

Getting started with Data Governance

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EDUCAUSE

Agenda

- Why organisations need data governance
- Steps to get started with data governance
- Some issues you might encounter
- UNSW's data governance journey
- Some handy resources

Why organisations need data governance

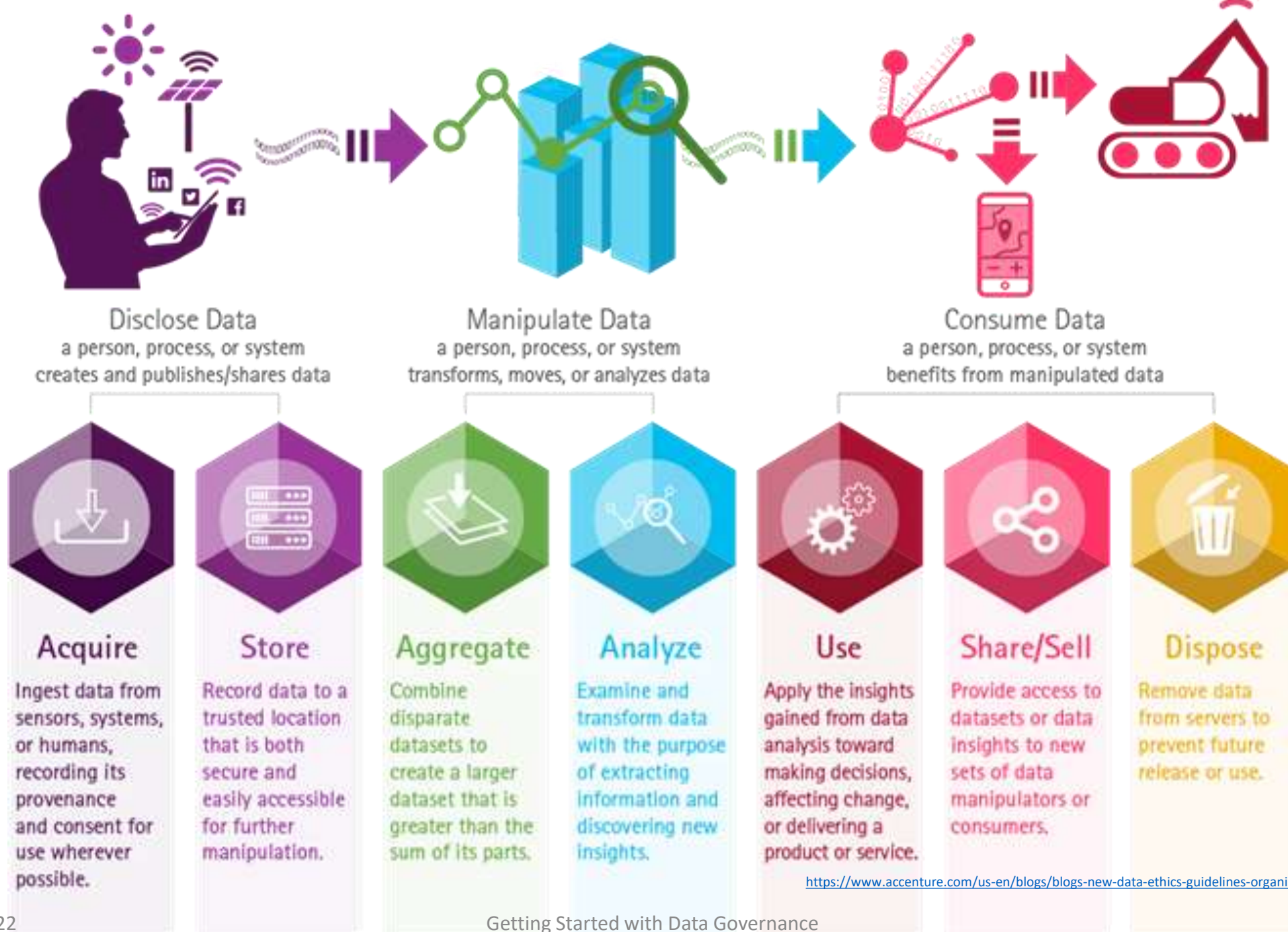
“Complexity is a defining feature of the digital era, & we are not adjusting our governance structures to manage it.”

Kent Aiken, Prime Minister's Fellow,
Public Policy Forum Canada, 2017

To **protect** our data, we need to understand it.




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<https://www.accenture.com/us-en/blogs/blogs-new-data-ethics-guidelines-organizations-digital-trust>

Why data governance is important



Working out what data assets to protect

Allocating scarce cyber dollars

Ensuring that data is used properly

Complying with increasing regulatory requirements






Improving data security via information and cyber security



A wooden Scrabble rack containing the word 'POLICY' is the central focus. The tiles are light-colored wood with black lettering and point values. The rack is placed on a wooden surface, and several other tiles are scattered around it. The background is dark and out of focus.


Creating and enforcing data distribution policies



Creating the basis for effective data & analytics operations



BIG DATA



Identifying your crown jewels for protection

Data Governance helps to:

Identify	data at risk
Locate	sensitive data
Ensure	that sensitive data is stored and managed properly
Identify	sensitive data users
Ensure	consistent data access processes
Ensure	safer access to sensitive data

Identify data at risk



Who in the organisation is using sensitive data



Location of data and how the data flows through the enterprise



Organisational data stewardship ensures business ownership of the process



Data access management can assist with identification of who has access to which data



Can assist in mitigating the risk of people being the biggest cause of information security incidents

Steps to get started with data governance

First thing

- Build mental maps for people
- Most people can't imagine what data governance means or how to enact it

Pick a
definition
& stick
with it

"Data governance is the organization and implementation of policies, procedures, structure, roles, and responsibilities which outline and enforce rules of engagement, decision rights, and accountabilities for the effective management of information assets."

(John Ladley, Data Governance: How to Design, Deploy and Sustain an Effective Data Governance Program, 2012)

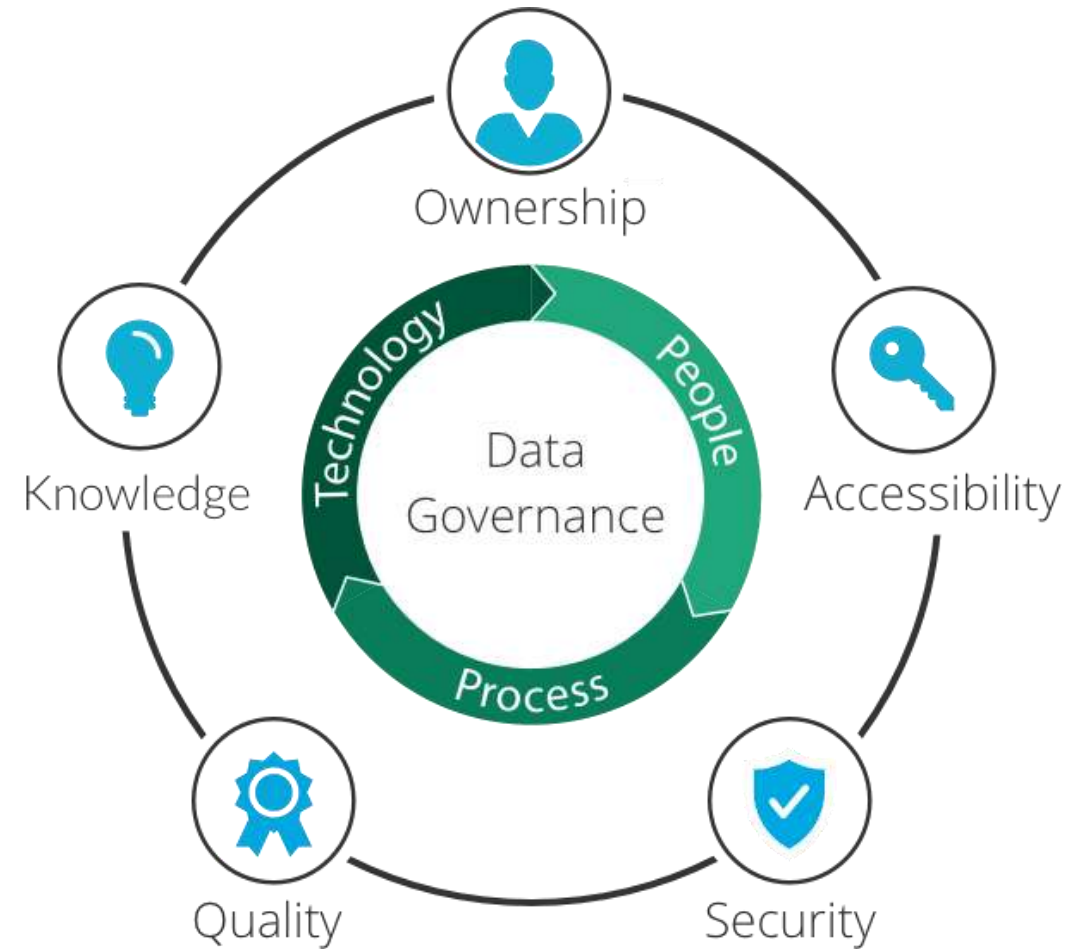
A photograph of two men with beards sitting at a wooden table in a dimly lit bar or restaurant. The man on the left is wearing a light-colored striped shirt, and the man on the right is wearing a blue shirt. They are facing each other and appear to be in conversation. On the table, there is a glass of wine, a small lit candle, and some other items. The background is a brick wall. The word "MANDATE" is overlaid in large, white, sans-serif capital letters across the center of the image.

MANDATE

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Establish a mandate

Develop a data governance framework



<https://www.imperva.com/learn/data-security/data-governance/>

Example DG framework

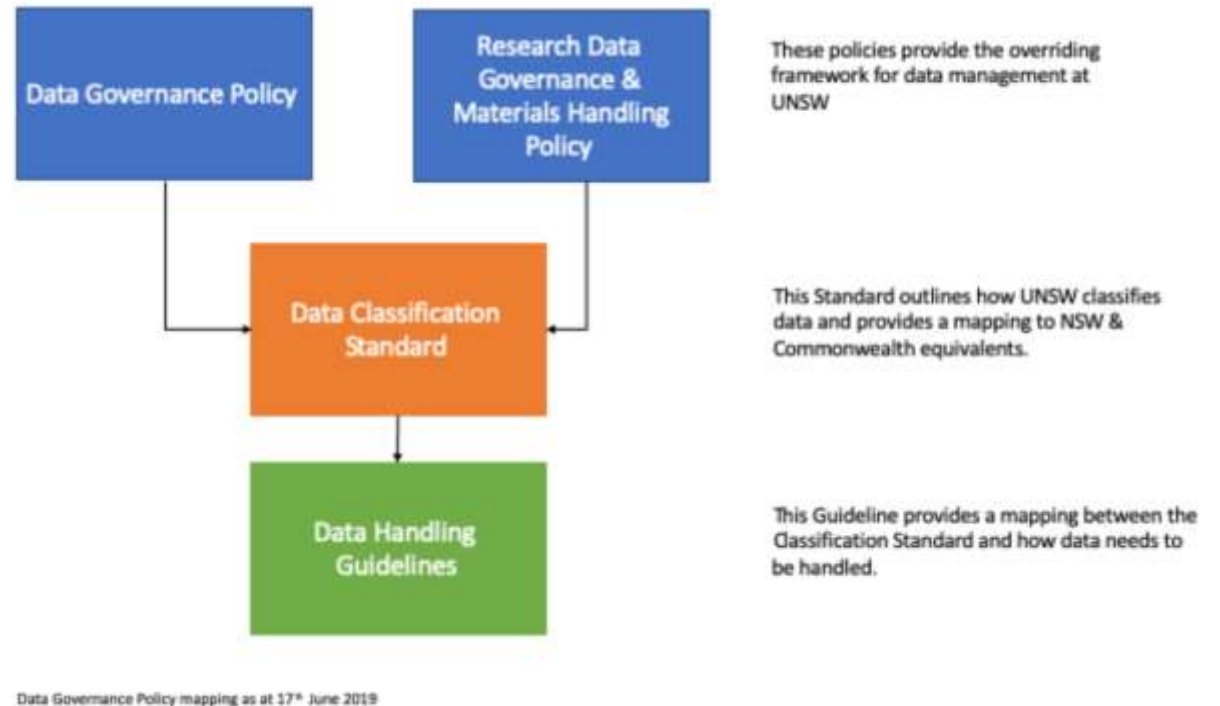
Give people an idea of the
overall data governance
program

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Develop policies,
procedures including:

Governance
structures
Roles &
responsibilities





Establish a steering committee

Define what success looks like



Top down
support



Clear definition



Ongoing funding



Dedicated
resources



Focused strategy
& plan

Develop a data governance strategy



<https://www.jdsupra.com/legalnews/data-governance-and-data-management-74952/>



Roles & responsibilities

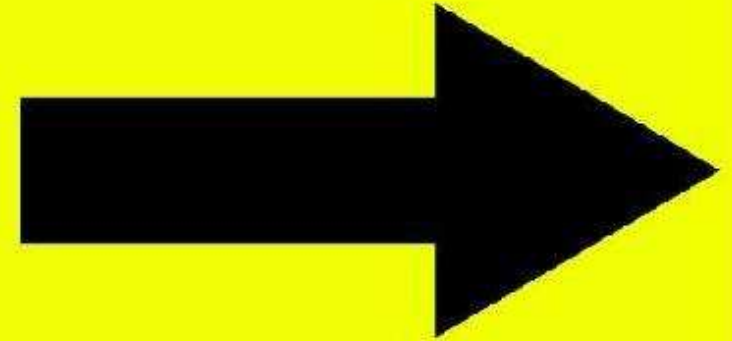
- Recruit data governance roles
- Decide the size of your core DG team

Implementation

- Run implementation project
- Communications plan
- Benefits realization plan



USEFUL STUFF



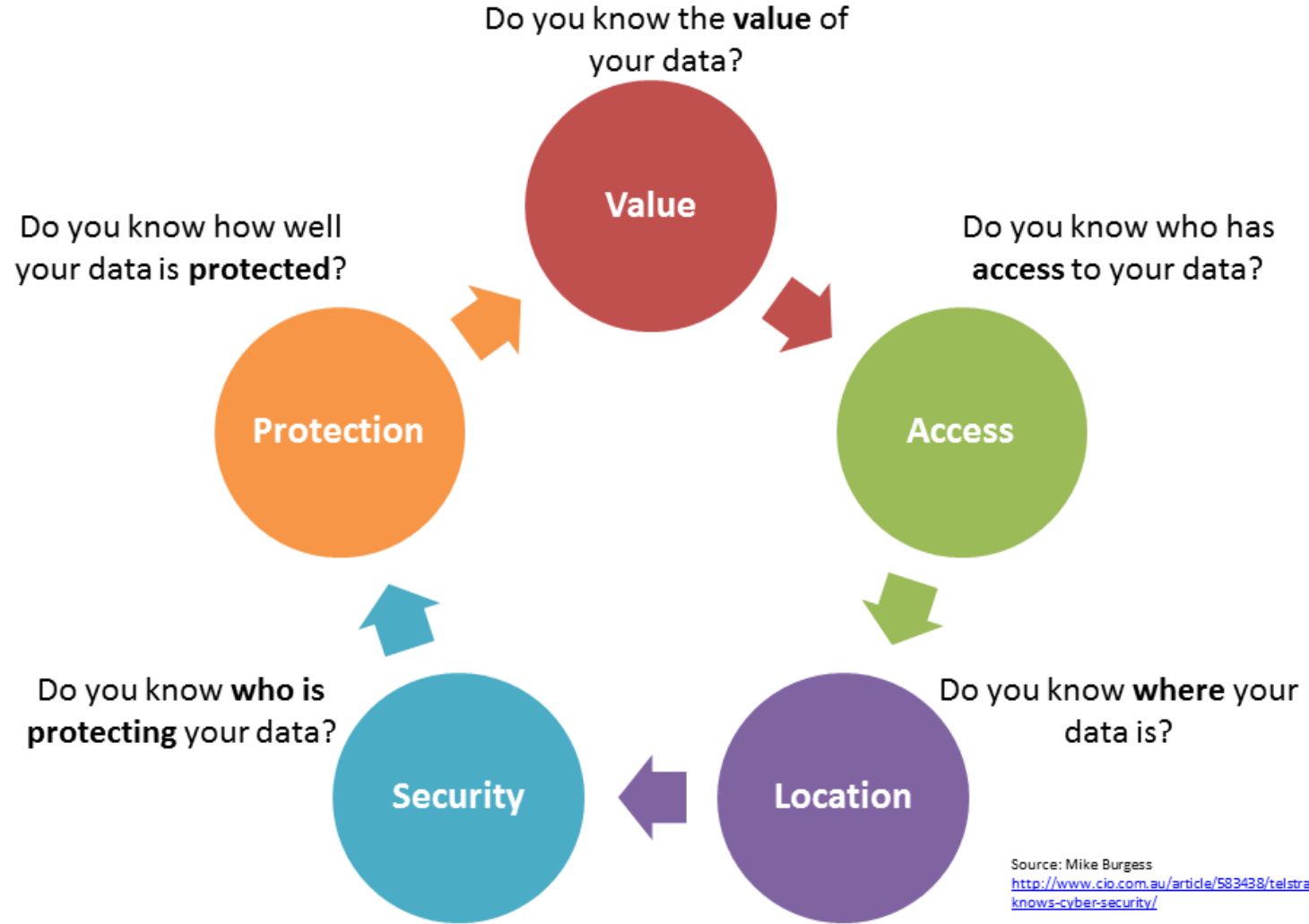
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Pick something that is **finite**
and **useful** to start



Dealing with objections





UNSW's data governance journey

UNSW's data governance journey

Year	Data Governance Activity
2014	<ul style="list-style-type: none">Established the Data Governance Office
2015	<ul style="list-style-type: none">Data Governance Framework and StrategyData Governance PolicyData Classification StandardData Handling GuidelinesData Governance structure, roles and responsibilities
2016	<ul style="list-style-type: none">Communications re UNSW Data Governance Framework: Data Governance Policy, Data Classification Standard, Data Handling GuidelinesDevelop risk assessment framework based on Data Classification Standard and Data Handling GuidelinesCommence data classification process for existing UNSW core systems
2017	<ul style="list-style-type: none">Collibra Data Governance tool implementationEnterprise Data Governance Framework 2.0Enterprise Data Governance Strategy
2018	<ul style="list-style-type: none">Data quality: Position Management Project (with HR)Data quality: Records & Archive Management System (RAMS) (with Records Management & IT)Data Breach Management Policy and ProcedureSystem Classification Tool implementedData Security Program (with IT): Data Security framework, Control & Monitoring practice based on Data ClassificationBusiness case: Research data governance and management process improvement (with Research Division)

UNSW's data governance journey

Year	Data Governance Activity
2019	<ul style="list-style-type: none"> • Info Hub Azure Enterprise data warehouse business rules documentation in Data • Key documentation relating to third party arrangements need to be appropriately maintained: In developing the framework [R4], information retention and data protection requirements will be clearly articulated to staff. Consideration will be given to the document retention practices as required within the UNSW Act 1989, State Records Act 1998, and the Australian Code for the Responsible Conduct of Research. • (IA Action 2.3) • Stage 1: Draft and complete a data mapping plan to identify high risk data within business areas Faculties, resource requirements and timelines • Stage 2: Complete data mapping of high risk data within Faculties business areas and/or divisions using a risk based approach • Stage 3: Complete the data mapping of all the remaining areas, also following a risk based approach • (IA Action 2.6) • Data Strategy implementation • Data Governance: systems classification tool and new process • Azure Logical Data Warehouse - Establishment and transition of all UPP Tableau and QuickSight reports & dashboards • Data Governance for UniForum • Data Security Program (with UNSW IT) • Data Security framework • Control & Monitoring practice based on Data Classification • Embedding Data Governance steps into Projects (with UNSW IT) • Local encryption for researchers and professional staff with highly sensitive data (with UNSW IT) • Data Dictionary Project (with UNSW IT) • Research Data Governance & Materials Handling Policy and Procedure • Research data governance and management process improvement (PVC RI & DVCR) • Research Data Management business case approved June 2018 • Data & Information Governance procedures development • Enterprise Archive, Retention and Disposal policy

UNSW's data governance journey

Year	Data Governance Activity
2019	<ul style="list-style-type: none">• Incorporate Data Governance Framework into UNSW project initiation process• new IT projects adoption• UNSW Strategy Office adoption for new strategic projects• ISMS and Data Classification Implementation (with UNSW IT)• Data Breach Training• Data Quality Program• Data Assessment of HR System (PiMS)• Data Quality reports – HR(PiMS) and Student related data(SiMs)• Data Governance for Performance (with UPP Performance)• Metadata Management Project• Value Creation – Mapping of Data Model elements to Enterprise architecture components e.g. organisations, roles, applications etc.• Inventory of key Data systems• Data Synchronization between business systems• Data Governance for Work Force Planning (with UNSW HR)• Data Mapping and Data Protection Impact Assessments Project
2020	<ul style="list-style-type: none">• Data Governance tool - Info Hub Azure Enterprise data warehouse business rules documentation• Establish data quality working groups• Defence Industry Security Program (DISP) establishment• AI Ethics - Policy and guideline/procedure• Data Strategy Phase 1 – Implementation• Data Strategy Phase 2 - consultation
2021-2	<ul style="list-style-type: none">• Future directions



Remember:

Data governance is a journey,
not a destination



Some handy resources

<https://www.datagovernance.unsw.edu.au/>

<https://data.uq.edu.au/>

<https://web.stanford.edu/dept/pres-provost/cgi-bin/dg/wordpress/>

Bryan Petzold, Matthias Roggendorf, and Christoph Sporleder. 2020. 'Designing Data Governance That Delivers Value'. *McKinsey*, June 26.

<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/designing-data-governance-that-delivers-value#>



Thank you

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