

“Big G” and “little g” Data Governance

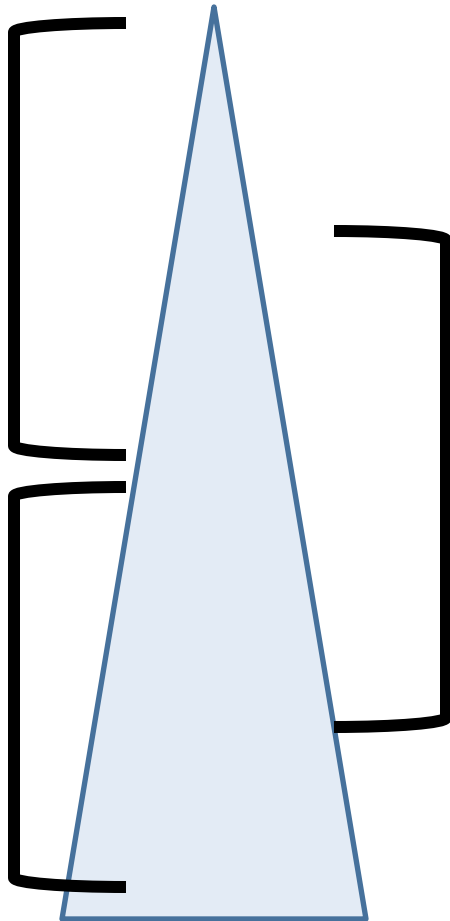
a presentation for DAMA Indiana



Gwen Thomas
President,
The Data Governance Institute



Governance and Management

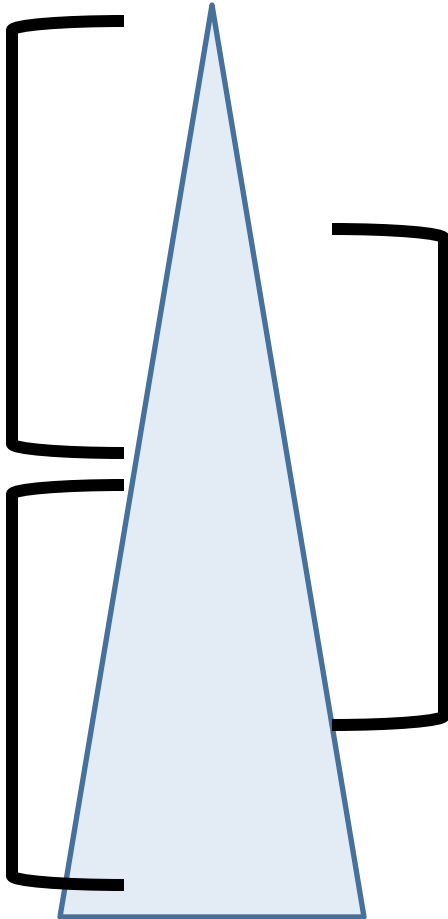


“Big G” Governance:
The policy-making layer

Management & Architecture:
The translation layer

“little g” governance:
The controls layer

Governance and Management of Traffic Systems



“Big G” Governance:

Whose road is it? How much traffic before we put in a light?

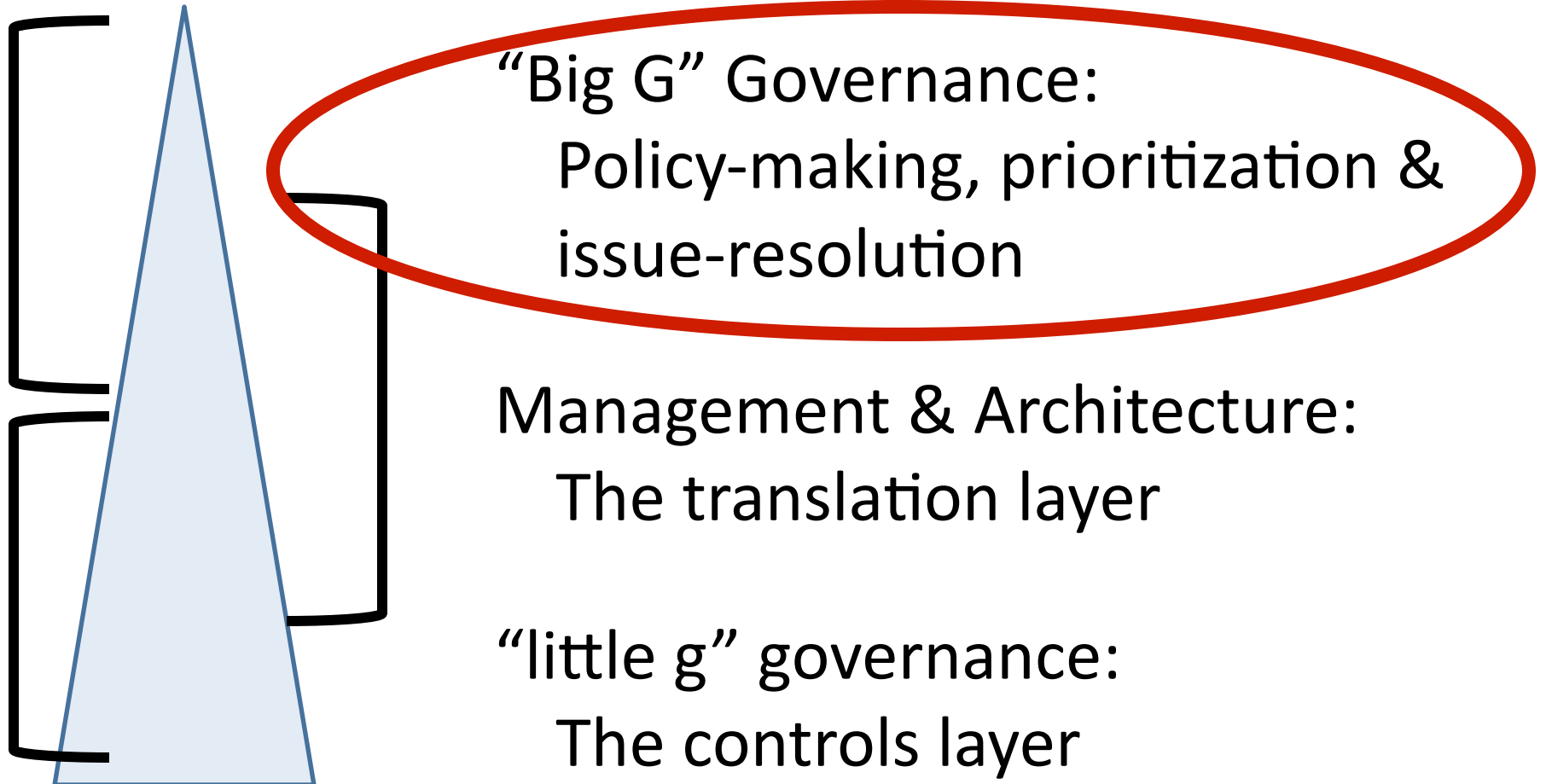
Management & Architecture:

Cops and engineers

“little g” governance:

Curbs, stop signs, traffic lights

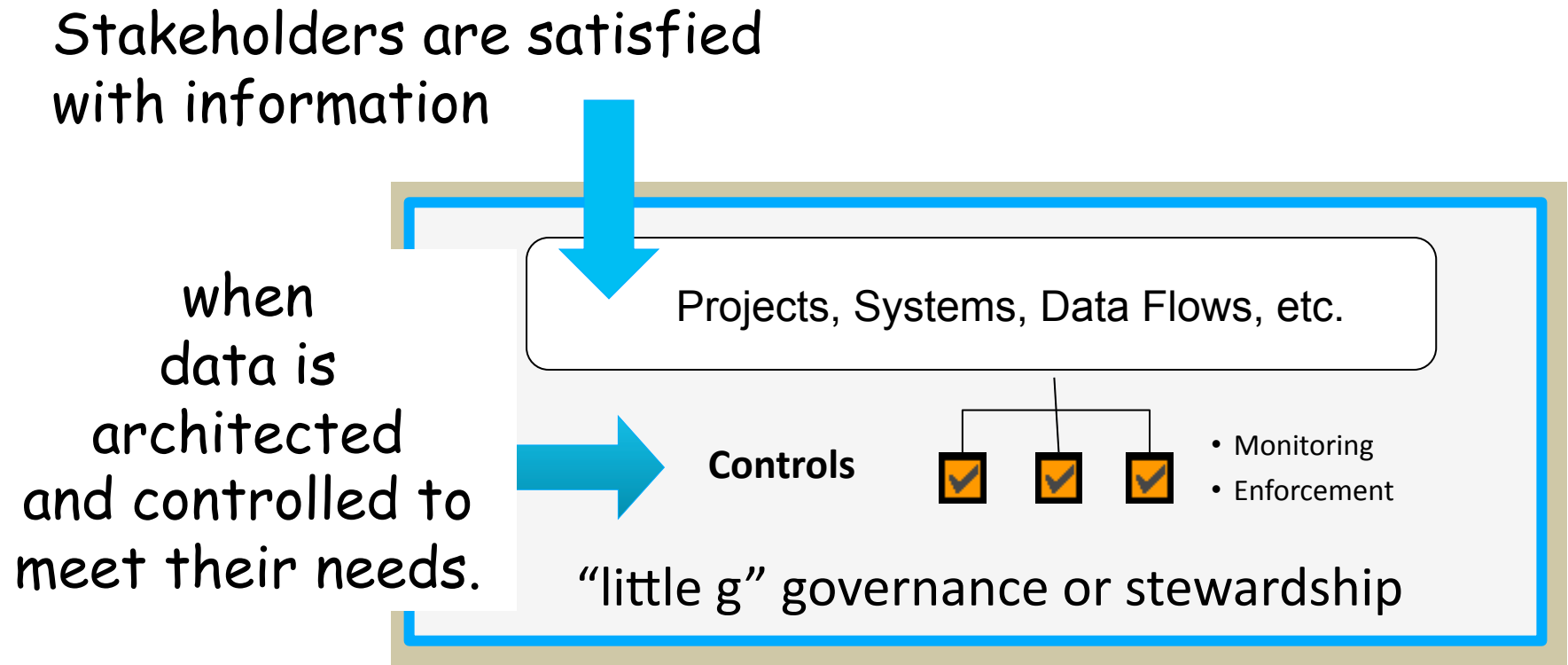
Governance and Management of Data



“Big G” and “little g” Data Governance

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When “little g” governance is working, most people don’t notice it



Controls embedded in
processes, projects, and systems
can manage risks to
Privacy, Security, Quality, Usability (etc.)
of data

- Project gates
- Modeling reviews
- Passwords
- Firewalls

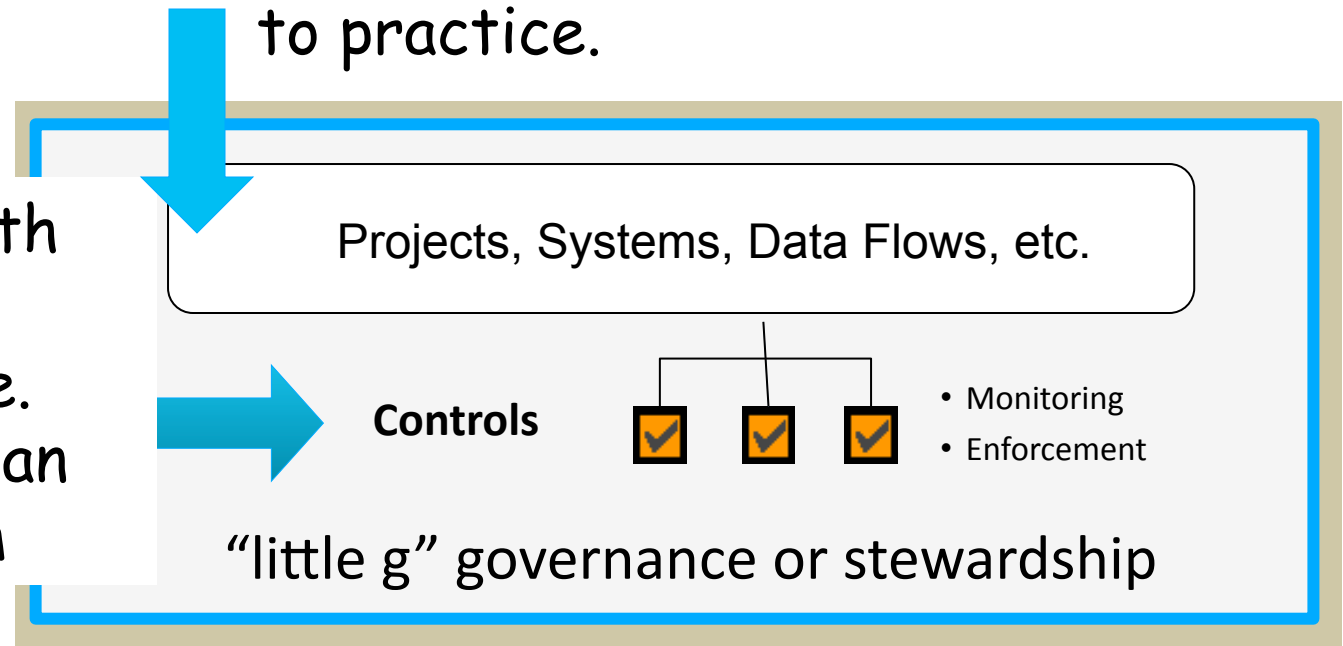
- Access permissions
- Database controls
- Spam filters

- Check-digits
- Pick lists
(rather than free text)

Aligning Controls

When there are issues, the Management and Architecture layer is called in to resolve issues while translating policy to practice.

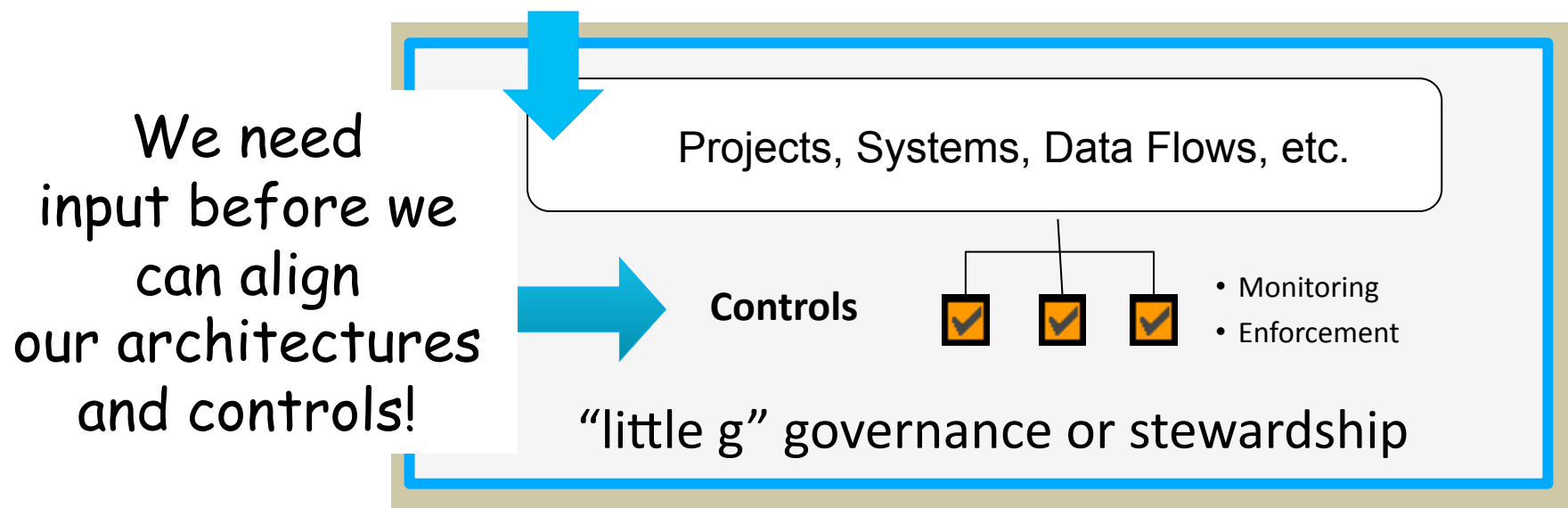
We work with these all the time. Usually we can align them



When Management Isn't Enough

What happens if

- Policy is unclear, or standards haven't been set
- Priorities are in conflict, or stakeholders can't get together to address them
- We're not sure what the data means or how to use it



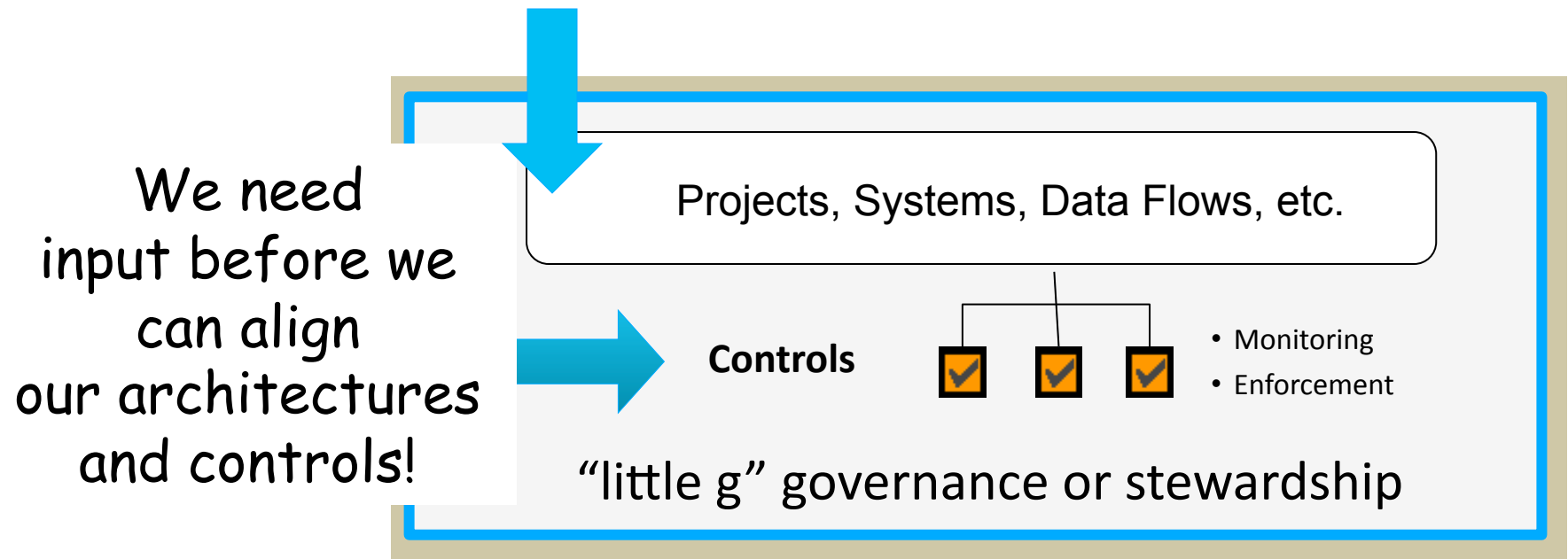
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Enter “Big G” Governance

“Big G” Governance Authorities

- Set policy, standards, and priorities
- Resolve escalated issues
- Provide support to data stakeholders

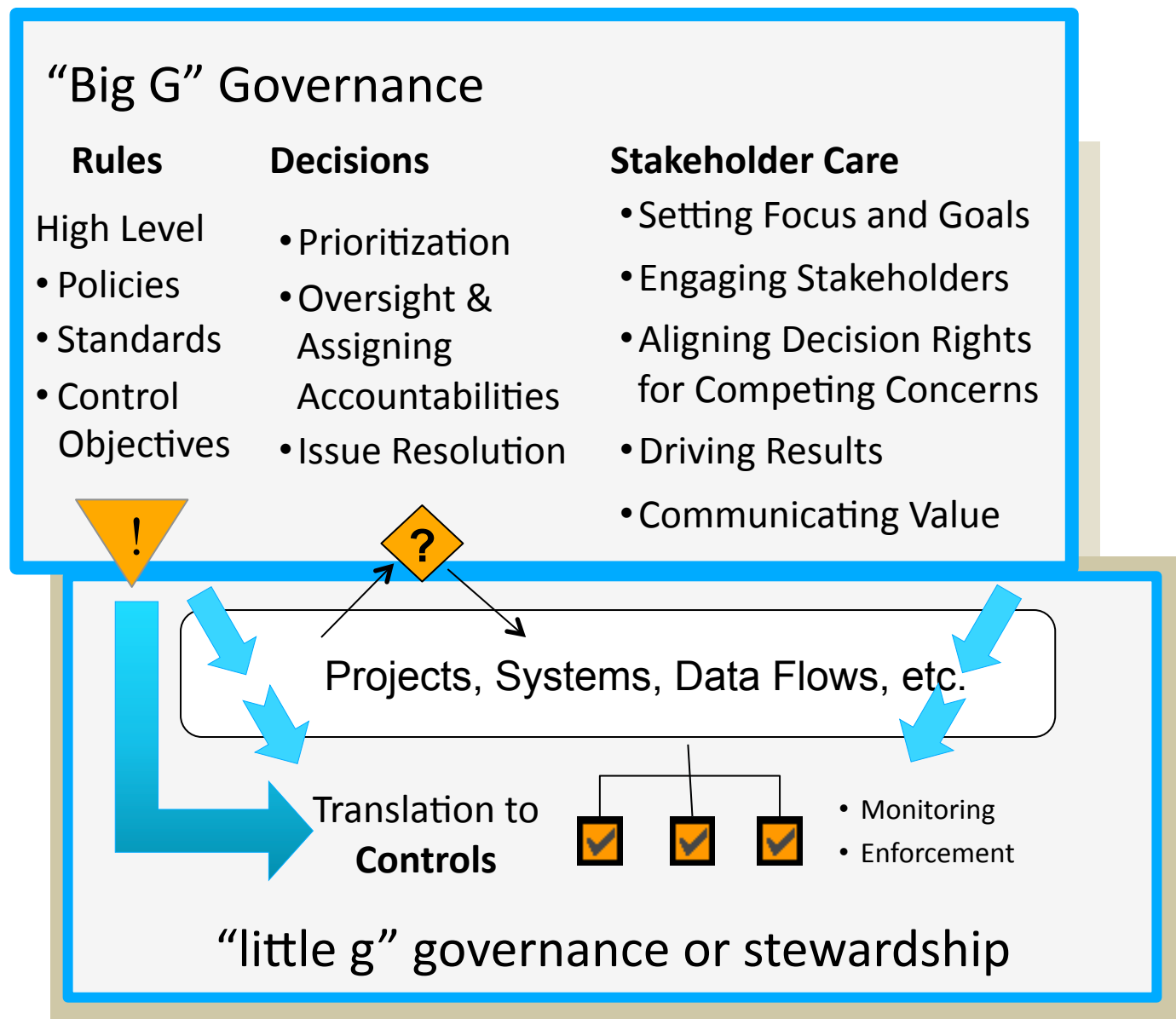


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Emerging
"Big G"
gaps are often
a by-product of
organizational
growth.

Filling those
gaps is a mark
of maturity.

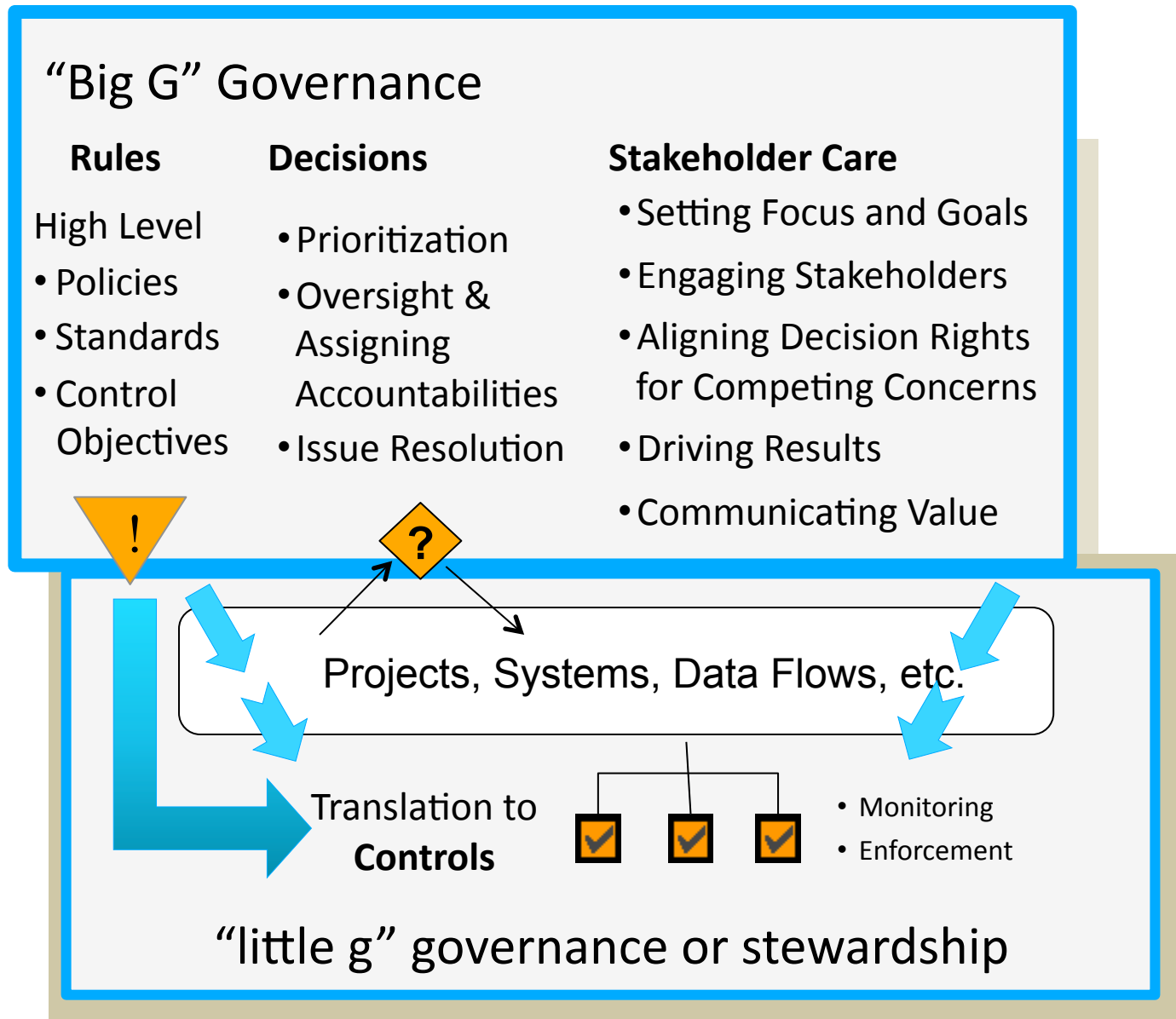


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Reasons to become more formal with “Big G” Governance:

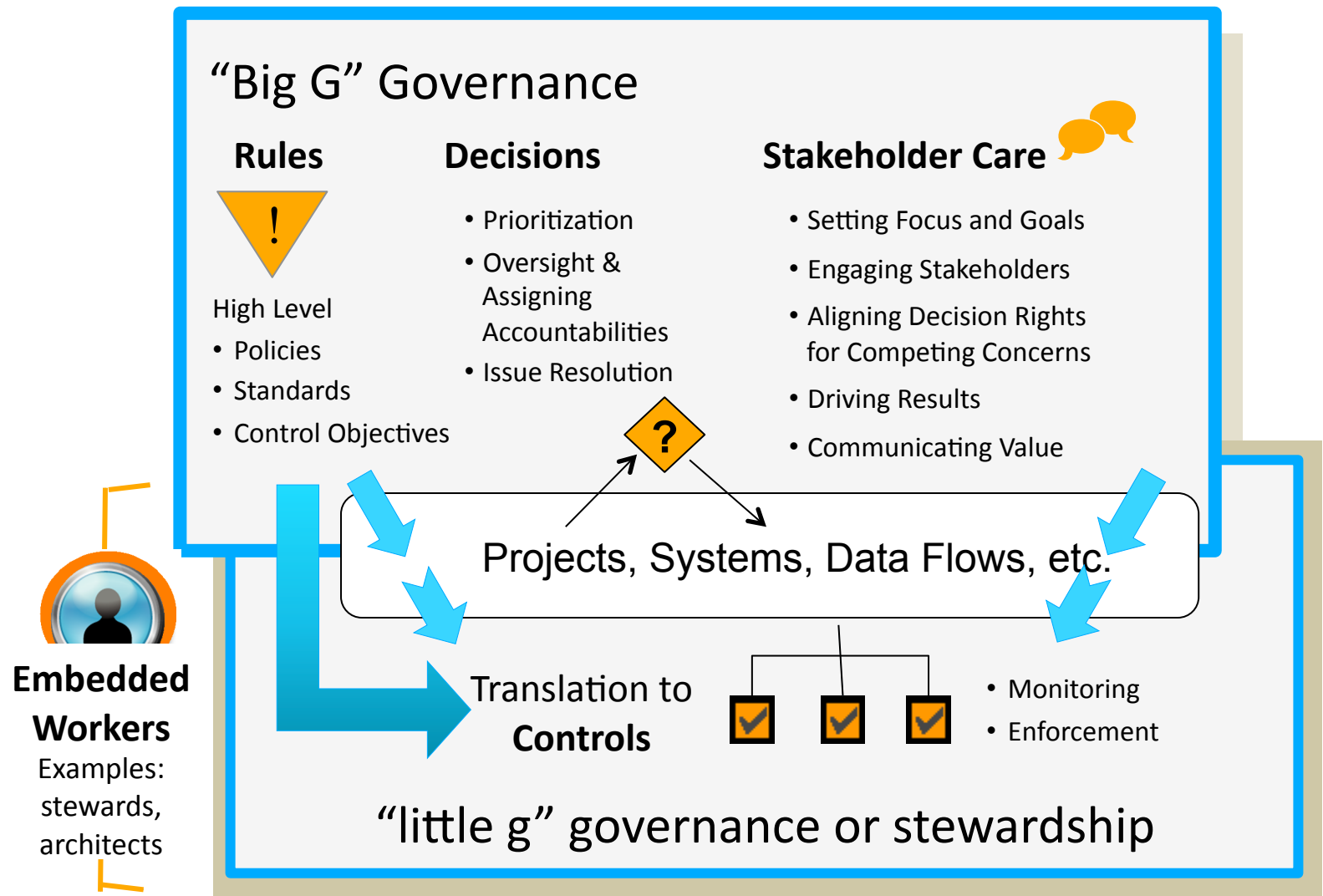
- Unbalanced decision rights
- Difficulties identifying stakeholders and their needs
- Politics



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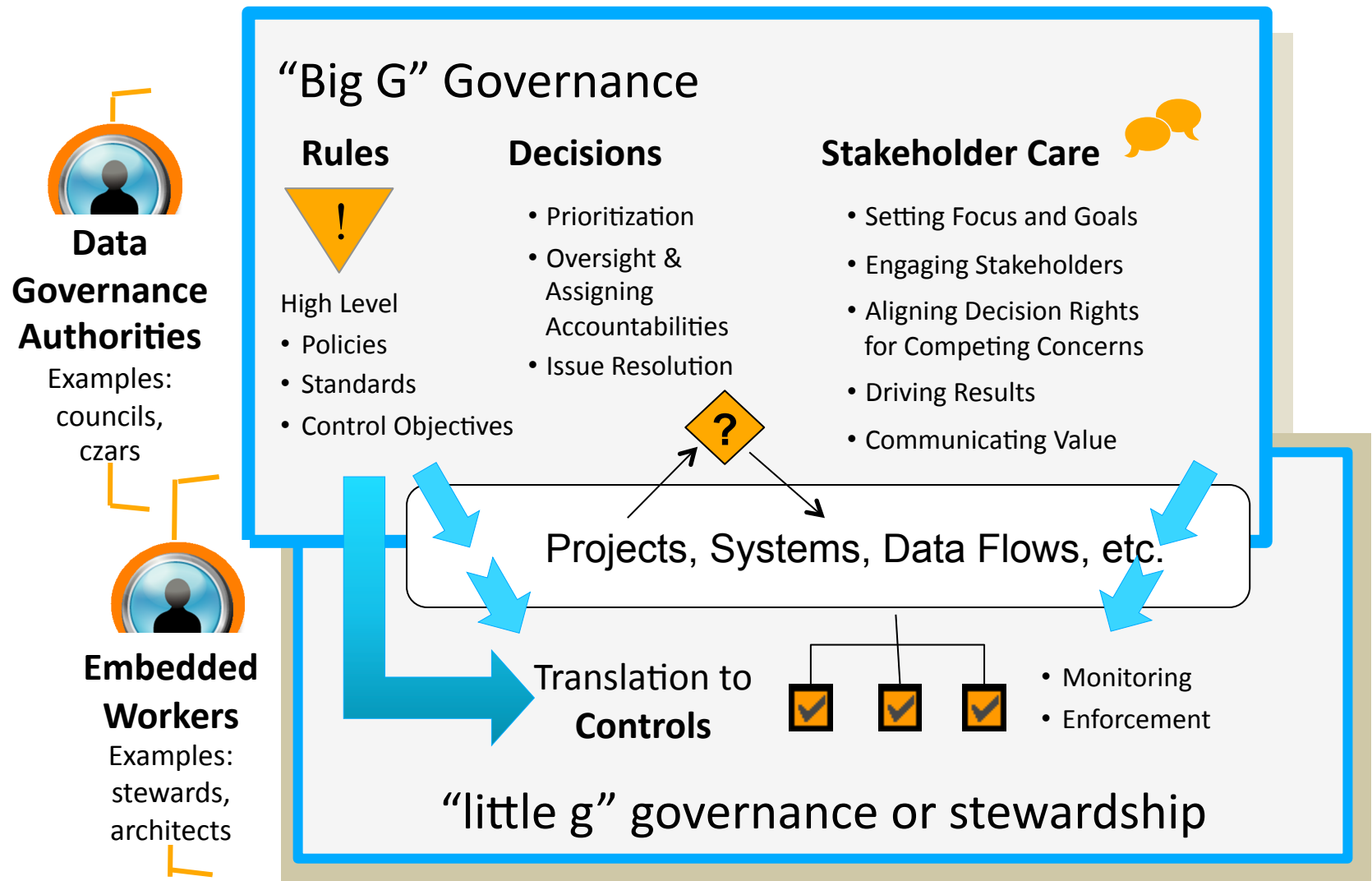
Establishing formal governance: Who works with controls?



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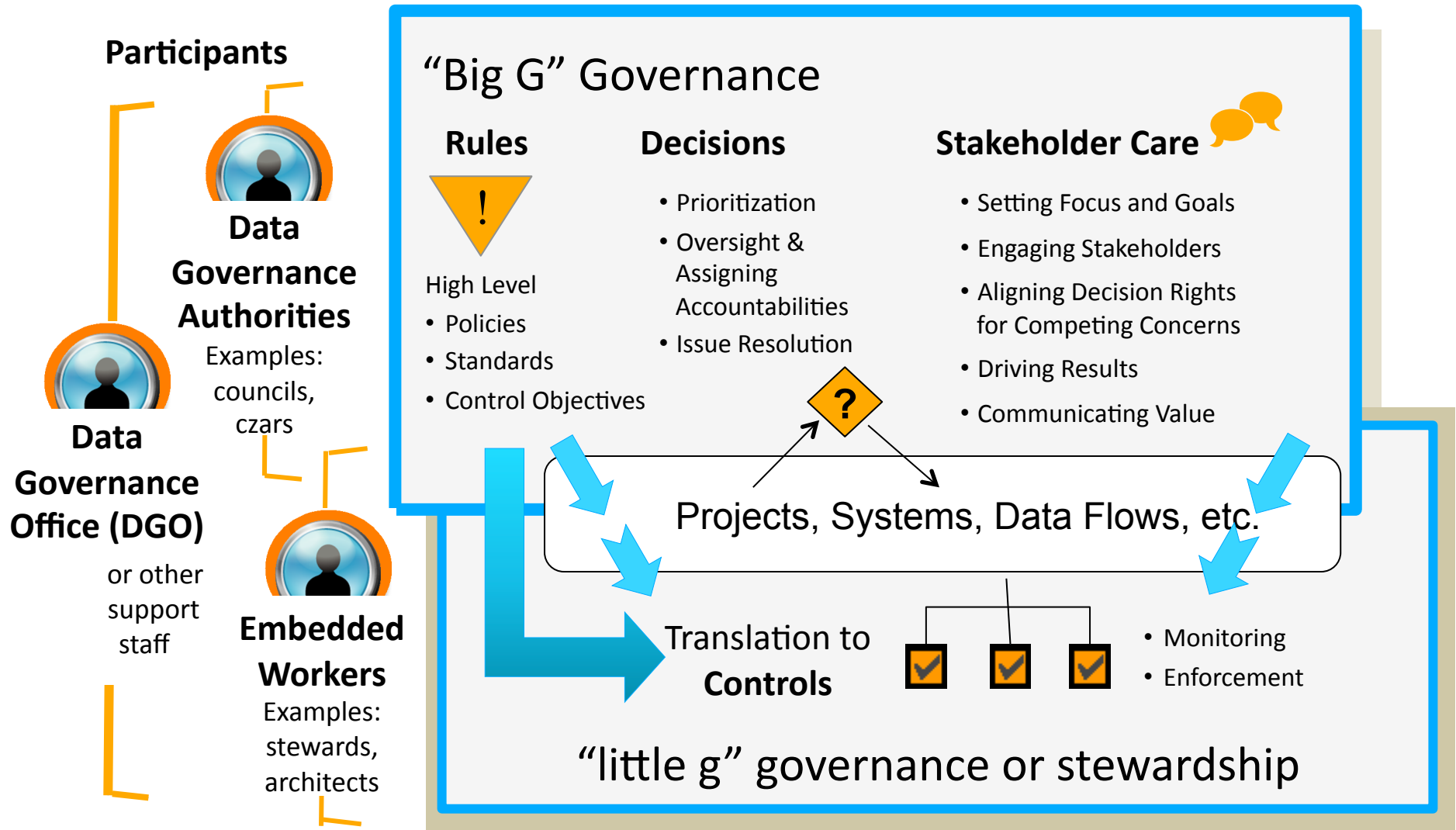
Who works with the rules that inform controls?



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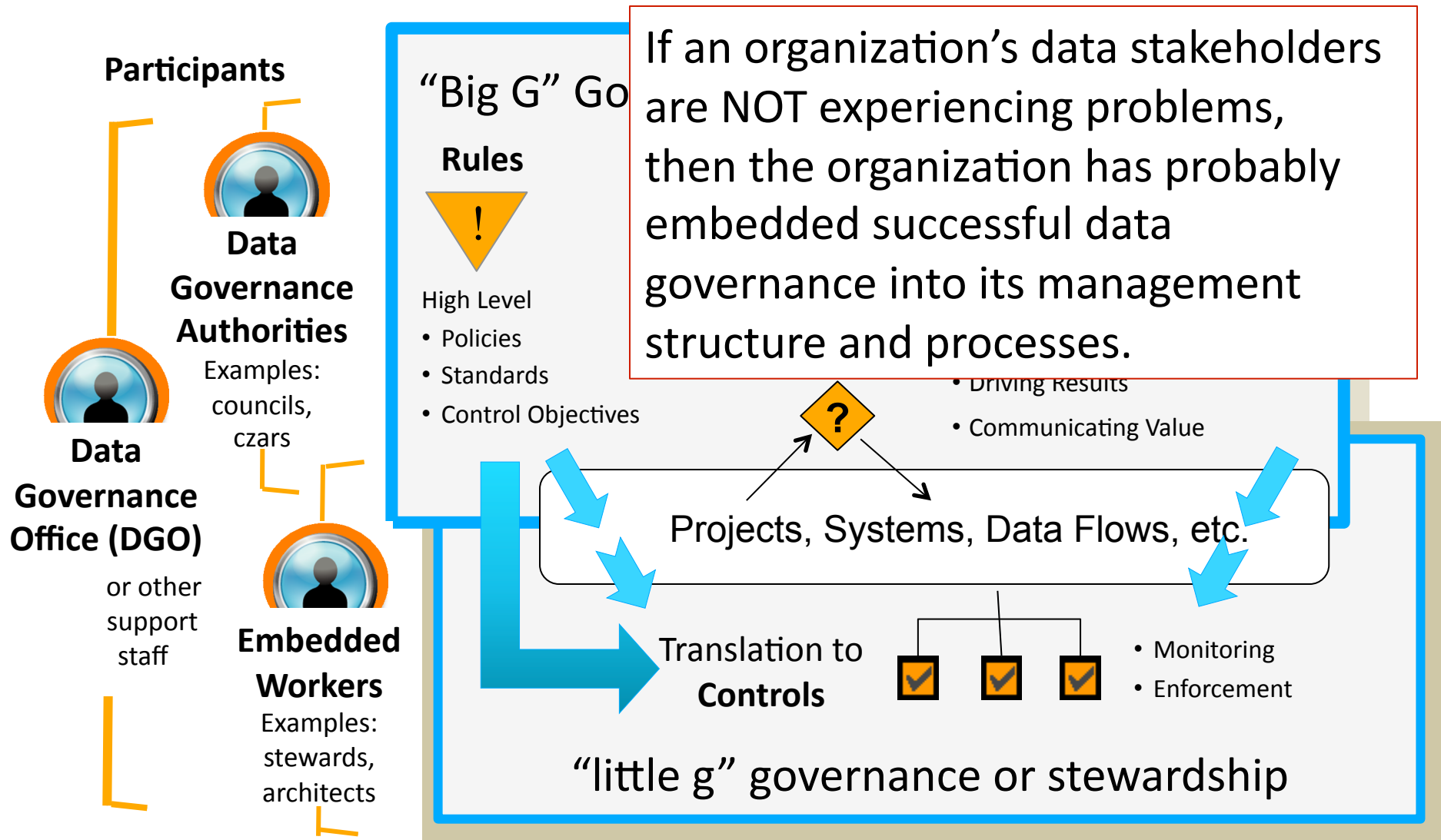
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Who coordinates governance and takes care of stakeholders?



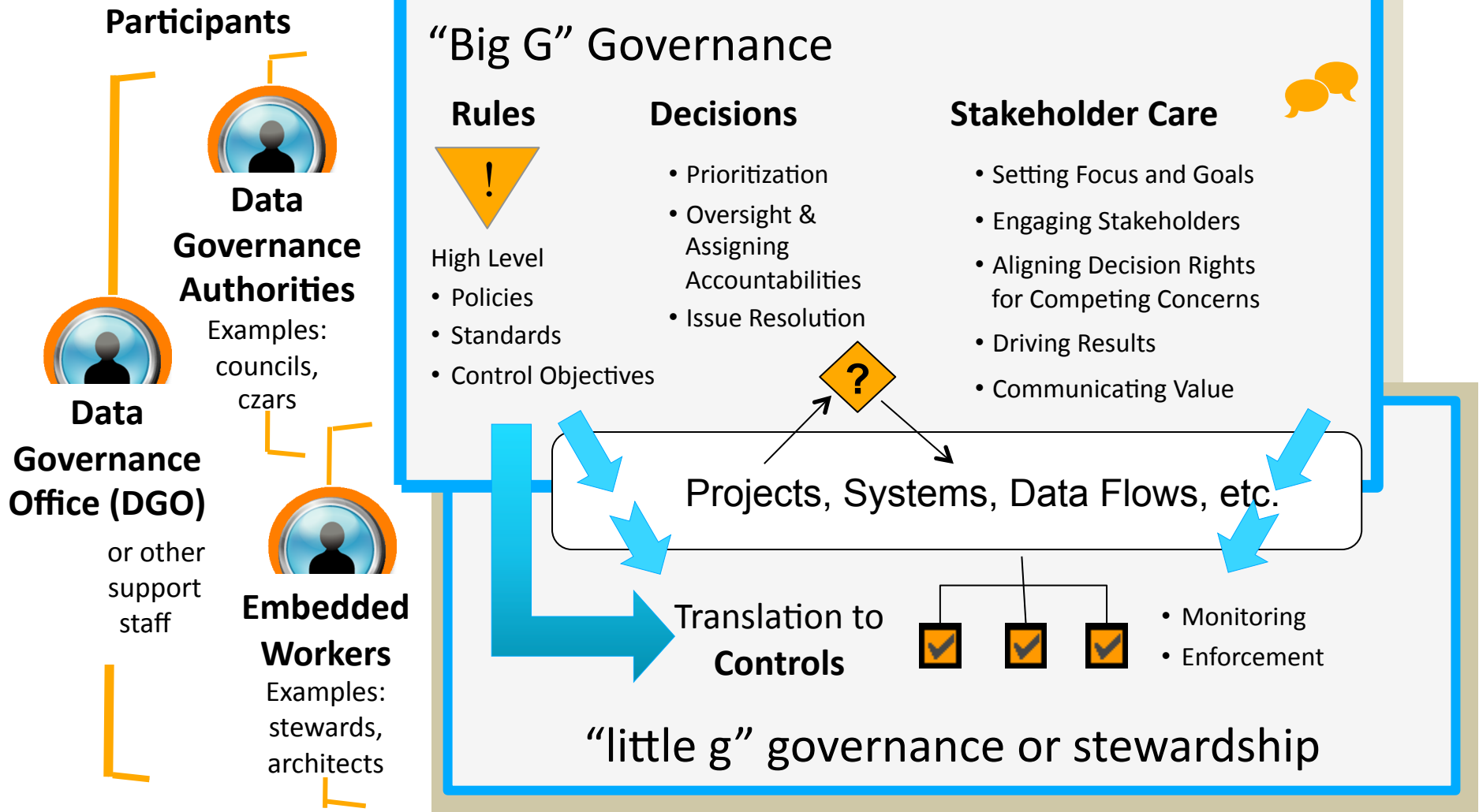
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When is this level of formality unnecessary?





DGI Data Governance Framework version 2





DGI Data Governance Framework version 2

“Big G” Governance components:

1. Rules
 - Policies, Standards
 - Control Objectives

3. Decision Architecture

Decision Rights

Decision Criteria

Types of Decisions

- Prioritization
- Oversight & Assigning Accountabilities
- Issue Resolution

3. Stakeholder Care
 - Setting Focus and Goals
 - Engaging Stakeholders
 - Aligning Decision Rights for Competing Concerns
 - Driving Results
 - Communicating Value

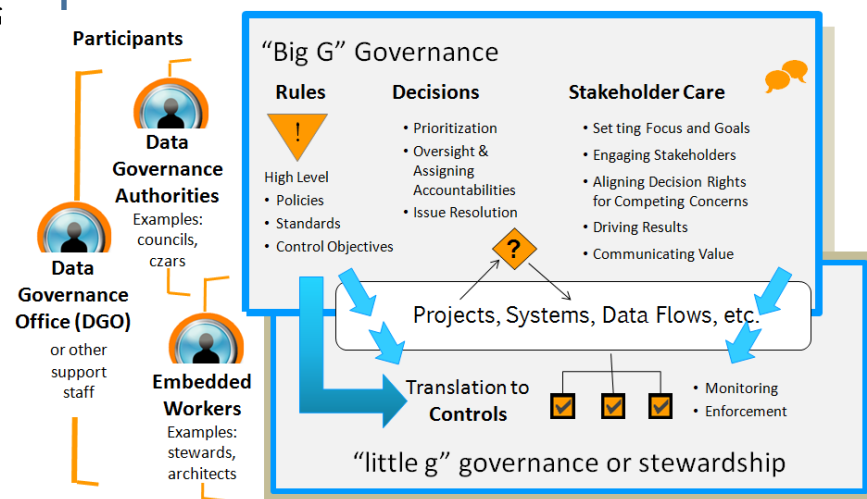
“little g” governance components:

4. Controls

Participants:

5. Data Governance Authorities
6. Embedded Workers
7. Support Staff

seven universal components



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Data Governance Organizational Choices



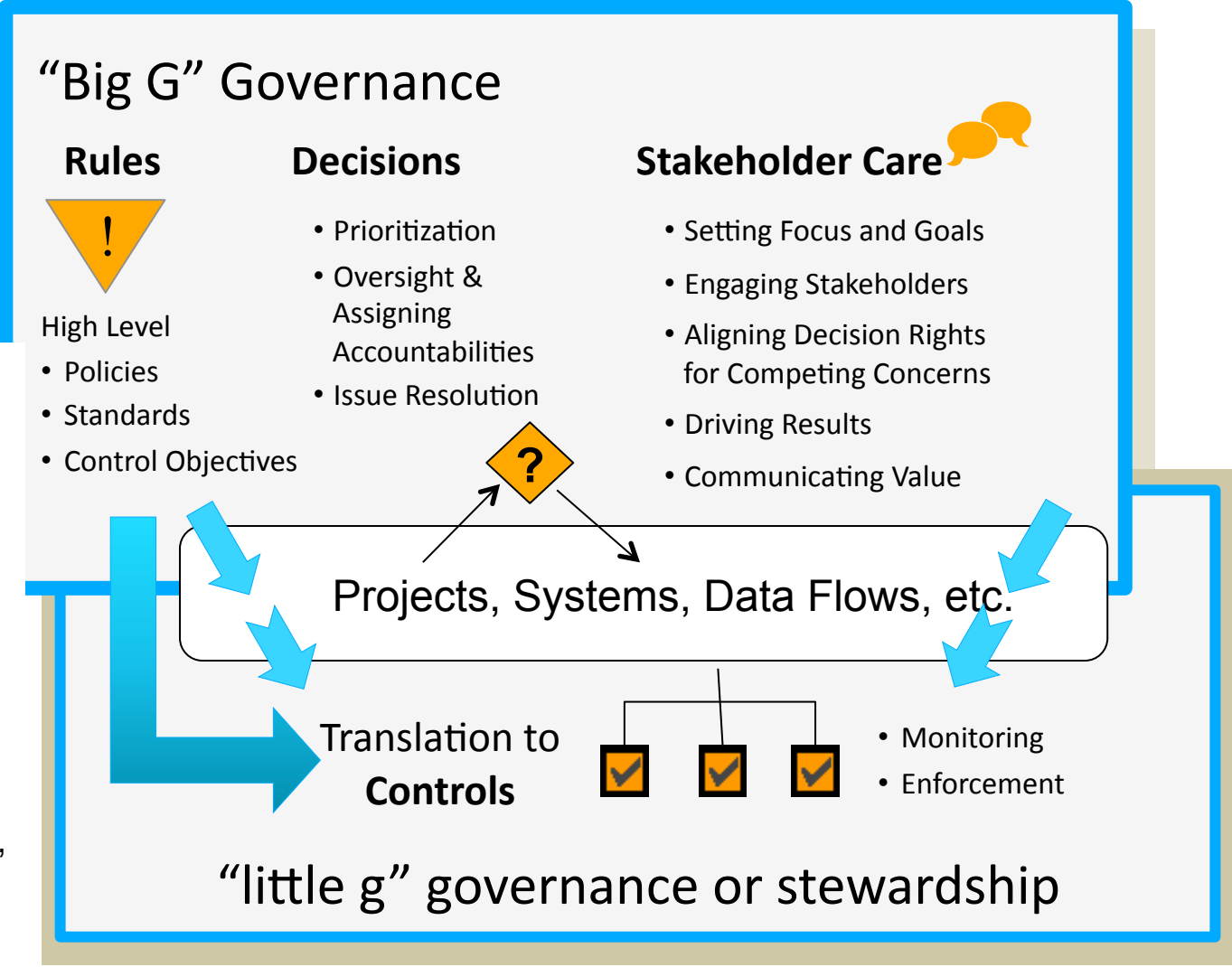
Data Governance Authorities

Common choices:

- Chief Data Officer
- Architectural Review Board
- One or more layers of cross-functional councils / teams / roundtables / workgroups
- Empowered functional decision-makers: legal, compliance, privacy, etc.

Riskier choices:

- Data czar
- Change Control Board
- Standards team
- IT Governance Board
- Ad-hoc groups



Data Governance Organizational Choices

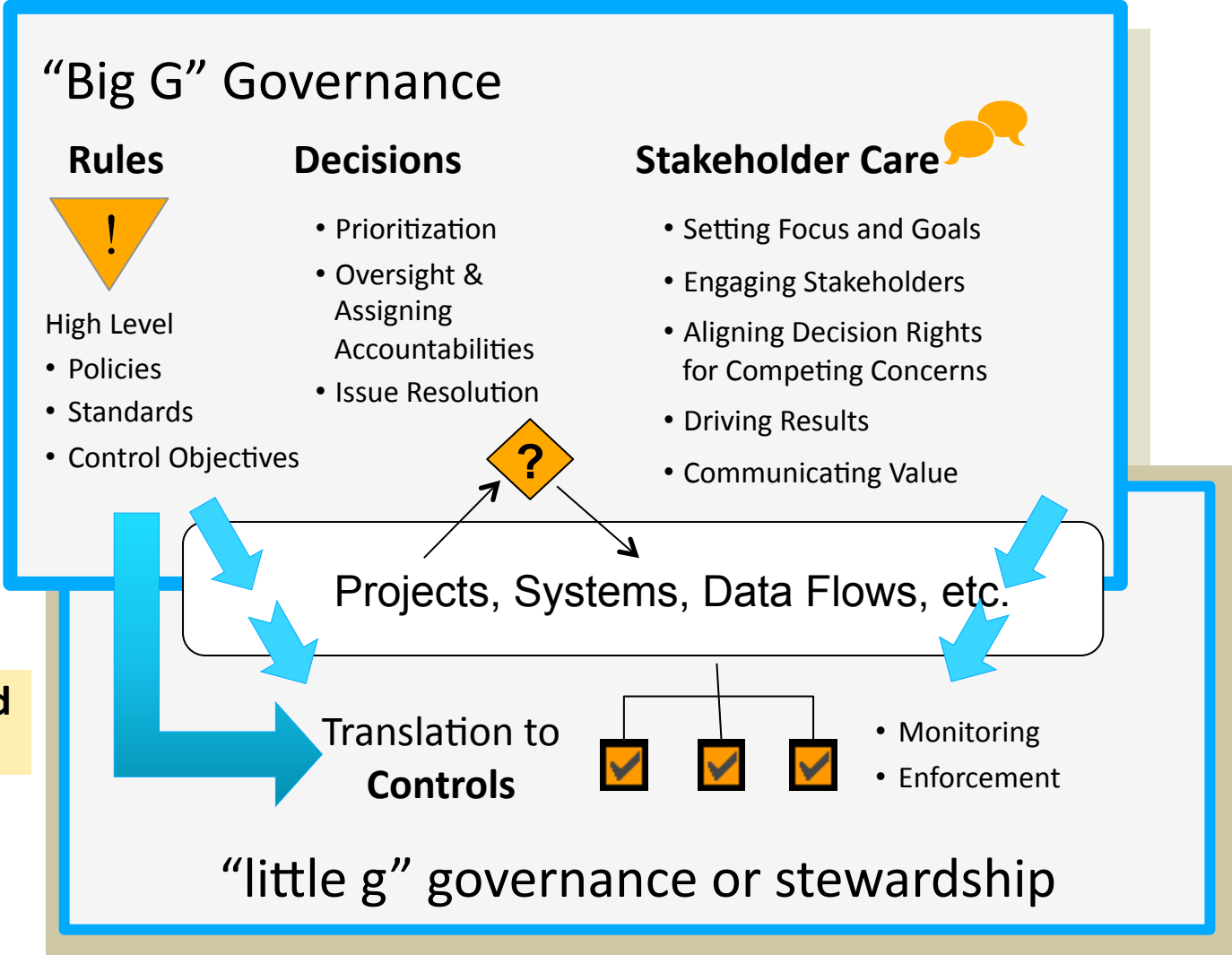
Common choices:

- Project staff
- Functional staff
- Compliance staff
- Audit teams
- Quality teams
- Data stewards
- Data Custodians
- Records or Content Management
- Data Architects
- DBAs
- Metadata staff



Riskier choices:

- Outsourcers
- Partners
- Third party data providers



Data Governance Organizational Choices

- Support Staff**
- Data Governance Office (DGO)
 - Project Managers
 - Data Quality teams
 - Business Analysts
 - Data Architects
 - Technical Communicators
 - Audit & Compliance Staff
 - Organizational Change Management

Common choices:

“Big G” Governance

Rules



- High Level
- Policies
 - Standards
 - Control Objectives

Decisions

- Prioritization
- Oversight & Assigning Accountabilities
- Issue Resolution

Stakeholder Care



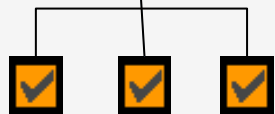
- Setting Focus and Goals
- Engaging Stakeholders
- Aligning Decision Rights for Competing Concerns
- Driving Results
- Communicating Value

Riskiest choice:
Failing to assign accountabilities for this work



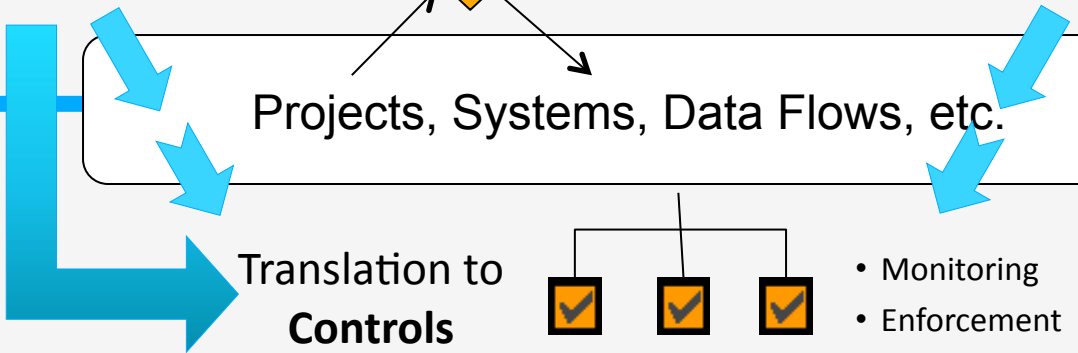
Projects, Systems, Data Flows, etc.

Translation to **Controls**



- Monitoring
- Enforcement

“little g” governance or stewardship



Case Study #1: **Lending Company**

Value Statement:

If we assemble a Data Stewardship Council
assisted by Data Governance Support
Functions (A)

Then we'll discover a way to solve our
"marketing permissions problem" (B)

Which will result in revenue (C).

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Case Study #2:

Information Product Developer

Value Statement:

If we control access to data at the attribute level (A)

Then we'll be in compliance with a lucrative contract (B)

Which will result in revenue (C).

Case Study #3:

Computer Manufacturer

Value Statement:

If we standardize the data describing our parts(A)

Then we'll know what we have and avoid developing, storing, handling duplicates(B)

Which will result in saved money and better response to customers (C).

For more information

Visit The Data Governance Institute
www.DataGovernance.com

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