human resource information, it goes everything from the employee recognizing what we've got on them. And the privacy aspect of what we are tracking for them all the way up to management trying to make decisions around the workforce planning. The standardization of that data, that definition of what it's used for, how it's captured, the values of those things, all those things. That data standardization makes for a lot of shall we say better reporting, better metrics that are being used by senior management. Because many of our systems use that HR information to therefore drive other components of things like maybe even internal network service requests and things of that nature, all those things really it's a standardization of how that information gets passed. Even though it changes maybe in value when it gets to the new system there's a sense of standardization of how the data is used. I saw that in chat about the security aspect. It's really understanding the data that you have and who has the correct access to it and why. That's part of that data governance model. I didn't see necessarily but I suspect its inherent in some of the chat stuff that we're talking digital and physical information, like forms and documents and so on. We are trying to move things to a more digital world, and that is a great opportunity again to put some standardization on what we used to capture and what we're going to use it for the future. And then the seasoning or the retention of the data comes as a byproduct of this data governance. It's a very well-rounded framework they have to institute. I feel fortunate I get an opportunity to institute that in the process of moving to a new system. If you're looking for a place to sell it that's not a bad place to start.

**Skip H.:** I used Security as well. We are a public company and used a little humor in that we don't want our officers in orange jumpsuits, so we need to have an understanding of what data can be accessed, shared or restricted. Two other areas we sold on and focused on was creating the foundation for our Business Intelligence to create visibility to allow us to make better decisions and also standardizing our data (we are fragmented a bit in some of our functional groups).

## TOPIC: Choosing the Starting Point

**Moderator:** Thanks. Alright let's move on. Lindsay's looking for information on where to start. Lindsay, where are you in your data governance pathway? It looks like you're just getting launched. What are some of the areas that you guys are considering?

**Lindsay A.:** Good morning. I'm with a bank, and we are institution sized at about a billion in assets. About 250 end users. I guess we're having a hard time understanding where to even start to craft the policy around data governance. We have selected an application. We're going to do the network's data classification tool to at least identify data. We're working on workflows to capture sensitive data that's saved out into like a shared drive to move that into a secure drive. We're working on data that's older than 10 years old, to try to get departments to clean up what they're doing. But it's like what comes first, the chicken or the egg? We're trying to develop policy but also trying to understand how to get those departments involved, which I'm hearing is a struggle for everyone. The second piece to what I'm really struggling with is then third-party applications that hold data. We have an application server that has loan analyst files and we're saying that we keep those on file for seven years. How are you going into those third party applications to write those workflows to not only cleanse data off of a file share? I think that's the easiest of everything, but then go through and say okay, XYZ application now you need to purge data after so long. I'm curious for the group to give some insight in that area.

**Moderator:** Sure, great questions Lindsay. Folks, with consideration to where Lindsay is at, what are your recommendations? What are your thoughts about how she might best move ahead? Go ahead, Nov.

**Nov O.:** To me the opportunity was to start with a brand new system. I think you're going to find that the age old problem of conversion is going to haunt you if you don't do a good set of a sense of what the data really represents. I think it's an important perspective that you have consistency around the data, because if you ask somebody in our world of HR what's a full time employee look like, you're going to get about 17 different definitions. Any reports we put out for the public and others or say here's how many employees we have. And says no, the CFO says this number, and the CEO says this, and HR says it's this number. Data driven this is the kind of stuff that will help to standardize and put some framework runner if you're in the process of a new system. I don't care what the discipline is, that's not a bad place to start. If you have physical records and you're trying to move them into digitization that's not also not inconsequential. But you talked about retention of data. There might very well be records that you don't need it longer you just need in store. You don't need even that access. You still have to have some capability. That's not a bad place either. I'm going to say it this way. It is very seriously important that senior management recognizes what you're doing. They may not totally buy into it. But I think they need to understand why you need to start that process. I guarantee you they will benefit from it. There's no doubt. You just have to convince them later on. But if you're going to start small, like I say you don't have to be big. There may be opinions out there that say the reverse is better, but I'm starting at the bottom working my way through it. I do believe that IT will be the right place for ownership and continuance of this simply because, as we start to digitize everything really everything becomes a system and to me that really does fall in the world of IT. And I didn't mention but integrations are one of those things that seem to be coming up an awful lot these days. The all-in-one system in some cases doesn't really exist anymore. A lot of point solutions and other systems do the jobs better which you're passing data all over the place and that's where data governance really does make a huge difference in terms of how that is managed throughout the organization. I don't know if that helps.

**Tony H.:** Thank you, hi. We're a 3D manufacturing organization. First, starting, because I think of the question here, where do we start with the data governance program? We're just getting started on a lot of this. I think it starts with the classification of those particular items like classifying the data, identifying how we put those in separate buckets. I forget the name of the lady who just asked the question. But we have the same problem when it comes to how we manage third party systems on data governance. We are a Microsoft shop. I think it's easy to manage in Microsoft. We've got SharePoint, OneDrive, Exchange. We use an ERP system that we can manage data around, but we actually leverage a lot of SaaS applications where our data resides and we have governance, I mean we have compliance requirements that we need to stick by because we are a DOD contractor, and we actually have certain items that we need to meet. We're progressing into that. I'd love to hear from again ask the same question but for SaaS applications where the data is managed by the provider of the SaaS app, how can we create policies and how can we actually manage the data to ensure that data is either held on to for seven years as an example, or expunged after that fact, when we don't have as much control over those environments because they're SaaS based. That's just expanding on that question or reiterating that point.

**Mark E.:** In our ways, and the only way of how we've approached it we've looked at it, that will need to take several passes at this. The initial pass was simply asking organizations to go through and list the system. From my perspective, the users understand the system perspective more than they do all of the IT back end. So list all of the products and systems you use and a general description. What data is in here? What do you do with this system? And then we ask them to put things into three or four buckets. We created our own risk classification buckets. There are three of them. There's public,

protected, and restricted. The public one is obvious, anyone can see the data we just protect the integrity. The middle one is where we have our own rules around this data. The third one (restricted) is external forces like HIPAA and PCI and whoever are telling us things to do. We got that first look of is there any of this in the system at all? We don't want to know details, is there any of this in there? We also set up recovery tiers. How quickly do you need this system back online? The general DR things. How much data can you lose? Recovery point, recovery time. We went through that first pass and now that we've completed that, the second pass we take a deep dive into each one of those systems. This is where we start finding out the information that others are asking about. The detailed records are in there. We're certainly not at the point where we can start to manage the life cycle of the data or any of that, but I mean at least  you know what you have when you get to that point. And then there are a lot of great tools. I think Lindsay mentioned Netrix. We use a similar tool called Varonis which gives you a ton of information about your data from a classification perspective. How it's secured, who's accessing it, that kind of thing. So that's where we are at currently.

**Skip H.:** Agreed...senior leadership needs to buy into it first for sure. I would start small with a functional area. It doesn't have to be 100% but have a timeline to put a stake in it.  NOREX has templates for Data Classification and Policies as well.

**Nov O.:** On a go forward basis, it is easier to install a data governance program on new data, but how does a company deal with the older (perhaps antiquated) data on forms or older systems, is it worth categorizing them as well or differently?

**Jennifer S.:** Yes! I have that question too.

**Charles W.:** In the past I've used Data Governance or Regulatory compliance difficulties as a means to look at with the goal of migrating away from those legacy platforms, by painting a picture of how much negative impact the organization will start to incur from technical debt, potential legal issues, etc.

**Lindsay A.:** Has anyone used a consultant for a Data Governance project?

**Matthew W.:** RE: Consulting Firm Lindsay - We have used Focal Point Data Risk over the years for HIPAA and Data Privacy etc. consulting. https://focal-point.com/

## TOPIC: Spreading Data Governance Across the Organization

**Moderator:** Thank you, Mark. Skip mentioning starting in a small functional area first and then also kindly mentioning that here at NOREX we have a ton of templates for data classification and policies that you're welcome to utilize through that Document Library.

We've talked a little bit about this as well. What's the for/to and the why/how, if you will, about data. Any additional conversation about this Nov that you'd like?

**Nov O.:** Well it's interesting that I think the real key to this one as we continue to change up on the technology we're giving access to the organization at all different levels into the information in the organization. I happen to look at it from an HR lens, but finance and everyone else is doing things. The question is the tools that we're using. If you've got instilled that data governance perspective that says I'm going to use the company's definition what's an FTE again, how many people report to me? Do I count a body or counting number of hours? Those are the things that really make a difference. I've sat in meetings where people are arguing over inconsequential metrics of the organization because there's no data governance. And really if you're going to start doing and I saw that comment

about data-driven decision making, it is all about the data. If the data has strong integrity, consistency, and standardization, I guarantee you're getting the right metrics. That's really again, how does that impact the end user? We all have to adapt again. I think I'm getting my questions answered left and right and I appreciate this forum a lot, thank you.

**Jennifer S.:** I love what you have to say about some of it is the technology. How do we classify it, how do we secure it? Really thinking about those data elements. I'm with a public school, and our governance program is really centered a whole lot. We have IT involved and I actually have a dedicated role of its advantage of data policy and practice on the data team, which is under IT. However, we have working groups that consist of data stewards who are the users that define the policies. What is the meaning? How do you leverage your data as a strategic asset? You can't if people haven't defined what the data means. And that example of full-time employee, right? That should be an easy question to answer, and we should all be able to answer it the same way. But that's the big challenge and that's across the different functional areas. We've organized our committees into three groups based off our big areas like staff, student, and finance data, because those seem to be like the big categories. But it really is focused on those policies. Writing things down, documenting the business roles for data entry, understanding the meaning of the data. I feel like we've done pretty well engaging users who are somewhat technical, because they may be systems admins to some extent. Defining some of the policies but not technical to the extent that they care about the metadata, for example. I feel like selling it has been very effective, because people do want to have the same meaning in their data. Where I have the challenge is around those more technical pieces. Like okay, I think we're all on the same page about being more transparent, communicating what our policies are, and documenting that stuff. Understanding what the business roles so the data has meaning. And now I'm at this stage with our data governance program where the really hard part is getting down to those technical elements of really classifying the data, understanding it, pulling it all together, and warehousing it. It seems daunting. What is the right way to even go about that? But I do feel like for us really engaging the end users and the people setting the policies on the front end has been key. Then we also have our chief support. Our program is sponsored by non-IT chief and to reinforce the idea that this isn't just an IT concept. This is an all of us concept. We're all data stewards, and for us that part has been very valuable.

## TOPIC: KPI's – Measuring the Success of Data Governance Models

**Moderator:** Thanks Jennifer. Let's go ahead and move us on. John, the next couple questions are yours, around KPIs and measuring success as well as measuring value. Where are you guys at with this?

**John Y.:** Since we're starting our program this is sort of an area that I've struggled with. We can do all kinds of measurements about how many terms we've defined or how many items we've cataloged or whatever it might be. What I'd like to do is have some metrics for KPIs that talk about what kind of value we're bringing to the business. I was wondering if other folks have standard metrics that we've come across it that they used to do that.

**Nov O.:** I was just going to say that again, the value is only going to come when you've instituted that perspective of standardization of the data. The value won't be in the data per se. It's how it's being used. For example, I keep putting my HR lens on, but if I'm trying to measure let's say productivity across the organization, how am I doing it? It's probably going to be meeting goals and performance management. If that data is not somewhat standardized on how we're measuring it and how we're using it, then you don't get the right information. Everybody looks at their either superior performers was never quite the case. I look at that and see that you really are only going to be able to measure the success of the data governance program. I hate to say at the end of the day, it's not a good

business case to say we're going to be doing this and get this out. Whoever had mentioned the data driven decision making is a byproduct of having good data. I don't know that there's a good answer to your question. At least unless somebody else has got that out there. Because you've got to put it in place, use it, and then be able to measure it in that order.

**Mark E.:** I was just trying to pull up our metrics up here. It's not really my part of the project, but as I look at them things we're sharing with management is how many different agencies are participating? The number of systems submitted. How far we are in the review process of the different systems. We broke things into four category systems. Either IT hosted, the agency hosts it themselves, it's a SaaS application, or it's even installed on a local computer. That was one metric we had. We have things broken out by disaster recovery tiers. Interesting to see how many people think that they're a Tier 1, and they should have their system back in an hour. Not really very realistic. We've also broken things out into the different privacy standards that I mentioned. Public, protected, and restricted. Those are just some of the early metrics. Again, it's not like we have this thing mastered. It's just that we finally have the support in the right place.

**Dave T.:** Oh, I put a comment in the chat. I'm not tightly coupled to the data governance program here. What I wonder though, and I think this is in alignment with what Nov was talking about is if you've got well-structured data monitoring, the changes to that structure might be a good indicator of a successful data governance program. There's always going to be some. Your business requirements are changing daily. But if you can see a downward trend as you introduce your data governance program that might be an indicator that you're moving in the right direction.

## TOPIC: Tools for Data Governance

**Moderator:** Sure, thanks Dave. Let's talk tools. Tell us about some of the tools you're using in your data governance world. Some of the tools you found successful in terms of your policies and keeping track of your policies. Mark mentioned a couple of the tools that they're using.

**David S.:** Hi. We've been using a product for policy management called PowerDMS for a number of years and it's very inexpensive. It's got great workflows and abilities to follow up and actually collaborate on a single document instead of sending documents to 10 people and getting 10 documents back with everybody's changes. Simple for distribution and acknowledgement of policies and those types of things. Integrates with Active Directory.

Additionally for mapping data. I've been listening to all the great information that we're getting here. Thank you everyone. You have to know where your data is in order to protect your data, and you have to know what that data is. That's been a recurring theme. What we use to map our data is a tool called GTB. Again, it's an inexpensive product. We have had some challenges with it, but it covers all areas of data governance, data at rest, data in motion, data being copied to clipboard, data being emailed, anything you can create policies for these things. You can alert people if they're trying to put something in a place where it's not supposed to go. Or you can actually stop those things from happening. But pretty much everything that happens on an endpoint is documented. So those are the two tools that we use that I think have been working for us.

**Matthew W.:** We are OneTrust GRC shop. We just started rolling it out and moving everything out of spreadsheets. We don't have their Data Classification modules yet. We use their IT Risk Management, Vendor Management and Policy Management modules.

**Tony H.:** Someone mentioned Netwrix earlier.

**Matthew W.:** Ya - GroundLabs, Netwrix and Varonis.

**Jennifer S.:** Freshservice for change management.

**Mark E.:** Varonis is a good data classification tool.

**Ralph K.:** We are actually in the very early stages. We're just embarking on acquiring or building a relationship with a service provider for our customer data warehouse and MDM master data management capabilities for commercial. It's just early stages. I was trying to get a better feel for as we acquire these services because it pretty much outsourcing the entire technology stack and the operational services that come with that. Looking for some ways that folks are practically measuring the quality of data, mainly around things like customer masters is a good example. Healthcare providers, etc. As you embark on this, we can early on develop a few key metrics that help us evaluate in other quality of the data that we're actually getting or obtaining from the service providers.

## TOPIC: Needed Roles for Data Governance in a Small IT Shop

**Moderator:** You have the next topic as well, for small companies, and I know we have a few today. These folks are for sure going to chime in. Help us understand in smaller companies as it relates to data governance, what kind of roles should you consider? Some of our smaller organizations chimed in early in the process. Tell us about how you're thinking about the roles. Ralph I'm assuming you mean people on your team?

**Ralph K.:** Well, across the board, we have tiny IT teams that's a blend of like how we partner with the business. So in the commercial data warehouse realm the business is taking a very strong lead on acquiring services partnering with these third party providers, but ultimately IT together with business will own that service. Just trying to get a sense, customer master is a good example. Like what kind of roles are involved in ensuring that is well governed? Is it something like a customer master business data owner and there's a named individual that owns customer master for the entire organization from start to finish? Multiple systems that the data may be reflected in? And what is maybe the associated IS role or maybe IS just provides reporting or something. Trying to understand like what are some typical best practice roles that we should think about beyond just we're going to have data and run reports.

**John Y.:** Basically our key roles, and I've seen this in other places, is having a data architect. Some kind of lead data quality analyst, maybe a couple of data quality folks, and then several data stewards. Typically we have a program manager that sort of manages a lot of the day-to-day operational functions about keeping standards and policies and things like that.

**Mark E.:** I can jump in. We have a core group that works on the back end of this and it's made up of our IT architect, me in security. We include also our business intelligence BI guys in that group. The risk manager from our legal department is included with a person from contracts and procurement. So there's the core group and then from there out, we have assigned somebody called IT Data Coordinator in every agency. This is the person who can talk more business use of the data than technical things. They're a good interface between the data owner who we assign as the Agency Manager. That's the layers that we have, at least in our program. I don't know if it's the best, but it works here.

**Charles W.:** That comment to Ralph about where the technology sits, I guess, so to speak, and who's bringing in technology? It's always going to be tough trying to manage technology when you have different business units bringing in technology without IT. That's going to be an uphill battle all the

time, just because it's like marketing team wants to go and buy a new marketing automation platform that they're going to use. It gets implemented, and then it falls into IT's lap to support it. From a data governance standpoint it's not really easy to really answer the call on that and be able to structure compliance around it. I think that the thing that Mark talked about and John talked about where things you can look at maybe trying to find SMEs in those areas if the business doesn't want to give up control of purchasing technology on our own. Having those SMEs be extensions of like your data group that if they understand if you can create some concept of them understanding the importance of their governance then they can be people that are on those teams or in those groups of individuals who are securing technology. Acting as extensions of stewards or just another set of eyes and the ears, like you need to really keep this in mind when you think about this platform. It needs to fit into the structure, it needs to be able to do X. That'd be my advice to these starting out.

**Nov O.:** So just a very quick question. I heard the word data owner and I wanted to ask the obvious question. How do you define the data owner? Literally let's start with the CEO, and they raise their hand and say I own it all. I always ask question and I always think the answers are always funny. Who owns salary? Again that HR lens. Who owns salary? Of course HR going to say that, CFOs say that, payroll says that. So the question I have is how do you identify these data owners and how do you make it stick? Because to your point, that is the person that if you're going to buy a brand new system and you're going to use that data in that system, you've got to be talking to that person because they own that data. They need on that deals with that. I'd love to hear what the audience has to say about data owners and how to define them.

**Stephen T.:** Owner bubbles up. Custodian and steward is much closer to the actual point of use.

**Mark E.:** I was just looking at our policy here to get the exact quote. I have shared all of my policies with NOREX. They should have them, and anyone on the call that would like, I am happy to share. We list the county agency management as the data owner, and this is a for a government. It's the mayor, department directors, elected officials, County Council. In our minds it's who's generating the data, and that's who we list as the owner. Then there's a custodian, and that can be a SaaS vendor, it can be IT, it can be the agency itself. Then this coordinator who's the middleman between the owner and the IT types. I thought we had a definition of a data owner, but we actually don't. The agency manages the data owner. That's what we've done.

**Nov O.:** Thank you.

**Dave T.:** We've taken a slightly different approach. What we've noticed is that not only within data but in other areas of technology, where we're moving towards domain-driven design for those who come from a software development background. We're starting to realize that our data has domains as well, and those domains are often represented by the organizational structure. Although that's not always the case, generally that's where we start seeing problems. So we're having the data ownership revolve around those domains, and when it works well there's a business unit that we can assign that to. Like within insurance, we have claims and policy. It's pretty obvious who owns claims and who owns policy. Just some food for thought on that.

**John Y.:** I like this question. In my opinion, the organization really owns the data and everybody else just has a responsibility to manage it properly. We do have data owners defined, but typically and we're very domain we're in it as well. I'll piggyback on what Dave said. We've assigned people as data owners and really they're involved with any decisions on changes about how we create, capture, store, use, or share the data in different ways. That's when they would be engaged in those types of decisions.

**Moderator:** Thanks John. Charles is sharing a different perspective in the chat. The people who would consume the data are the owners of the data. I love that. Go ahead, Charles.

**Charles W.:** It might be similar to what John and Dave are actually saying. For us, data is created internally or externally. A customer can be a data owner. Technically they can be. But for business purposes they're not a data owner because they won't have access to the data outside of just being able to view their profile or whatever. For us, the consumers of the data internally, all of our product teams or our different domain teams as Dave and John described would be the data owners. We think about governance, we think about system architecture. We think about integration flows, etc. We think about how the experience is going to impact those people. I have a saying that I use all the time. Time to insight. Time to insight is me as individual from the time that I feel like I need some data to how long it takes me to get that data, use that data, and be able to make some type of impact with that data. Data owners would be the people who would be consuming data, at least from our point of view. Not saying that's the right way or the wrong way. With that in mind that's how we really think about how we architect design our systems applications and security models around them when it comes to compliance or access, etc.

**Moderator:** Huge thank you to everyone who is willing to share. That is what makes this format work and I'm super appreciative of you stepping up and sharing your environments, challenges, goals, and aspirations with us. Thanks everybody. Enjoy the rest of your day.

## End of Discussion

## Products / Vendors / Technologies shared in this WebForum

Focal Point Data Risk - https://focal-point.com/
Freshservice
GroundLabs Recon
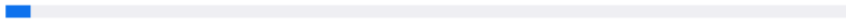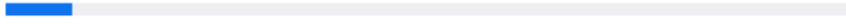GTB
Netwrix
One Trust
PowerDMS
Varonis

## Appendix: All Poll Results

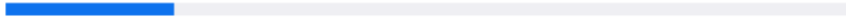## What stage of governance describes your organization?

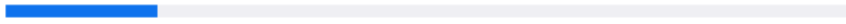Optimized - formal team dedicated w/ mix of data mana...  (1/40) 3%

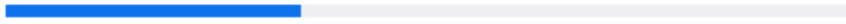Managed - Formal proactive team w/ some areas that a...  (3/40) 8%

Defined - Formal, but not dedicated team, beginning of...  (8/40) 20%

Repeatable - informal data management by a few unof...  (7/40) 18%

Initial - Sporadic efforts to repair data anon dedicate...  (14/40) 35%

None  (7/40) 18%