IMPLEMENTING AN EFFECTIVE DATA GOVERNANCE COMMUNICATION PLAN

STEVEN ZAGOUDIS

METAGOVERNANCE

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This session is a discussion about actionable and targeted Data Governance

COMMUNICATING A SHARED PASSION FOR DATA GOVERNANCE

- Timely information to operate the Organization
- Control governance to focus on zero defects in financial reporting
- Operational Efficiency and Risk Reduction
- Protection of the Organization's image and reputation
- Implementation of Guiding Data Management Principles

ENTERPRISE SCOPE
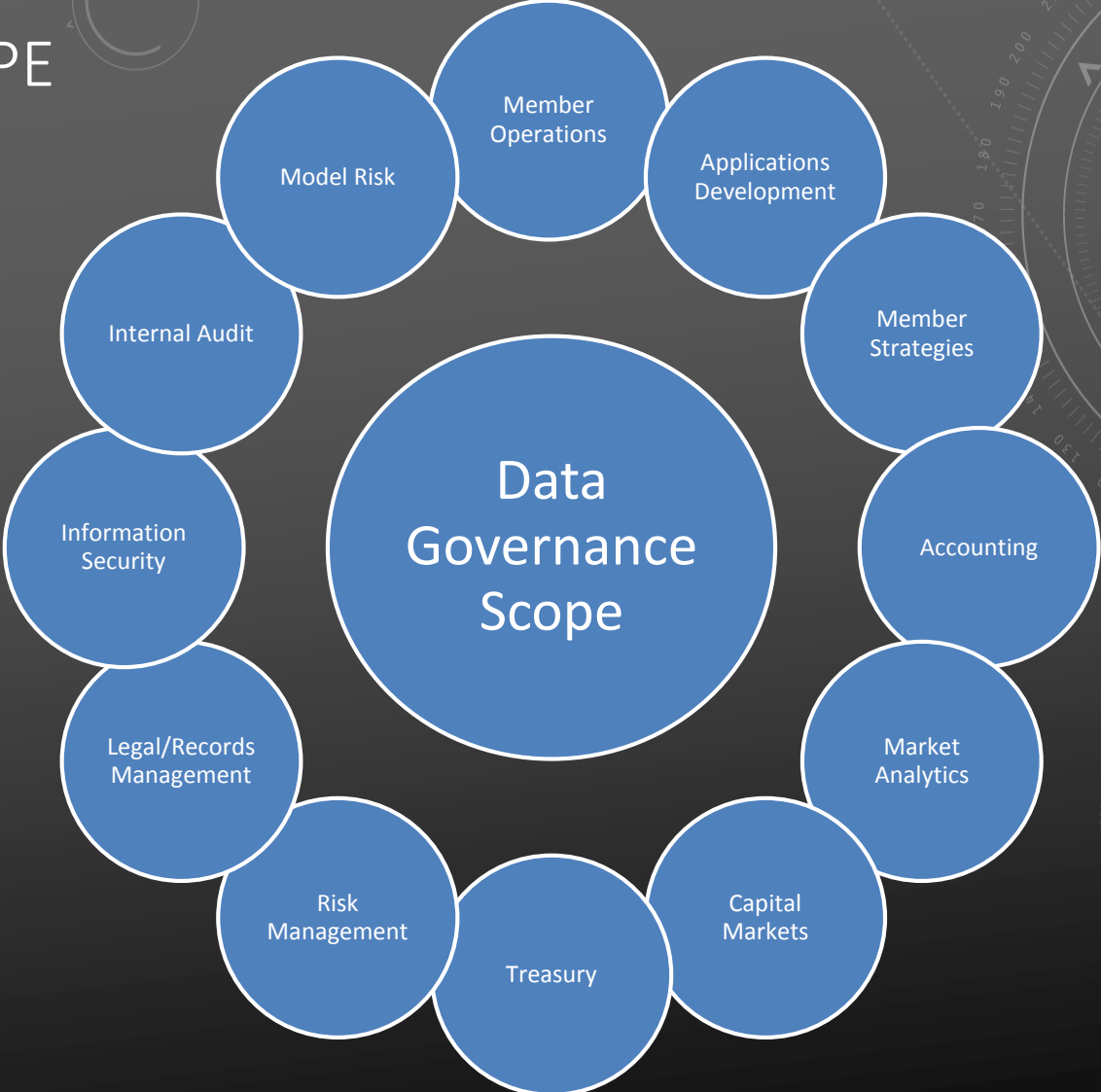
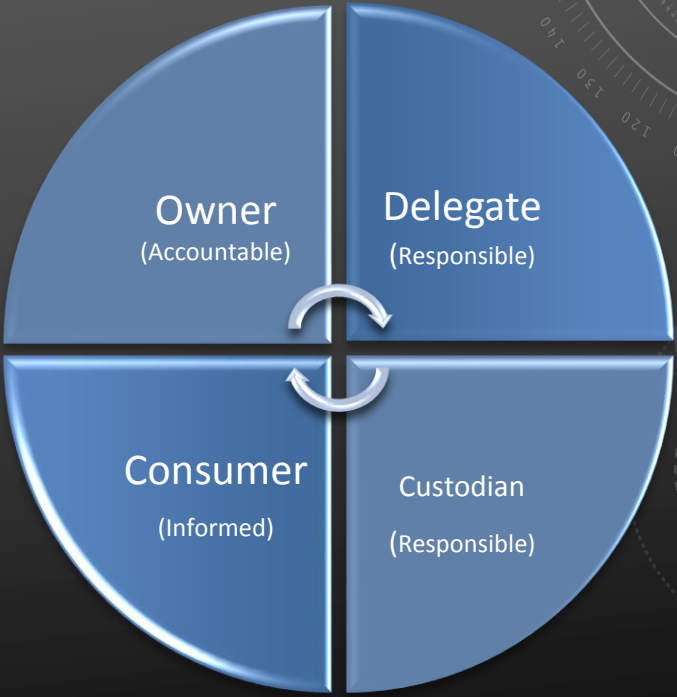# REGISTERED GOVERNANCE STAKEHOLDER

A Registered Governance Stakeholder is a business user who has a vested interest in the information or data assets *at a particular point in time*.

"Registration" occurs as part of the Data Governance implementation.

DATA GOVERNANCE COMMUNICATION PLAN STAKEHOLDERS

Executive Management Committee

Executive Sponsor

Data Governance Committee Chair

Data Governance Committee Vice-Chair

Registered Governance Stakeholder
(Departments across the Bank)

Implementation of A Registered Governance Stakeholder model ensures awareness and accountability.

Owner
(Accountable)

Delegate
(Responsible)

Consumer
(Informed)

Custodian
(Responsible)

MG
MetaGovernance

BUSINESS STEWARDSHIP MODEL

- Accountable for Data Quality
- Subject Matter Experts (SME)
- Follows process workflow
- Data Owners are normally tasked with data entry/collection unless there is an overriding reason

Owner (Accountable)

- Responsible but not solely accountable
- Data maintenance on behalf of another Business Unit (Delegates)
- Often driven by separation of duties issues

Steward (Responsible)
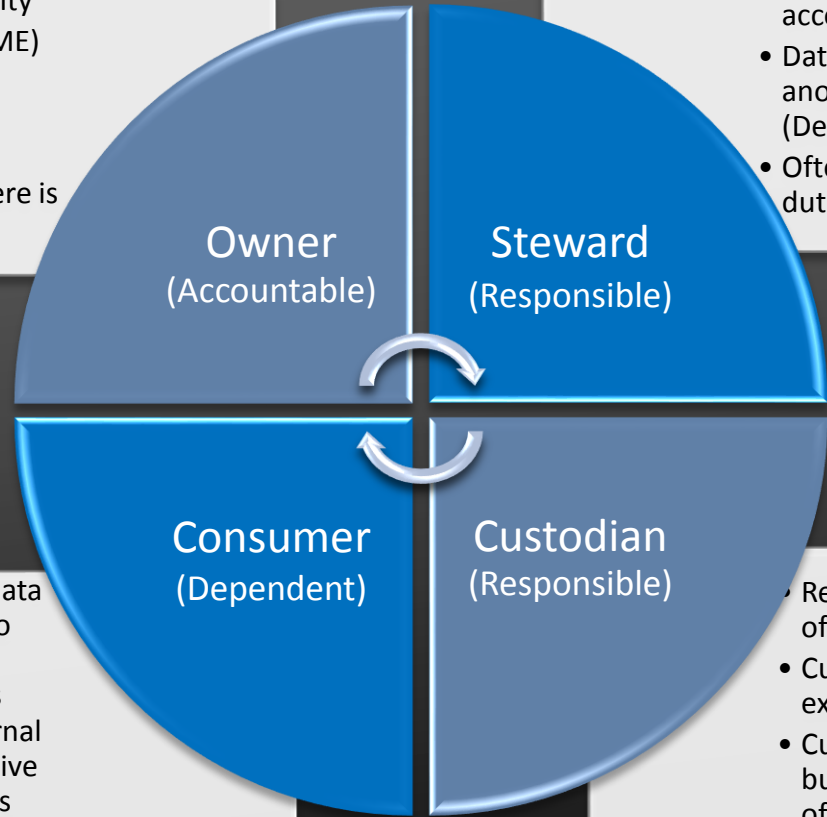
- Vested stakeholders of data
- "Missing puzzle piece" to most Data Governance efforts
- Business Units and external entities that use or receive data are Data Consumers
- Registered consumers of data

Consumer (Dependent)

Custodian (Responsible)

- Responsible for safeguard of physical data assets
- Custodians are IT or external vendor
- Custodian may be a business unit in the case of End-User Computing

BY ANALOGY, REGISTERED GOVERNANCE STAKEHOLDERS ARE ALL ABOUT THE RELATIONSHIPS WITH THE DATA

DATA OWNERS

DATA CONSUMERS

REGISTERED COPIES

DATA GOVERNANCE METADATA

SYSTEM OF RECORD

DATA STEWARDS

DATA CUSTODIANS
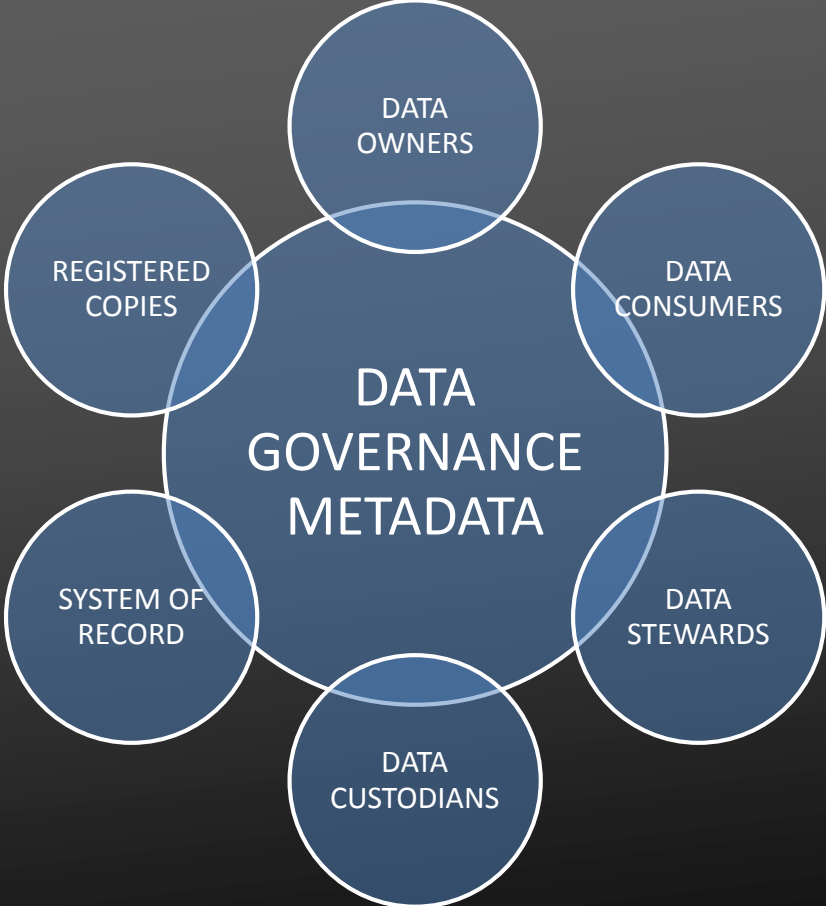
THE TRADITIONAL DATA GOVERNANCE COMMUNICATION PLAN
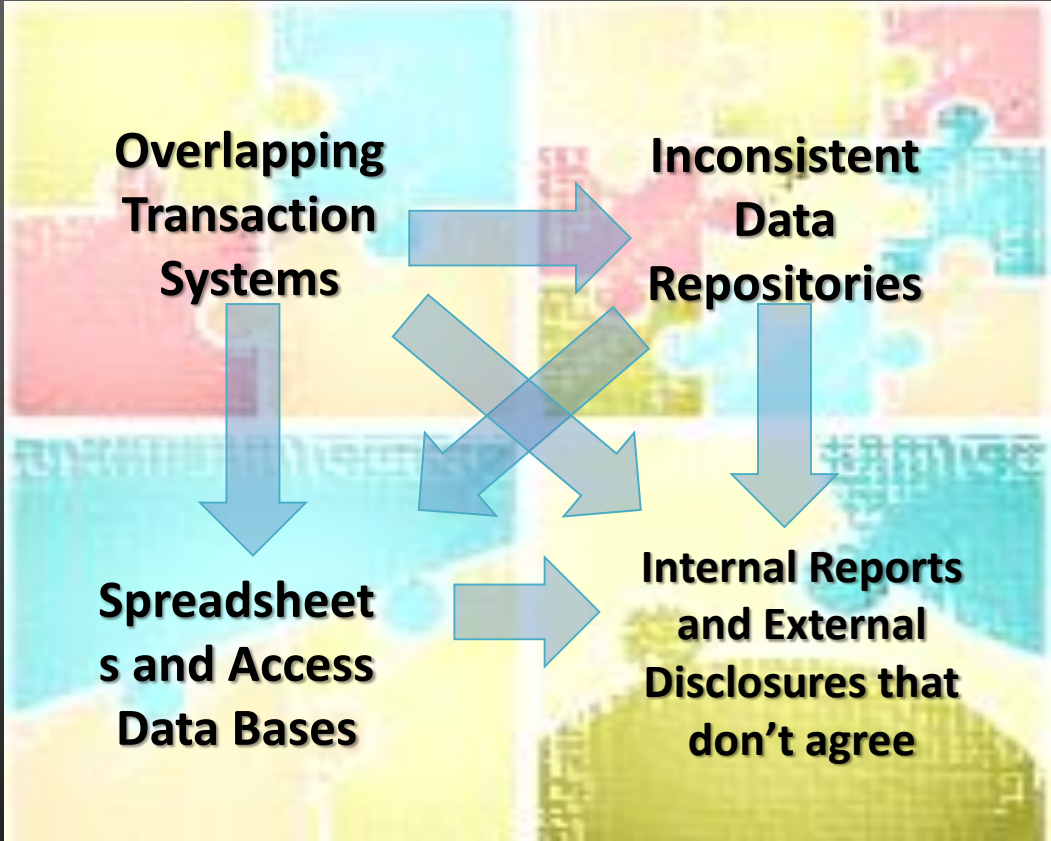
Business Drivers and Needs

Data Governance Objectives and Goals

Roles and Responsibilities (RACI)

Metrics and Success Stories

Education and Training Opportunities

CORPORATE DATA AND INFORMATION ISSUES

Overlapping Transaction Systems

Inconsistent Data Repositories

Spreadsheets and Access Data Bases

Internal Reports and External Disclosures that don't agree

DATA GOVERNANCE WORKING GROUP COMMENTS: SCENARIO #1 – "OUT OF THE COMMUNICATION LOOP…"

…my group was not informed that the definition of total sales had been changed within the data warehouse. Our reports have been wrong for the past three months and now we have an audit finding that our controls are ineffective. How can we get stay in the communication loop and not rely on tribal knowledge or hallway talks?

DATA GOVERNANCE WORKING GROUP COMMENTS: SCENARIO #2 – "USING THE WRONG DATA SOURCE…"

…we have been using our internal data warehouse for investment call details and prices over the past 3 years. We now found out that this data is inaccurate and Market Risk and Treasury switched to an outside market data vendor in 2014. There are no controls in place to compare data values and now we may have to restate our Q4 2015 financials due to inconsistency of financial reporting. Data Governance needs to keep us informed on the correct data sources….

DATA GOVERNANCE WORKING GROUP COMMENTS: SCENARIO #3 – "UNKNOWN DATA CONSUMERS…"

…my group has accepted responsibility for the accuracy of product sales and return data. We accept our role as data owners, but we have no clue who actually uses our data. We cannot accurately maintain the master governance spreadsheet because there are too many moving pieces to who uses what data, and from where. We want to keep people informed but how are we to accurately know our data consumers?

AN ACTIONABLE DATA GOVERNANCE COMMUNICATION PLAN

Health of the Data Assets

Additional Assets in the Information Value Chain

Data Structure Changes

Data Definitions Changes

System of Record Changes

Data Ownership Changes

A comprehensive Data Governance Communication Plan provides a common vocabulary and awareness across the Organization.

Leveraging the Governance Website
- Mission and value statements
- Enterprise Data Warehouse Updates
- Data Dictionaries
- Data issue status
- Data Governance Policies/Procedures
- Upcoming Data Governance Events
- Training Documents/Presentations

Maintaining Awareness
- Lunch 'n Learn
- Quarterly Newsletter
- Success stories
- Mandatory training
- Data quality metrics
- Branding

Communicating with the Governance Committee
- Committee Meeting Participation
- Clear working procedures
- Issue tracking
- Committee email alias to facilitate input
- Automated notification of issues

TARGETED COMMUNICATIONS IN THE SOCIAL MEDIA CONTEXT

BROWSING HISTORY

"FRIENDS"

INTERESTS

POTENTIAL PURCHASES

LOCATIONS

SPENDING

POLITICS

TRAVEL

DEMOGRAPHICS
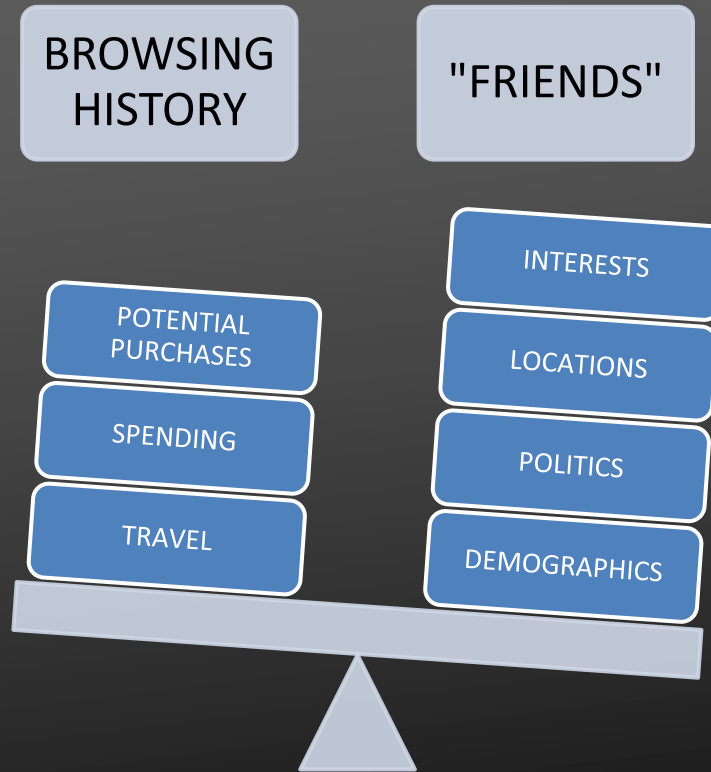
RELATIONSHIP OF DATA + GOVERNANCE ROLE + SOURCE SYSTEM = REGISTERED GOVERNANCE STAKEHOLDER

Data Sources

Source System

Business Data Elements

Data Assets

Subject Areas

Governance Roles

Governance Relationship

Organizational Units who have a vested interest in the data

Registered Governance Stakeholder
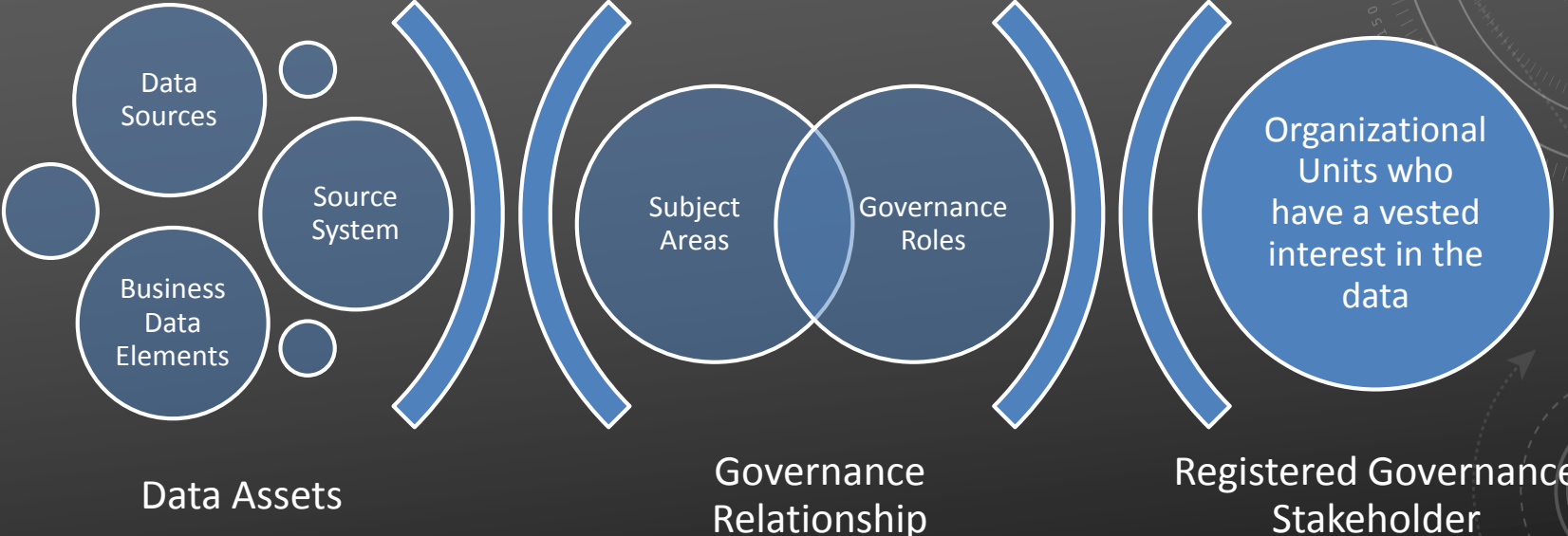
Governance Roles and Information Sources by Subject Area

Subject Code: 002*   **Subject Area:** ADVANCE/TRADE BALANCES

Official System of Record: LOAN ORIGINATION SYSTEM   **Security Classification:** Sensitive   **Retention:** 7Y 7 years from last business event

Org. Group	Governance Role	Org. Group Information Source	Org. Group System of Record	Effective From	Effective Thru
Accounting	Delegate	LOAN ORIGINATION SYSTEM	Yes	07/13/2017	Still Effective
Accounting	Delegate	UDA100*	Yes	07/13/2017	Still Effective
Compliance	Consumer	LOAN ORIGINATION SYSTEM	Yes	04/01/2016	Still Effective
Consumer Lending	Consumer	LOAN ORIGINATION SYSTEM	Yes	04/01/2016	Still Effective
Correspondent Banking	Delegate	LOAN ORIGINATION SYSTEM	No	07/13/2017	Still Effective
Credit Risk	Owner	LOAN ORIGINATION SYSTEM	No	07/13/2017	Still Effective
Enterprise Risk & Modeling	Consumer	UDA100*	No	07/13/2017	Still Effective
Market Risk	Consumer	UDA100*	No	08/01/2016	Still Effective

Organization Group: Accounting

Governance Role	Subject Area Code	Subject Area	Information Source	System Of Record
Delegate	002*	ADVANCE / TRADE BALANCES	LOAN ORIGINATION SYSTEM	Yes
Delegate	002*	ADVANCE / TRADE BALANCES	UDA100*	Yes
Owner	010	TRAN / MPF / LOAN ACCOUNTING	INTEREST ADJUSTMENT SPREADSHEET	Yes
Owner	010	TRAN / MPF / LOAN ACCOUNTING	LOAN ORIGINATION SYSTEM	Yes
Consumer	011	TRAN / MPF / LOAN DELINQUENCY	GENERAL LEDGER	No
Owner	013	TRAN / MPF / TRADE BALANCES	LOAN ORIGINATION SYSTEM	Yes

Subject Area (SA) Name	Business Attribute (BA)	BA Description	Data Object (DO)
ADVANCE/TRADE BALANCES	ACCRUED INTEREST	Accrued Interest amount on the Bank's book for a security.	Trade > ACCRINT > demoTrade
ADVANCE/TRADE BALANCES	ACCRUED INTEREST	Accrued Interest amount on the Bank's book for a security.	GL > ACCOUNT BALANCE > demoGL
ADVANCE/TRADE BALANCES	ACCRUED INTEREST	Accrued Interest amount on the Bank's book for a security.	TradeSum > ACCR_INT > demoEDW
ADVANCE/TRADE BALANCES	ACCRUED INTEREST	Accrued Interest amount on the Bank's book for a security.	demo_acctxls > ACCRUED INTEREST > ACCTXLS
ADVANCE/TRADE BALANCES	CURRENT PRINCIPAL	The current principal amount of the loan or mortgage.	
ADVANCE/TRADE BALANCES	ESTIMATED MATURITY DATE	Estimated Maturity Date of the security as forecasted from model.	
ADVANCE/TRADE BALANCES	ADVANCE ID	Primary identifier for a loan or mortgage.	Trade > LOANID > demoTrade
ADVANCE/TRADE BALANCES	ADVANCE ID	Primary identifier for a loan or mortgage.	TradeSum > LOAN_ID > demoEDW
ADVANCE/TRADE BALANCES	LEGAL ENTITY ID	Unique Identifier for a business partner.	Trade > MEMBERRID > demoTrade
ADVANCE/TRADE BALANCES	LEGAL ENTITY ID	Unique Identifier for a business partner.	TradeSum > MEMBER_ID > demoEDW
ADVANCE/TRADE BALANCES	LEGAL ENTITY NAME	The name of the business partner. This name may or may not be the fully legal name of the business partner.	Trade > MEMBERNAME > demoTrade
ADVANCE/TRADE BALANCES	LEGAL ENTITY NAME	The name of the business partner. This name may or may not be the fully legal name of the business partner.	TradeSum > MEMBER_NAME > demoEDW

THE REGISTERED GOVERNANCE STAKEHOLDER RELATIONSHIP CHANGE IS VERY FLUID REQUIRING THE NEED TO "EFFECTIVE DATE" METADATA FOR POINT IN TIME REPORTING – "NEWS VERSUS NOISE"

- Organizational Realignment Changes Current Needs
- Process Changes alters the RACI Aspect
- System Changes alters the Data Sources
- Data Redefinition changes the Business Needs

MOVING FROM COMMUNICATION THEORY TO IMPLEMENTATION

What is needed is a clear understanding of the sources and uses of data and information across the enterprise...

DATA SUBJECT AREAS, OR DOMAINS, ARE THE FOUNDATION OF A DATA GOVERNANCE COMMUNICATION PLAN

Data Subjects (Level 1)

Data Subjects (Level 2)

Data Subjects (Level 3)

Detailed Data Elements
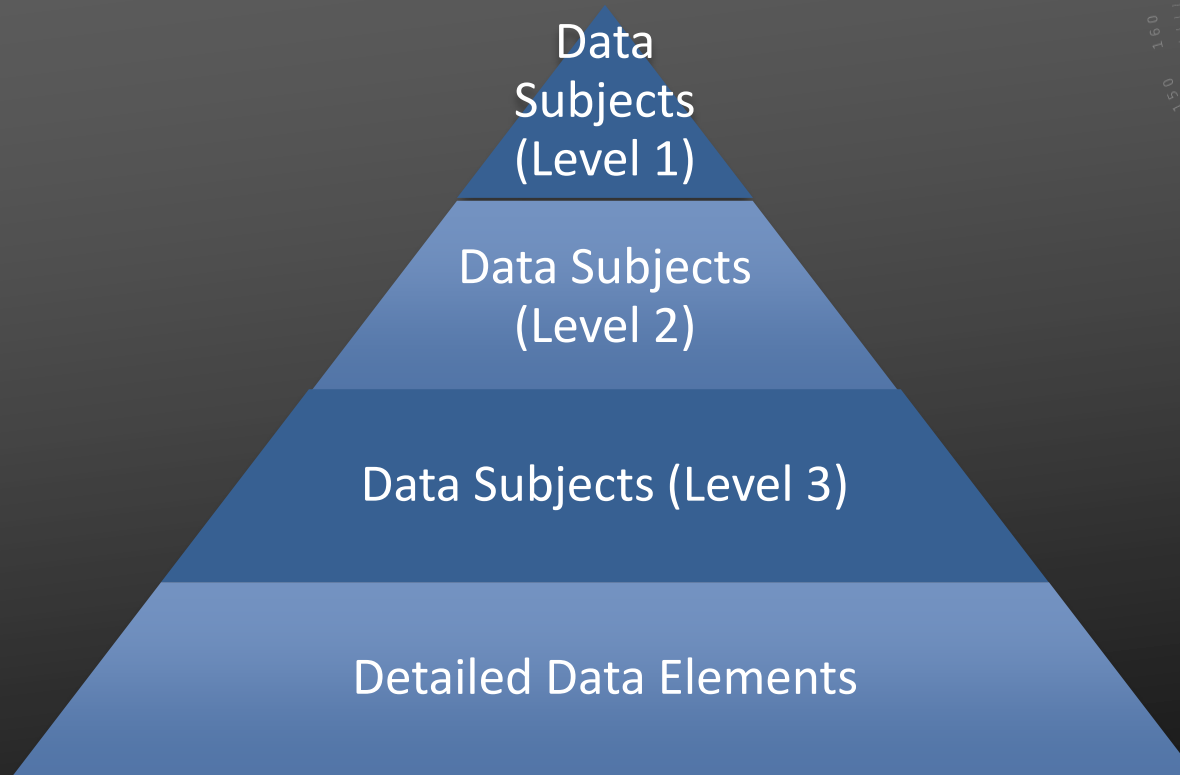
THE ORDER OF MAGNITUDE WITHIN A TYPICAL FINANCIAL COMPANY

Data Subjects (Level 1)

Data Subjects (Level 2)

Data Subjects (Level 3)

Detailed Data Elements

20 Data Subjects (Level 1)

60 Data Subjects (Level 2)

350+ Data Subjects (Level 3)

20000+ Detailed Data Elements
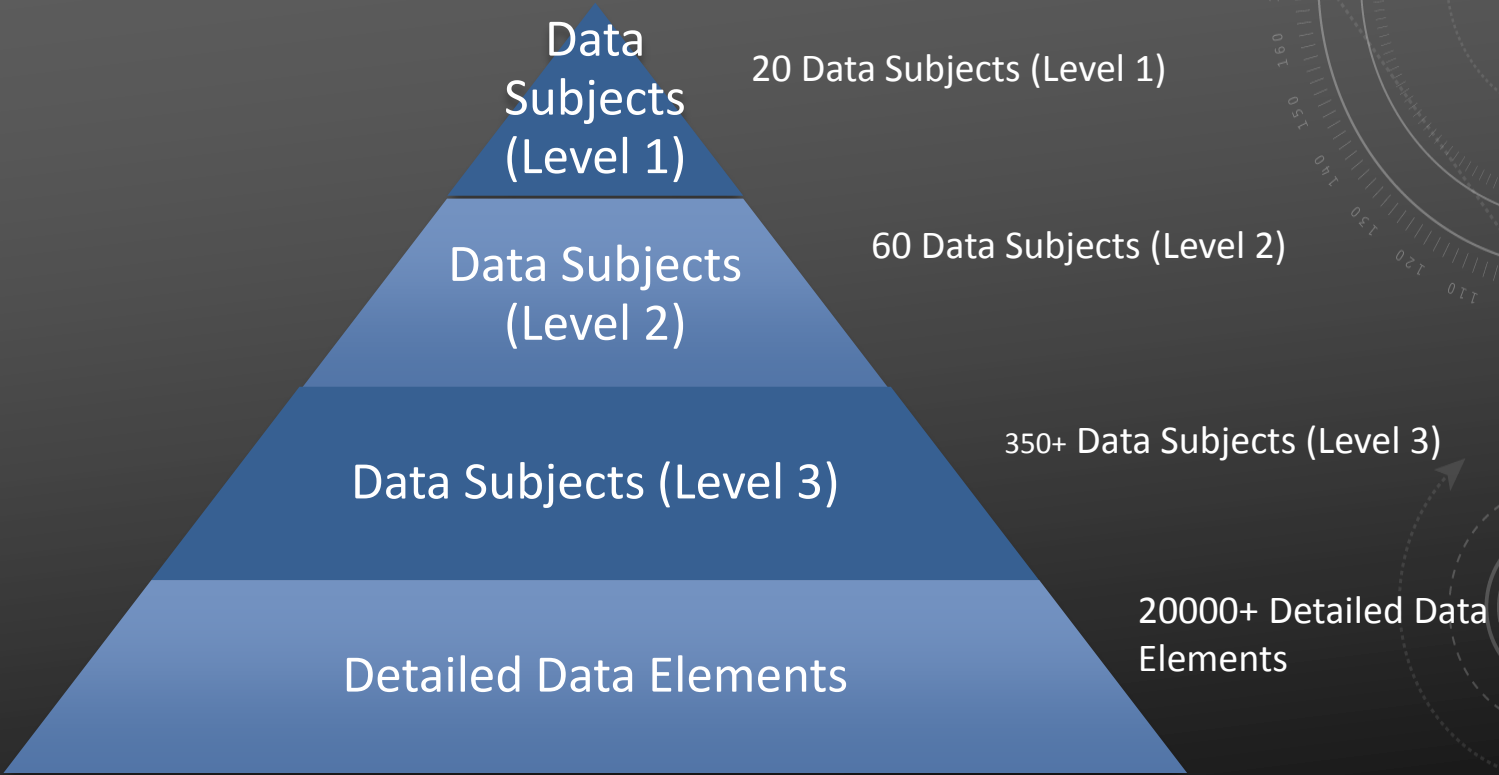
COMMUNICATION REQUIRES MAINTAINING AWARENESS OF SOURCE AND USE OF DATA TO TARGET THE CORRECT REGISTERED GOVERNANCE STAKEHOLDERS *AS IS RECORDED AT ANY POINT IN TIME*

Data Subject Area ID	Major Subject Group	1st Sub Grouping	2nd Sub Grouping	Accounting Operations	Collateral	Credit Risk	Market Risk	Member Services	Sales	Compliance	Information Technology
1	Trade	Loan	Adjustable-Rate Loan	Consumer (blue)	Consumer (blue)	Consumer (blue)	Consumer (blue)	Consumer (blue)	Owner (yellow)	Steward (red)	Custodian (dark)
5	Trade	Loan	Letters of Credit	Consumer (blue)	Consumer (blue)			Consumer (blue)	Owner (yellow)		Custodian (dark)
6	Trade	Loan	Prepayment Fee	Custodian (dark)		Consumer (blue)		Owner (yellow)	Owner (yellow)		
11	Financial	Accounting	Accrued Interest	Custodian (dark)		Consumer (blue)		Consumer (blue)	Consumer (blue)		
12	Financial	Accounting	Outstanding Principle	Owner (yellow)	Consumer (blue)	Consumer (blue)		Consumer (blue)	Consumer (blue)	Steward (red)	Custodian (dark)

LEGEND

CONSUMER	blue
OWNER	yellow
STEWARD	red
CUSTODIAN	dark

ID	SUBJECT AREA	DESCRIPTION
001	TRADE / LOAN / INITIAL ISSUANCE	Details related to the initial issuance of a consumer loan.
002	TRADE / LOAN / TRADE BALANCES	Contains updated consumer loan balance details.
010	TRADE / LOAN / LOAN ACCOUNTING	Contains loan balances, including interest due on current and

Subject Area: (002) TRADE / LOAN / TRADE BALANCES

- Details
- Categories
- **Governance (5)**
- Info Sources
- Business Attributes
- Security Classes
- Retention Classes
- SA Type Groups

ORG. GROUP	ROLE TYPE	EFFECTIVE FROM
Accounting (ACCOUNTING)	Owner	Apr 1, 2016
Compliance (COMPLIANCE)	Consumer	Apr 1, 2016
Consumer Lending (CONSUMER LENDING)	Consumer	Apr 1, 2016
Credit Risk (CREDIT RISK)	Consumer	Aug 1, 2016
Enterprise Risk & Modeling (ENTERPRISE RISK & MODE...	Consumer	Aug 1, 2016

Org. Groups

Info Sources

Categories

Subject Areas

SA Groups

Governance

A DATA GOVERNANCE COMMUNICATION PLAN REQUIRES ACTIVE FEEDBACK LOOPS OF ACTIONABLE INFORMATION

Data Corrections → Business Events → "Source" Data Validation → Data Movement → "Target" Data Validation → Data Anomalies Detected → Registered Governance Stakeholder Notification → Data Corrections

A DATA GOVERNANCE CONTROL FRAMEWORK IS A CRITICAL COMPONENT TO MONITOR THE DATA QUALITY AS PART OF THE COMMUNICATION PLAN

Data Sources

General Ledger

Loan 1

Loan 2

CRM

Derivative

Warehouse Updates

Data Warehouse

Call Reports

Income Tax Filings

SEC Filings

Data Corrections

	Sub-Ledger Systems	General Ledger System	Financial Data Warehouse	Control Status
Loans	$45,123,567	$45,123,567	$45,123,567	Balanced
Payments	$66,543,123	$65,876,891	$67,543,888	Variance
Investments	$100,321,111	$100,321,111	$100,321,111	Balanced

"News" is defined as a difference that makes a difference.

SUBJECT AREA SPECIFIC

BUSINESS ATTRIBUTE SPECIFIC

SECURITY CLASS SPECIFIC

TARGETED GOVERNANCE COMMUNICATION

SOURCE SYSTEM SPECIFIC

DEPARTMENT SPECIFIC

PROCESS SPECIFIC

EFFECTIVE DATA GOVERNANCE COMMUNICATION NEEDS TO BE TIMELY, RELEVANT AND "IN YOUR FACE"

Metadata Driven

Content Specific

Sent to Registered Governance Stakeholders

Proactive

Push not Pull

Byproduct of Normal Business Events

Email Notification

Distributed Websites Links

Hard to Ignore
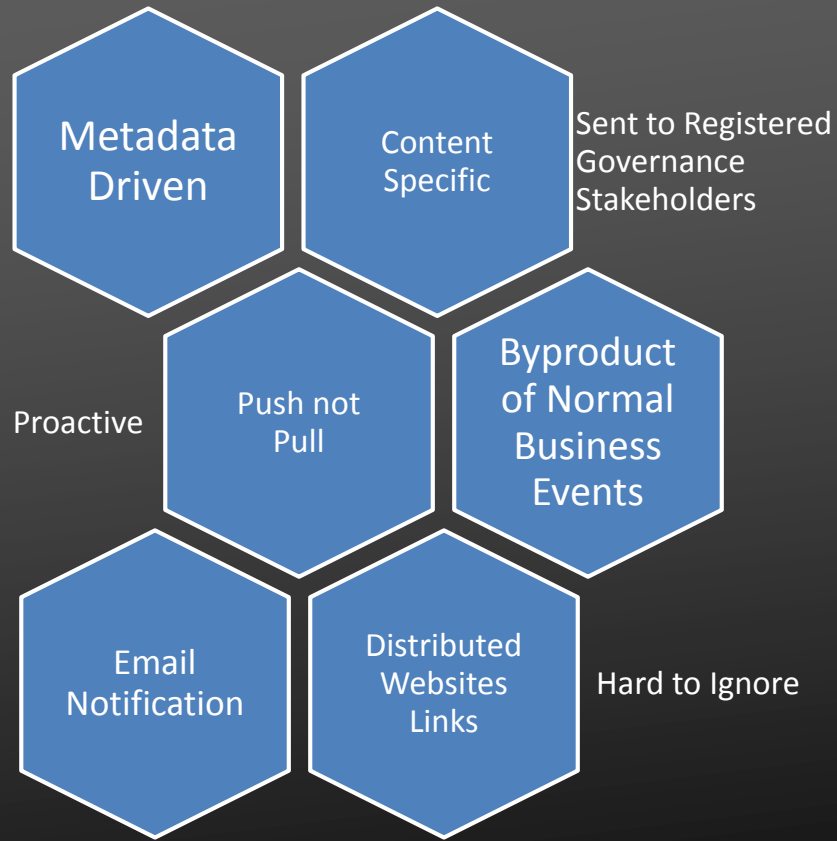
ERROR OR CONTROL TOLERANCE IS A CRITICAL ASPECT OF DISCERNING NEWS WITHIN A DATA GOVERNANCE COMMUNICATION PLAN

ACCOUNTING

ZERO TOLERANCE

OPERATIONS

+/- 1%

RISK MANAGEMENT

+/- 10%
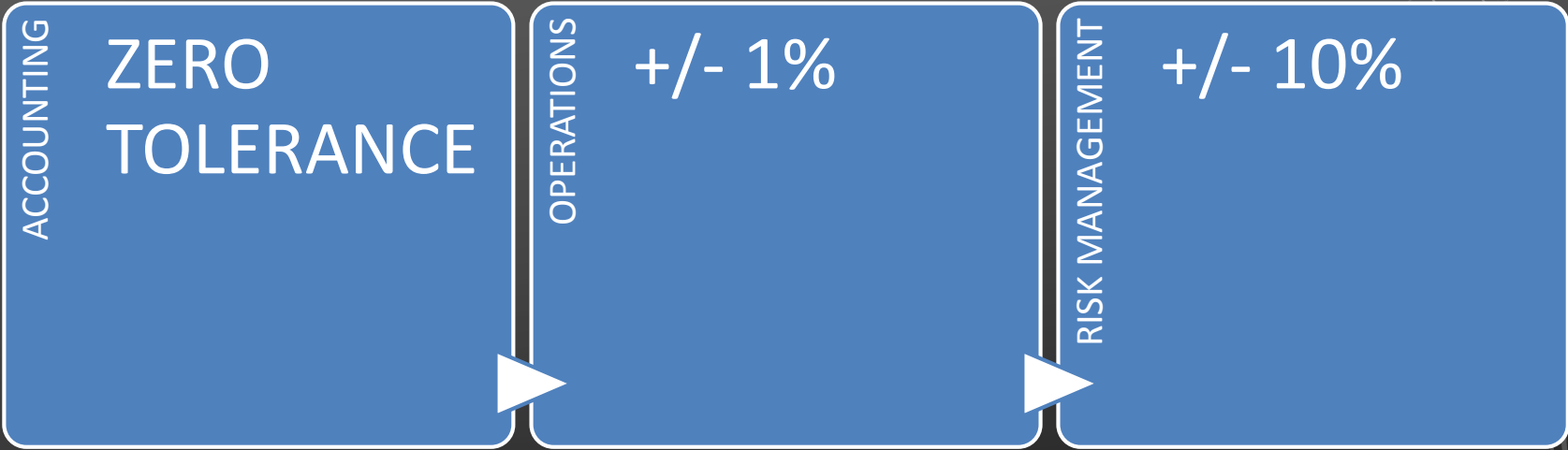
LINKING BUSINESS PROCESS TO REGISTERED STAKEHOLDERS IS ANOTHER COMPONENT OF THE DATA GOVERNANCE COMMUNICATION PLAN

Data Objects (Data Elements) — Are stored in — Which are part of — Info Sources (Applications) — Based on — Grouped into — Data Subject Areas — Related to — Through various — Business Process — By

Data Sources (Databases)

Business Attributes (Business Glossary)

Registered Data Governance Stakeholders

Business Units (Internal and External Stakeholders)

Owner | Steward
Consumer | Custodian
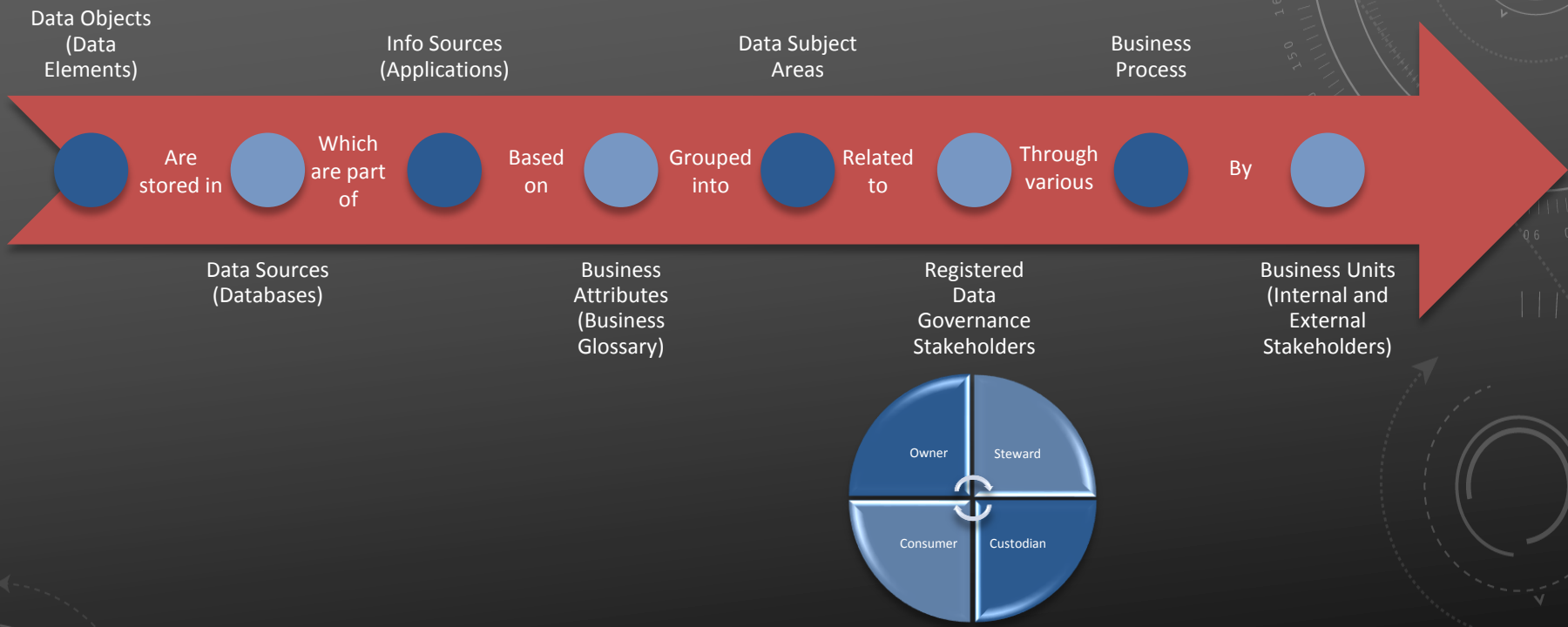
DATA GOVERNANCE METADATA ARCHITECT OVERSIGHT ROLE

- A ***critical role is emerging*** tasked to create metadata linages between all aspects of the enterprise

- Metadata is the ***glue that binds*** business to its data and information

- The Governance Metadata Architect may be an external resource skilled in Governance, Enterprise Architecture, and Metadata Architecture

- This role should ultimately be on staff to ensure technology-enabled sustainable governance

Enterprise Architect

Business Process Architect

Information Architect

Data Architect

Application Architect

Technical Architect

Information Security Architect

Business Process Metadata Architect

Data Dictionary/ Metadata Specialist

Application Architecture Metadata Specialist
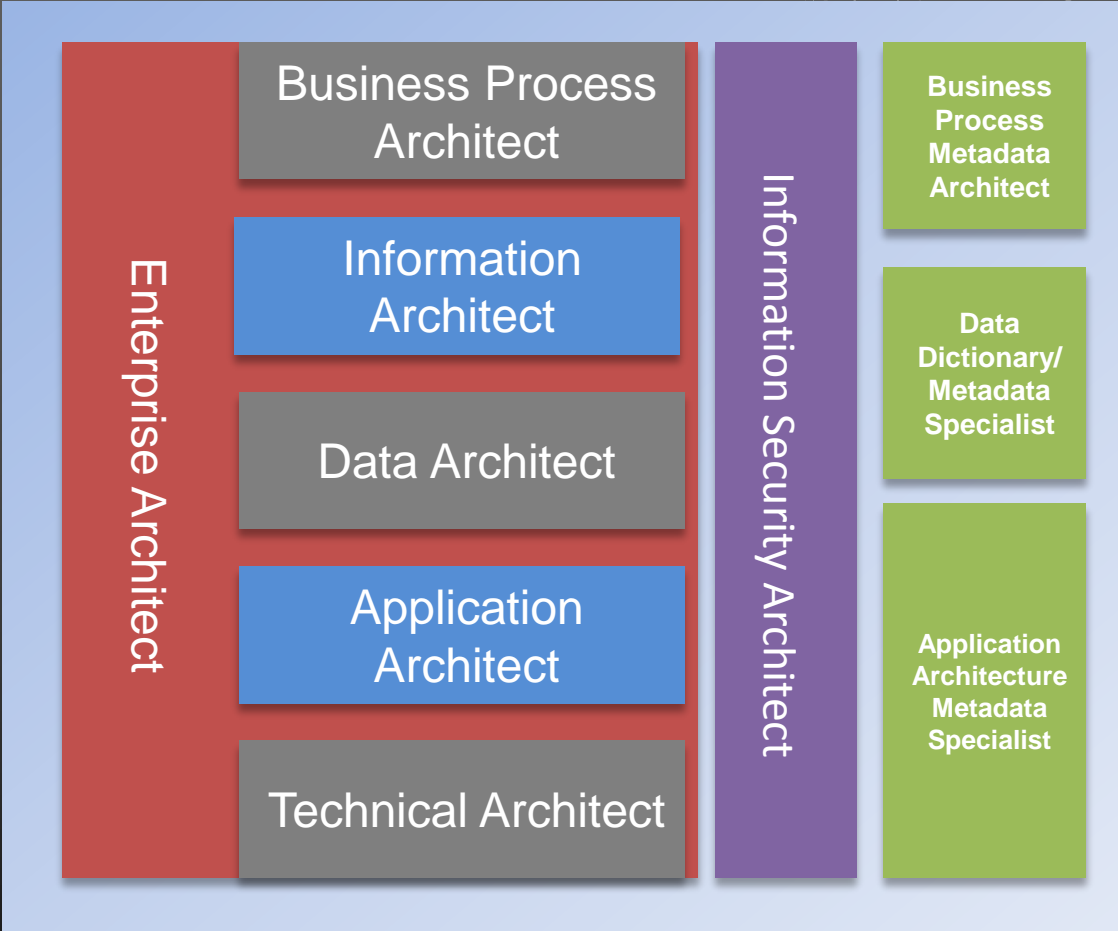
This discussion on a Data Governance Communication Plan has morphed into an overview of Data Governance metadata because…

…Maintaining an effective Data Governance Communication Plan requires a continual awareness of the components that drive the current set of Data Governance Stakeholders *at any point in time*.

IMPACT OF EFFECTIVE DATA GOVERNANCE COMMUNICATION

	Enterprise Data Governance Principles	Prior to Data Governance Implementation	Impact of Effective Data Governance
1	Data is a valuable strategic asset	PASS	PASS
2	Data must have clearly defined ownership and accountability.	FAIL	PASS
3	Data must be managed in line with external and internal rules and regulations	FAIL	PASS
4	Data must be managed across the lifecycle of a transaction	FAIL	PASS
5	Intra-day and operational data access will be primarily limited to source transactional systems	FAIL	PASS
6	Data quality controls must be implemented to ensure completeness and accuracy	FAIL	PASS
7	An atomic, dimensional and centralized data warehouse to serve as a single source of the truth for conducting daily business operations, decision making, financial disclosure and regulatory reporting	FAIL	PASS
8	Historic reporting data will not be duplicated across multiple databases	FAIL	PASS
9	Fix data problem within the source system, downstream data patch as the last resort	FAIL	PASS

CONCLUSION

Effective Communication needs to be Content Specific

Define Registered Governance Stakeholders

Technology is required to maintain Metadata

Data Governance Communication Plan

Defining Stakeholders is all about Metadata

Define News vs Noise (View of the Stakeholder)

Make certain the Communications are Targeted, Timely and Relevant

Thank you.

For additional information contact:

Steven Zagoudis

info@metagovernance.com

(866) 463-4421

www.metagovernance.com