

Real-World Data Governance

Executing Authority and Formalizing Accountability for Data

Monthly Webinar Series Hosted by DATAVERSITY

Robert S. Seiner – KIK Consulting
November 21, 2024 – 11:00 a.m. PT / 2:00 p.m. ET

Don't wing it -
govern your data!



Executing Authority and Formalizing Accountability for Data

Introduction

Real-World Data Governance – Monthly Webinar Series

December 19, 2024: Structured and Unstructured Data Governance Excellence
Third Thursday each Month @ 2pm EST – Register at TDAN.com, KIKconsulting.com, DATAVERSITY.net

Dataversity DGIQ and AIGOV Conference

December 9-12, 2024: Washington, DC
Tutorial: Build an Effective AI and Data Governance Joint Framework
Session: Re(setting) a DG Council in Federal Government

Non-Invasive Data Governance / Non-Invasive Data Governance Strikes Again Books

2014: ISBN 9781935504856 / TechnicsPub.com / Amazon.com
2023: ISBN 9781634623599 / TechnicsPub.com / Amazon.com
2025: Non-Invasive Data Governance Unleashed: Mastering the Future of AI and Stewardship (Technics)

Non-Invasive Data Governance / Metadata Governance Online Learning Plans

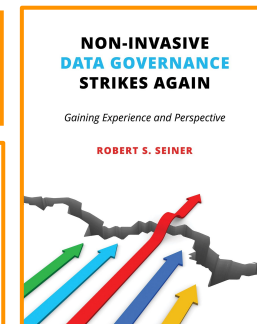
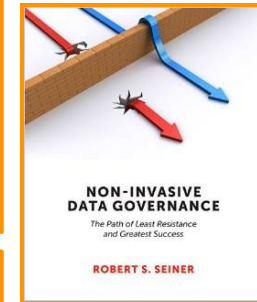
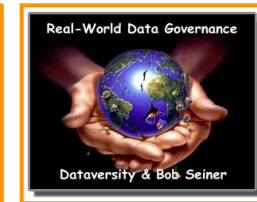
Most Recent: Business Glossaries, Data Dictionaries and Data Catalogs
DATAVERSITY Training Center – <https://training.dataversity.net>

KIK Consulting & Educational Services

KIKConsulting.com
The Home of Non-Invasive Data Governance™

Carnegie Mellon University (CMU)

Adjunct Faculty: Heinz College Executive Education – Chief Data and AI Officer (CDAIO) Certificate Program



Executing Authority and Formalizing Accountability for Data

Abstract

- In this webinar, I will talk about ...
 - Defining Clear Lines of Authority
 - Formalizing Accountability Through Structure
 - Aligning Authority with Organizational Objectives
 - Empowering Data Owners and Stewards
 - Examples of Authority and Accountability in Action



Executing Authority and Formalizing Accountability for Data

Definitions

- Data Governance – The **execution and enforcement** of authority over data.
- Data Stewardship – **Formal accountability** for data.
- Data Steward – A **person held formally accountable** for their relationship to the data.

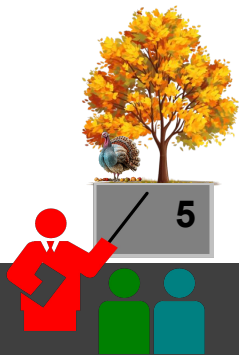
- Authority – The **power or right** to give orders, make decisions, and enforce obedience.
- Accountability – The **obligation** to explain, justify, and take responsibility for actions or decisions.
- Enforcement – The act of **compelling observance** of or compliance with laws, rules, or obligations.
- Formal – **Officially recognized** or approved, following established procedures or conventions.



Executing Authority and Formalizing Accountability for Data

Definitions

- The **execution and enforcement** of authority.
 - Establishing formal oversight and policies.
 - Monitoring adherence through regular audits.
 - Enforcing compliance via corrective actions.
 - Assigning accountability for data governance.
 - Escalating unresolved issues for resolution.
- The **formalization of accountability** for data.
 - Defining clear roles and responsibilities.
 - Establishing decision-making authority structures.
 - Implementing performance tracking metrics.
 - Communicating expectations across levels.
 - Holding individuals accountable for results.



Executing Authority and Formalizing Accountability for Data

Defining Clear Lines of Authority

- Identify key data governance roles.
- Clarify authority levels for decision-making.
- Recognize authority in specific data functions.
- Ensure leadership endorses governance authority.
- Communicate authority roles consistently.



Support Level

Data Governance Office / Administrator
Responsible for Administering the Program, facilitating use of the Data Governance Council, communicating program components and value to Organization. Advisory assistance from other levels.

Data Governance Partners
Information Technology (IT)
Project Management (PMO)
Regulatory & Compliance
Audit / Legal
Corporate Communications
Human Resources

Data Governance Working Teams
Directed and Focused on delivering great data for a specific issue.

Executive Level

Steering Committee
Senior-Most Level Knowledge of the Program. Utilize existing as Steering Committee.

Strategic Level

Data Governance Council
Representation of Appropriate Functions and Divisions

Tactical Level

Data Domain Stewards
Data Steward Coordinators
Corporate Data Subject Matter Experts
Division Subject Matter Experts.
Existing Committees Where Leverage able:

Operational Level

Data Stewards
Data Definers, Producers, Users
These people are presently defining, producing and using data as part of their jobs. Recording of the Data Stewards will be an important enabler of improved communications, coordination and cooperation among staff.

Executive

Support

Data Governance Partners
Data Governance Team
Data Governance Working Teams

Strategic - Enterprise

Tactical - Cross Business Functions

Operational - Business Function Specific

IMPORTANT!

Escalation / Approval Path
Communication

Executing Authority and Formalizing Accountability for Data

Defining Clear Lines of Authority

- Clarify authority levels for decision-making.
 - Executive – Senior most leadership (<1%)
 - Strategic – Enterprise (<10%)
 - Tactical – Across business function (whenever multiple business functions are involved)
 - Operational – Per business function (whenever the decision impacts a single business function)
 - Support – Governing partnerships (decisions pertaining to their accountability)



Executing Authority and Formalizing Accountability for Data

Defining Clear Lines of Authority

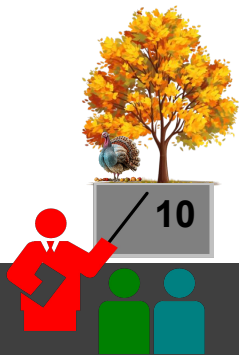
- Recognize authority in specific data functions.
 - People are already defining data as part of their job function.
 - People are already producing data as part of their job.
 - People are already using data as part of their job.
 - People are already accountable for making decisions ... and the decisions they make.
 - People are already accountable for involving the appropriate people in decisions being made.
- People have always been accountable.
- The accountability is often informal.
- Because the accountability is informal, it often becomes inefficient and ineffective.
- Move from informal to formal and be very clear in roles and responsibilities.



Executing Authority and Formalizing Accountability for Data

Defining Clear Lines of Authority

- Ensure leadership endorses governance authority.
 - Secure leadership commitment through **strategic alignment with organizational goals**.
 - Demonstrate governance value in **improving data-driven decision-making outcomes**.
 - Establish governance as a **priority in leadership communications**.
 - Involve leadership in setting **clear, enforceable governance roles and responsibilities**.



Executing Authority and Formalizing Accountability for Data

Defining Clear Lines of Authority

- Communicate authority roles consistently.
 - **Define roles clearly** in all governance-related documentation.
 - **Reinforce authority** in regular team meetings and reports.
 - **Align roles** with strategic objectives in communications.
 - **Use visual aids and workflows** to explain authority structures.



Executing Authority and Formalizing Accountability for Data

Formalizing Accountability Through Structure

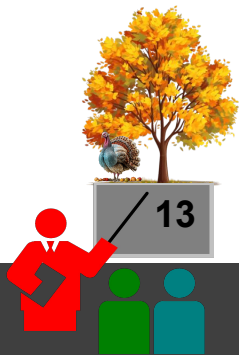
- Define roles with measurable responsibilities.
- Establish performance metrics for accountability.
- Create formal documentation for data duties.
- Link accountability to data governance objectives.
- Monitor adherence to accountability frameworks.



Executing Authority and Formalizing Accountability for Data

Formalizing Accountability Through Structure

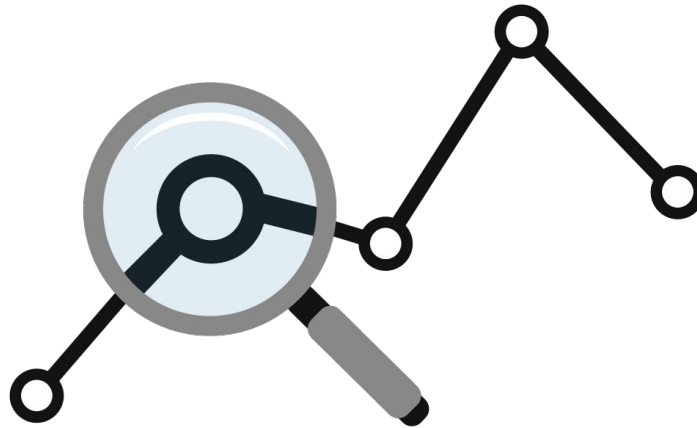
- Define roles with measurable responsibilities.
 - Help people to understand the responsibilities they already have.
 - Help people to recognize that playing a formal role in data governance doesn't necessarily change that.
 - Help people to understand that there are responsibilities that are presently informally executed.
 - Help people to understand the consequences of not formally executing accountability.
 - Help people to understand that data governance will provide the formal execution and accountability.



Executing Authority and Formalizing Accountability for Data

Formalizing Accountability Through Structure

- Establish performance metrics for accountability.
 - Tie metrics directly to data governance objectives and outcomes.
 - Measure accountability through consistent, transparent data-driven reports.
 - Align performance reviews with stewardship and data quality improvements.
 - Use metrics to reinforce roles and drive organizational commitment.



Executing Authority and Formalizing Accountability for Data

Formalizing Accountability Through Structure

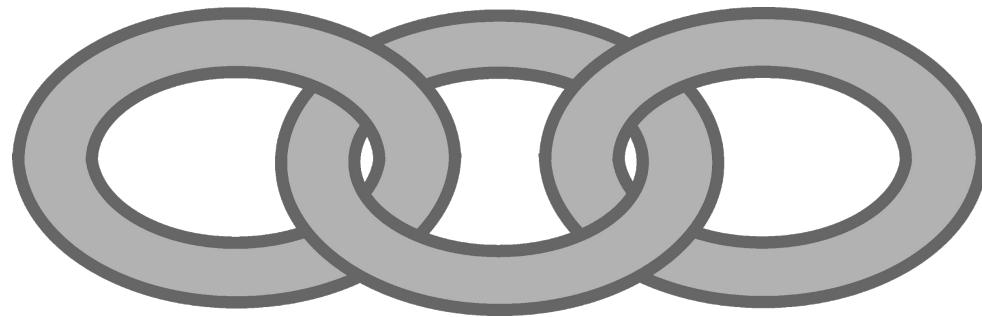
- Create formal documentation for data duties.
 - Clearly outline roles, tasks, and accountability for all data activities.
 - Standardize procedures to ensure consistent execution across the organization.
 - Ensure responsibilities are transparent and easily accessible for review.
 - Use documentation to track and audit data management accountability.



Executing Authority and Formalizing Accountability for Data

Formalizing Accountability Through Structure

- Link accountability to data governance objectives.
 - Align data duties with measurable governance goals and priorities.
 - Ensure accountability enhances governance outcomes and decision-making effectiveness.
 - Direct accountability structures to support compliance and regulatory standards.
 - Tie personal performance metrics to data governance achievements.



Executing Authority and Formalizing Accountability for Data

Formalizing Accountability Through Structure

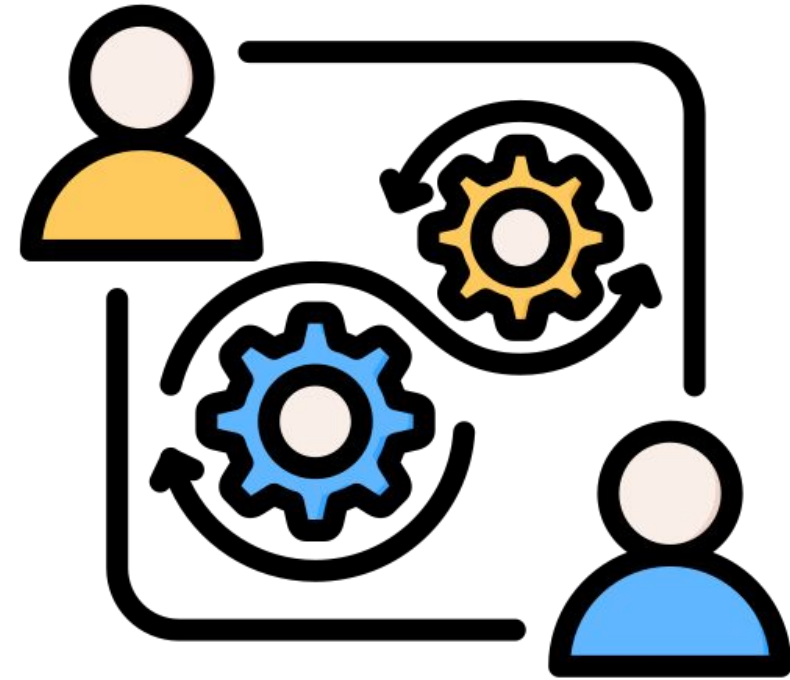
- Monitor adherence to accountability frameworks.
 - Track compliance through periodic audits and performance reviews.
 - Establish regular checkpoints for framework effectiveness and adherence.
 - Use dashboards to visualize accountability metrics and progress.
 - Adjust frameworks based on monitoring insights and feedback.



Executing Authority and Formalizing Accountability for Data

Aligning Authority with Organizational Objectives

- Connect authority to strategic business goals.
- Ensure governance aligns with mission-critical objectives.
- Integrate authority into data-driven decision processes.
- Promote alignment through executive sponsorship.
- Regularly assess authority against organizational needs.



Executing Authority and Formalizing Accountability for Data

Aligning Authority with Organizational Objectives

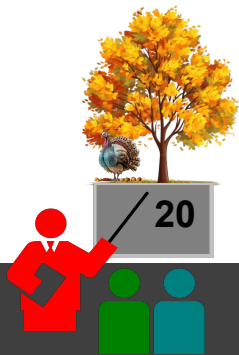
- Connect authority to strategic business goals.
 - Align governance authority with high-priority organizational outcomes and targets.
 - Ensure authority drives measurable improvements in business performance metrics.
 - Use authority to prioritize data initiatives that support strategic objectives.
 - Link authority actions directly to enterprise-wide success and growth.
 - Demonstrate how authority advances both short-term and long-term goals.



Executing Authority and Formalizing Accountability for Data

Aligning Authority with Organizational Objectives

- Ensure governance aligns with mission-critical objectives.
 - Data governance directly supports key organizational missions and goals.
 - Align data governance priorities with the organization's core strategic initiatives.
 - Governance efforts enhance mission-critical operations through reliable data.
 - Ensure governance practices drive value for essential business functions.
 - Link governance accountability to mission-driven performance measures.



Executing Authority and Formalizing Accountability for Data

Aligning Authority with Organizational Objectives

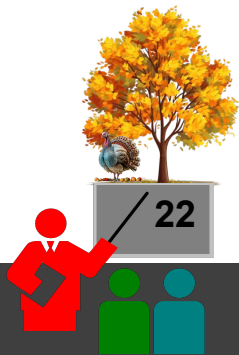
- Integrate authority into data-driven decision processes.
 - Embed authority in key data-driven business decision frameworks.
 - Ensure authority guides data-backed decision-making consistently.
 - Link authoritative data insights with executive-level strategic choices.
 - Align governance authority with actionable data analysis outcomes.
 - Empower leadership to make decisions based on governed data sources.



Executing Authority and Formalizing Accountability for Data

Aligning Authority with Organizational Objectives

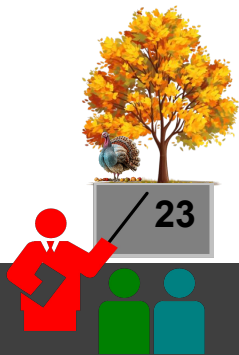
- Promote alignment through executive sponsorship.
 - Executive sponsorship reinforces authority across data governance initiatives.
 - Align executive goals with governance objectives for strategic impact.
 - Champion data governance through visible executive-level advocacy.
 - Secure top-level support to drive consistent governance practices.
 - Leverage executives to embed governance in organizational culture.



Executing Authority and Formalizing Accountability for Data

Aligning Authority with Organizational Objectives

- Regularly assess authority against organizational needs.
 - Align authority with evolving business and governance priorities.
 - Periodically review authority to ensure continued relevance.
 - Adapt authority structures to emerging organizational challenges.
 - Authority must evolve as strategic objectives shift.
 - Regular assessments maintain authority's effectiveness in governance execution.



Executing Authority and Formalizing Accountability for Data

Empowering Data Owners and Stewards

- Provide data stewards with decision-making power.
- Equip data owners with necessary tools and resources.
- Offer training to enhance stewardship effectiveness.
- Recognize and reward effective data stewardship.
- Foster a culture of data responsibility.



Executing Authority and Formalizing Accountability for Data

Empowering Data Owners and Stewards

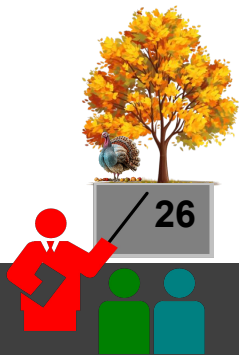
- Provide data stewards with decision-making power.
 - Empower stewards to drive data governance initiatives effectively.
 - Enable data stewards to make impactful governance-related decisions.
 - Authority ensures stewards act on data quality improvements.
 - Stewards influence critical data management and access decisions.
 - Decision-making power boosts accountability and data stewardship effectiveness.



Executing Authority and Formalizing Accountability for Data

Empowering Data Owners and Stewards

- Equip data owners with necessary tools and resources.
 - Provide data owners with advanced governance and analytical tools.
 - Ensure resources align with the complexity of their responsibilities.
 - Access to training enhances effectiveness and accountability.
 - Tools must support compliance, security, and data quality efforts.
 - Empower owners to manage data lifecycle with comprehensive resources.



Executing Authority and Formalizing Accountability for Data

Empowering Data Owners and Stewards

- Offer training to enhance stewardship effectiveness.
 - Tailored training programs increase data stewardship competency and engagement.
 - Ongoing education ensures stewards adapt to evolving data needs.
 - Equip stewards with governance, compliance, and technical knowledge.
 - Training reinforces accountability and decision-making confidence.
 - Certification programs provide formal recognition of stewardship skills.



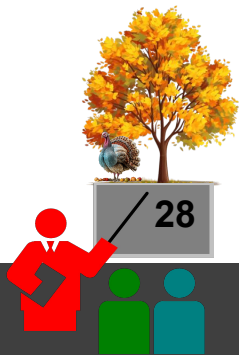
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Empowering Data Owners and Stewards

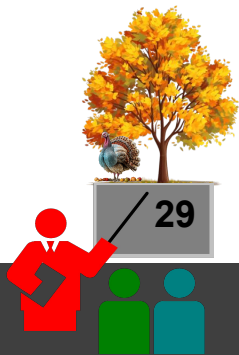
- Recognize and reward effective data stewardship.
 - Public recognition motivates stewards to maintain high standards.
 - Reward programs encourage consistent data governance practices.
 - Acknowledge stewards' contributions to organizational data success.
 - Tangible incentives boost stewardship engagement and accountability.
 - Celebrating success fosters a culture of data excellence.



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Empowering Data Owners and Stewards

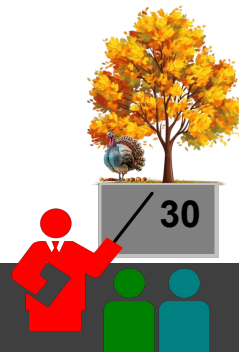
- Foster a culture of data responsibility.
 - Encourage accountability for data handling across all levels.
 - Promote transparency in data usage and decision-making processes.
 - Build trust through consistent data stewardship practices.
 - Empower teams to take ownership of data quality.
 - Embed data responsibility into everyday organizational culture.



Executing Authority and Formalizing Accountability for Data

Examples of Authority and Accountability in Action

- Successful governance projects.
- Case studies of accountable data teams.
- Real-life data governance challenges solved.
- Authority through governance frameworks.
- Measurable outcomes from formal accountability.



Executing Authority and Formalizing Accountability for Data

Examples of Authority and Accountability in Action

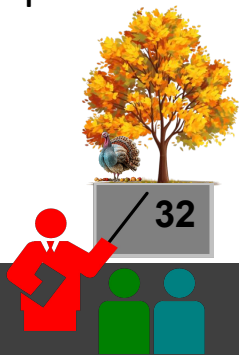
- Successful governance projects.
 - **Improved Data Consistency:** A federal agency standardized data definitions across departments, leading to more reliable reporting and decision-making by using clear authority and accountability in their governance framework.
 - **Reduced Errors Through Accountability:** A healthcare organization formalized data stewardship roles, significantly improving data quality and reducing errors, positively impacting patient care and operational efficiency.
 - **Enhanced Data Access via Governance:** A financial institution improved secure data sharing across departments by implementing a governance council, leading to better data access for analytics and higher profitability.
 - **Accelerating Data Projects with Accountability:** A government agency expedited a data modernization project by clearly assigning accountability, enabling the team to meet tight deadlines and improving governance effectiveness.



Executing Authority and Formalizing Accountability for Data

Examples of Authority and Accountability in Action

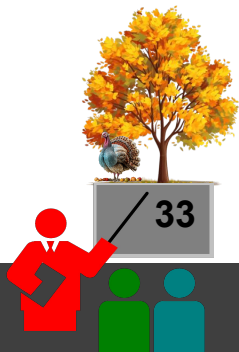
- Case studies of accountable data teams.
 - **Retail Data Team Success:** A major retail chain's data team was given clear accountability for customer data quality. By implementing structured accountability, they improved customer segmentation and personalized marketing efforts, which increased sales by 15% over six months.
 - **Banking Accountability in Action:** A leading bank empowered its data governance team with authority and accountability over compliance data. This led to a 30% reduction in compliance-related incidents and fines, showcasing the power of formalized roles in maintaining data integrity.
 - **Healthcare Team Streamlines Operations:** A hospital's data stewardship team, accountable for patient record accuracy, reduced duplicate records by 20%, significantly improving operational efficiency and patient care outcomes through clear data responsibilities.
 - **Government Agency Boosts Data Efficiency:** A government agency created a data accountability structure for its environmental data teams, resulting in faster and more accurate reporting of environmental impact assessments, helping the agency meet strict regulatory deadlines.



Executing Authority and Formalizing Accountability for Data

Examples of Authority and Accountability in Action

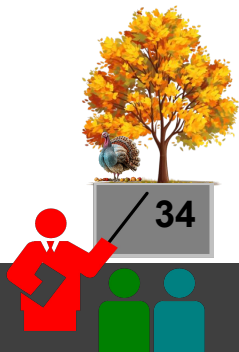
- Real-life data governance challenges solved.
 - **Public Sector Data Integration:** A federal agency improved reporting speed by 40% after streamlining data integration through a formal governance structure.
 - **Financial Services Compliance:** A financial institution reduced regulatory risks by implementing a data governance framework that ensured compliance with privacy laws.
 - **Manufacturing Data Accuracy:** By assigning data stewards and real-time checks, a manufacturing company enhanced its supply chain efficiency and cut operational costs.
 - **Healthcare Data Compliance:** A hospital system achieved regulatory compliance and improved patient care by establishing clear data governance roles and formal accountability measures.



Executing Authority and Formalizing Accountability for Data

Examples of Authority and Accountability in Action

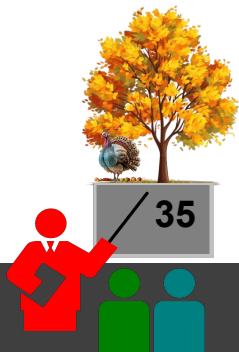
- Authority through governance frameworks.
 - **Bank Governance Success:** A bank empowered data stewards to enhance financial data accuracy and decision-making.
 - **Healthcare Compliance Framework:** A healthcare provider enforced HIPAA compliance, improving data privacy through a structured governance framework.
 - **Manufacturing Data Efficiency:** A governance framework improved production data quality, reducing downtime and boosting efficiency.
 - **Government Data Oversight:** A federal agency used a governance framework to streamline data sharing and ensure compliance with federal regulations.



Executing Authority and Formalizing Accountability for Data

Examples of Authority and Accountability in Action

- Measurable outcomes from formal accountability.
 - **Increased Data Quality:** After formalizing accountability, a retail company saw a 25% reduction in data errors, leading to more accurate inventory management and improved customer satisfaction.
 - **Boosted Compliance Rates:** A healthcare organization improved regulatory compliance by 40% through clearly assigned data accountability roles, ensuring faster response times for audits and regulatory checks.
 - **Improved Decision-Making:** Formal accountability in a financial institution enhanced decision-making, with 30% faster reporting and more reliable data used in executive-level strategies.
 - **Enhanced Efficiency:** A manufacturing firm reduced production downtime by 20% due to clearer accountability in data collection processes, leading to better resource planning and workflow improvements.



Executing Authority and Formalizing Accountability for Data

Summary

- In the webinar, I talked about ...
 - Defining Clear Lines of Authority
 - Formalizing Accountability Frameworks
 - Aligning Authority with Organizational Objectives
 - Empowering Data Owners and Stewards
 - Examples of Authority and Accountability in Action



Executing Authority and Formalizing Accountability for Data

Q & A - Contact Information

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Thank you!

