Why Do We Need Data Governance?

Birthdates

Surveys
What is Data Governance?

Data Governance is a system of rules, policies, roles, responsibilities, and tools put in place to ensure our data is accurate, consistent, complete, available, and secure. It focuses on planning, oversight, and control of the management and use of data (the hub at the center).
Who is Working on Data Governance?

City departments collect and manage data. Seattle IT supports them as a service provider and partner with a view across departments.

The City Data Governance Advisory Group was created to promote collaboration, transparency, and open dialogue about data.

The Advisory Group fits within the City’s overall information technology governance framework to ensure efforts are aligned.
City Data Governance Advisory Group

Enterprise Governance

- Mayor’s IT Subcabinet: Provide overall enterprise IT strategy and direction
- Enterprise Business Oversight: Maximize the value delivered from IT investments
- Business Steering Committee: Align IT and client efforts in workshop setting
- DSR Governance: Promote effective management of the City’s cybersecurity posture

City Data Governance Advisory Group
Increase and promote the availability of data as a critical City of Seattle asset

Leadership
- Executive Sponsor: CPO
- Co-chair: Representative from City department

Membership
- Policy leads and data scientists from City Departments
- Seattle IT staff that support data infrastructure

Subcommittees and working groups
- Agile and aligned with work plan

Stakeholders

- Department data owners
- Department data stewards
- Seattle IT infrastructure teams
- Other service and technical governance groups

Requirements, recommendations, adoption metrics, risks

Strategy, support for City-wide change, policies, priorities
Advisory Group Priorities

- Understand what we have (data assessment)
- Organize what we have (data catalog)
- Enable/promote sharing (data sharing agreements)
- Implement the foundations of governance (data guidelines & standards)
2021 Initiatives and Supporting Efforts

- **Data Assessment**: Develop an inventory of City data assets to inform the Advisory Group work plan and possible future projects.

- **Data Sharing Agreements**: Develop and publish guidance and standard agreement templates so they are readily available to City departments.

- **Guidelines & Standards**: Develop and publish guidelines & standards that increase and promote the availability of data.

- **Tools**: Evaluate and provide feedback on proposed tools and plans to inform Seattle IT decisions and advance City data capabilities.

- **Outreach & Engagement**: Align with other governance and operational teams to drive adoption and achieve mutual objectives.
## April 2021 Maturity Assessment

<table>
<thead>
<tr>
<th>Framework</th>
<th>Organization and Roles</th>
<th>Processes</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue</td>
<td>Overall data literacy is low. Data quality culture is improving. Data stewards exist in a virtual environment. Data stewards are part of a management role. Data roles are institutionalized.</td>
<td>The life cycle for master data is managed. A multidisciplinary team has an integrated and consistent approach.</td>
<td>There are few data quality tools. Departments may have implemented some tools. The organization has invested in data management. The MDM program team defines the strategy. There is an integrated and consolidated view.</td>
</tr>
<tr>
<td>Orange</td>
<td>There is no governance framework. Individual initiatives begin to emerge. There is a governance framework. Previously fragmented, domain-specific initiatives. Enterprise-wide governance is in place.</td>
<td>The life cycle for master data is implemented. A multidisciplinary team has an integrated and consistent approach.</td>
<td></td>
</tr>
<tr>
<td>Green</td>
<td>There is a governance framework.</td>
<td>The life cycle for master data is implemented.</td>
<td>The organization has invested in data management.</td>
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Maturity Assessment Takeaways

• Program maturity is between Level 1 (ad hoc) and Level 2 (repeatable).
  • We are taking first steps towards developing a data culture.

• Recommended actions at this state (from Gartner research):
  • Communicate, educate, build support
  • Link data to business goals and performance
  • Develop narratives that link data governance to business outcomes
  • Engage stakeholders that have the most to gain
  • Identify and prioritize initiatives: “least data for the biggest impact”
  • Deliver value incrementally
**Data Governance Program – 2021 Review**

### Highlights

- Strong initial interest and engagement
- Sharing and collaboration across departments
- Committed, interdepartmental working groups
- First steps towards developing a data culture

### Challenges

- Comprehensive City data strategy
- Need refined scope of governance
- Advisory Group has no formal authority
- Resources necessary to scale
Data Governance Program – Moving Forward

Address strategy and scope
- Identify the compelling “why” for data governance. This could initially be cost or risk avoidance and should evolve into value creation.
- Define/refine governance scope and structure.

Continue work on interdepartmental teams
- Reinvigorate work on guidelines & standards. Author standards to meet specific needs AND seek to adopt a framework/suite of standards.
- Finish work on data sharing agreements.

Build capacity
- Launch an initiative to Increase data literacy.
- Pursue scalable enterprise data management tools, starting with automated discovery, cataloging, and data quality.
- Align closely with client efforts (SCL, SDOT, SPU) to anticipate needs