

Can Data Governance be a *fun* thing to do?

Record Manager Forum 4th December 2018

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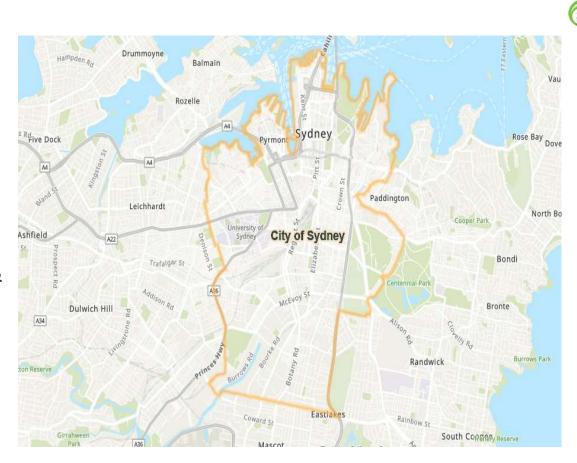
Manager Data Services

City of Sydney

Data Governance Journey

Context

- Large council
- Variety of services
- Started ~3 years ago
- Resource constrains
- Many systems and applications
- Different level of data capability & data governance maturity



Data Governance

Capability Maturity Levels

Level 4. PROACTIVE

Data Governance Capability is established from this level. All data activities across the City of Sydney follow the defined data governance framework and policies.

NB: Industry research indicates that 5% to 10% of organisations are at this level.



There are sets of defined and documented data governance practices established and subject to some degree of improvement over time. These practices are in place and used to establish consistency of performance across the City of Sydney.

NB: Industry research indicates that 10% to 15% of organisations are at this level.



Level 5. RESILIANT

The City of Sydney is continually improving data governance through both incremental and innovative technological changes / improvements. The City of Sydney is resilient and responsive to change.

NB: Industry research indicates that 0% to 5% of organisations are at this level.



Level 2. REACTIVE

Some data governance activities are present, repeatable, possibly with consistent results. Process discipline is unlikely to be rigorous, but where it exists it may help to ensure that existing processes are maintained during times of stress.

NB: Industry research indicates that 15% to 20% of organisations are at this level.



Data activities are typically undocumented and in a state of dynamic change, tending to be driven in an ad-hoc, uncontrolled, and reactive manner. This provides a chaotic or unstable environment.

NB: Industry research indicates that 30% to 50% of organisations are at this level.





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Data Governance Capability Maturity Model

Focus Areas and Maturity Areas

5 Focus Areas – business user friendly

We document & control our data & processes

We embed our data responsibilities

We share a data language

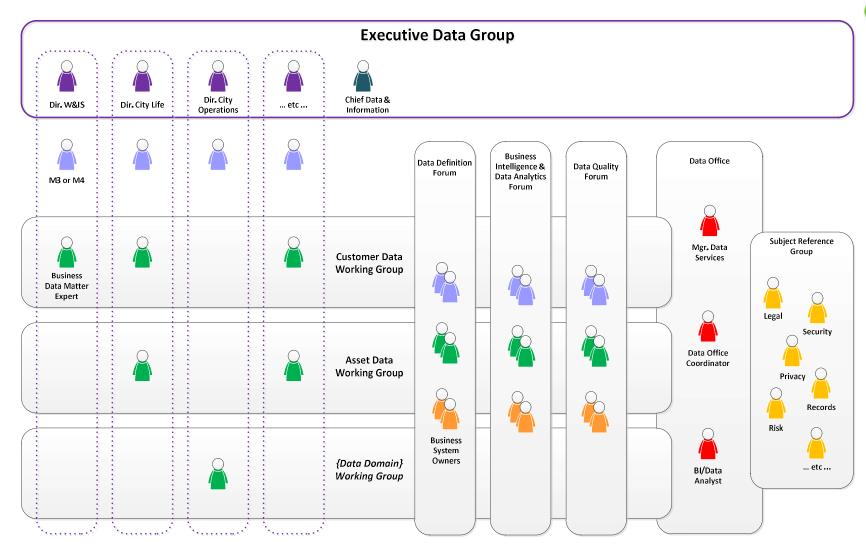
We assure our data quality

We **use** our **data** wisely

17 Maturity Areas – can be technical

Business Intelligence & Executive Sponsorship Data Landscape **Data Definition Forum Data Quality Forum Data Analytics Forum Business Intelligence Data and Process** Data Policy and Master Data Management **Data Quality Framework** Framework Framework Management Standards **Data Product Change Control** Data Accountabilities Management Data Measurement Data Tools **Data Training** Data Performance Measures

Operating Model

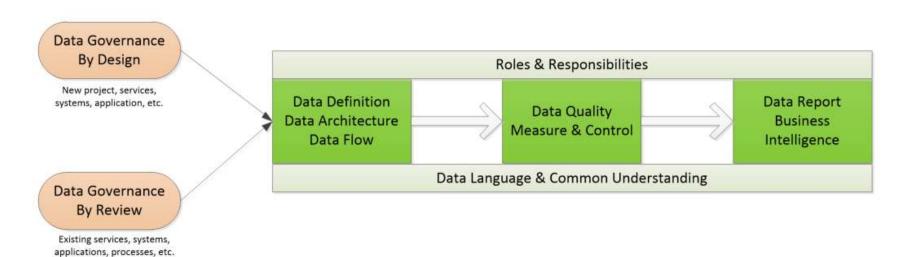


Sydney2030/Green/Global/Connected

Data Governance Activities

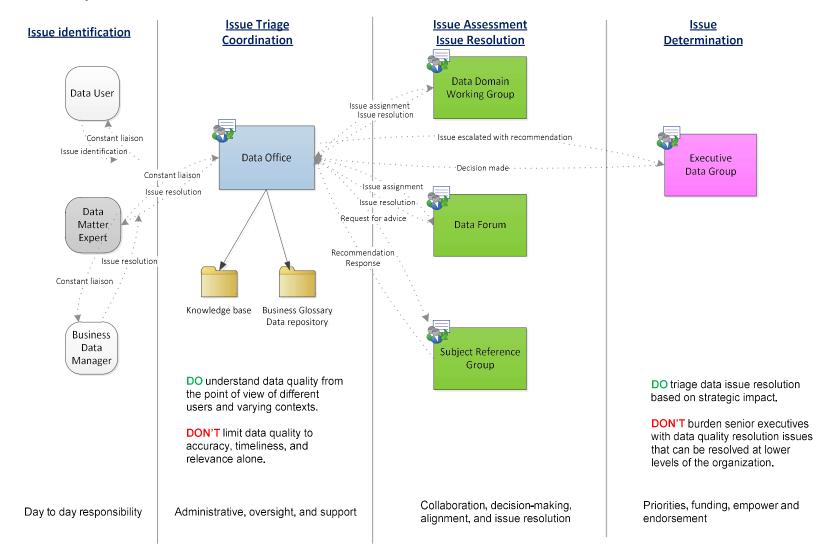
Two main sources





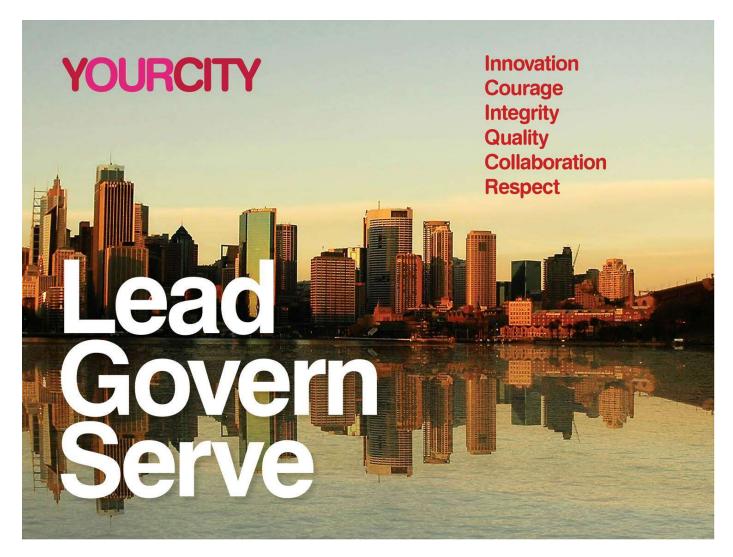
Data Governance Activities – Issue driven

Identify and Resolve Data Related Issues



Data Services

Purpose



Why Data Governance is hard?

"What is this for my business / for me?"
Change management
How to make people interested?
Is it all about data?
How to make it a successful one?
Business buy in / engagement
Big investment
Business as usual
Corporate culture
Abstract content /concept

Why Data Governance fail?

- the focus is on working in a reactive mode instead of a proactive mode
- people leading these initiatives have a lack of knowledge, experience, and passion
- the right people with the right skills are not involved in the execution of the initiative
- Data Governance initiatives are driven without <u>business</u> involvement and collaboration
- there is a lack of <u>business engagement and commitment</u>
- DG initiatives are treated as a project instead of an ongoing program
- accomplish too much too soon without a realistic execution plan and resources to help execute the plan

Source: https://www.dataqualitypro.com/10-reasons-data-quality-fail/



Business engagement

- Listen to the business
- Learn the purpose, plan, priority, performance and problem
- Identify opportunities for improvement
- Gain business buy in through value adding services
- Executive support
- Align with capability improvement

Data Governance Implementation

Who are the right people?

- Able to articulate and promulgate
- Able to engage and build relationship
- Able to convince
- Helicopter view vs detail view
- Identify the opportunity
- Problem solving
- "Red people" vs "Blue people" "Purple people"



Engagement story – BI Community of Interest

- Power BI Information Session
- Power BI User Group share and care
- Business / data process transformation utilising Office 365



Data Definition Forum

Data Quality Forum

Business Intelligence & Data Analytics Forum

Culture of improvement:

- data driven analysis and decision making
- streamlined processes



The people side

Capability improvement

"I'd like to pursue data related career, can you guide me through?"

"This is great, can you help me to learn?"

"That is exactly what we need!"

"I didn't know you are able to do this!"

"When it comes to internal co-creation, upskilling current employees is by far the most popular method of building most organizations' analytical capabilities"

-- Deloitte IDO Survey Report 2017, Benchmarking your analytics journey

Are we there yet?

Lessons and findings

- Long and tough journey to Governance as Usual
- Resource level constrains
- Voluntary based vs mandatory participation
- DG focus to fully support business priority
- Win-win situation is the way to go
- Grow our people
- Fun and rewarding experience to lead, govern & serve