

**Advancing data  
governance to create  
improved data quality  
frameworks**



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# INTRODUCTION

## Services

Micheal Axelsen provides business systems consulting services in the governance of information technology, and development and implementation of IT business strategy



## Position and qualifications

- Director, Applied Insight Pty Ltd
- Chair, CPA Australia IT & Management Centre of Excellence
- Member of ISACA
- Qualifications
  - Bachelor of Commerce (Hons)
  - Masters of Information Systems
  - CPA (Specialist in Information Technology)

## Objectives

The objective of this presentation is to provide an approach and a toolset to advance the state of data governance in the business to improve data quality frameworks.

These tools will include methods to help:

- Ensure sustained ownership of data quality to cultivate cohesive ideas and processes
- Negotiate policies and legislation that affect data use and dissemination
- Adopt governance groups to draw out business benefits from data
- Create and documenting data quality processes to create accountability and clarity

## Agenda

- Introduction
- Data governance for business
- Data governance strategy
- The program of works
- Data quality policy framework
- Conclusion

# DATA GOVERNANCE FOR BUSINESS



## Definitions

- **Data Quality** measures the data's fitness for the intended use in operations, decision making & planning
- **Governance** is a set of accountabilities, processes, and auditable and measurable controls that ensure the business is on track to achieve its objectives
- **Data Governance** is a set of accountabilities, processes, and auditable and measurable controls to ensure the business is on track to achieve its data quality objectives
- **Data Quality Frameworks** provide structure to data quality activities and allow assessment of data quality

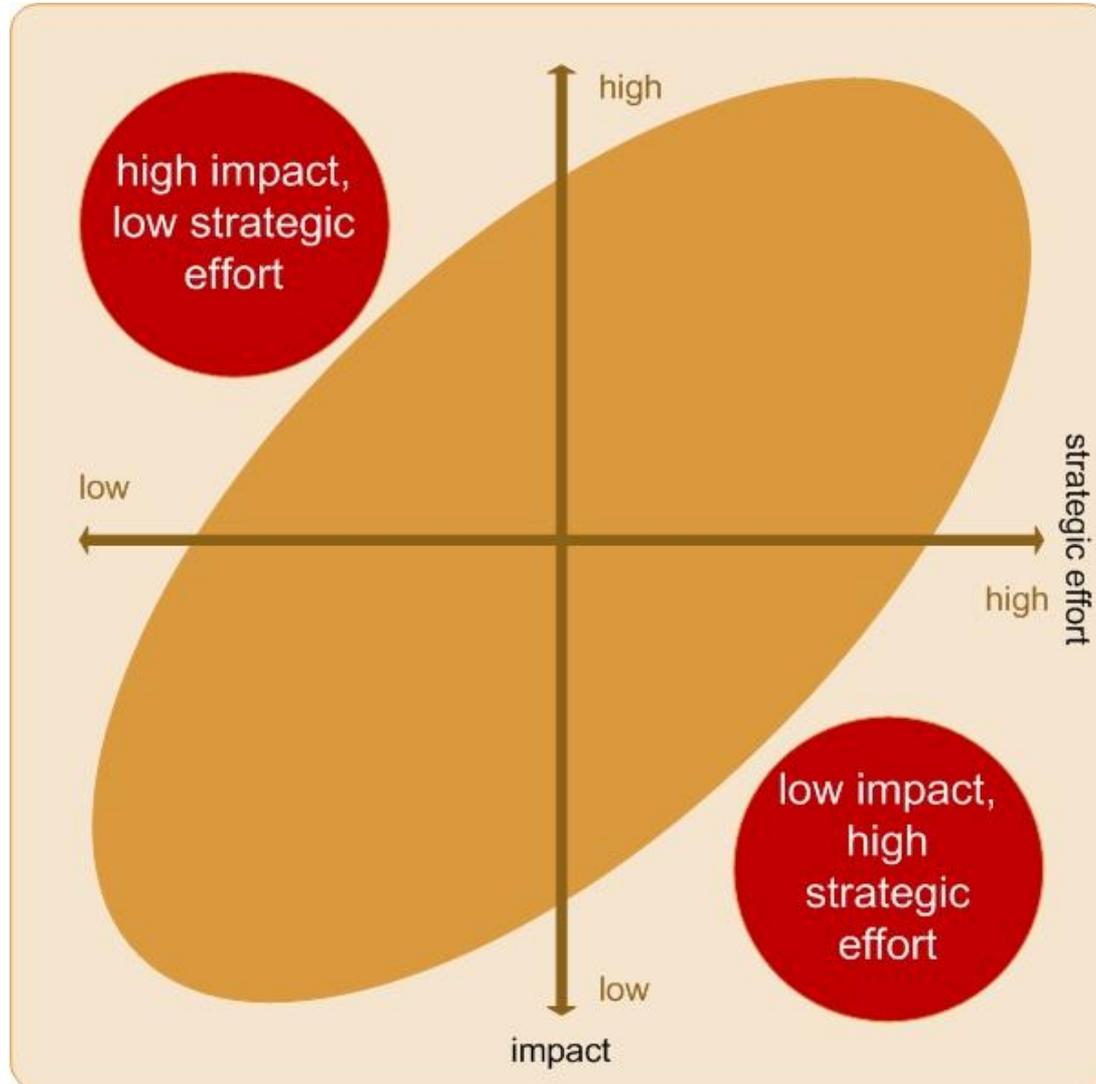
## Compliance frameworks

- Control Objectives for IT (COBIT)
- Sarbanes-Oxley
- ASX Principles (risk, value)
- National Privacy Principles
- AS8015-2005

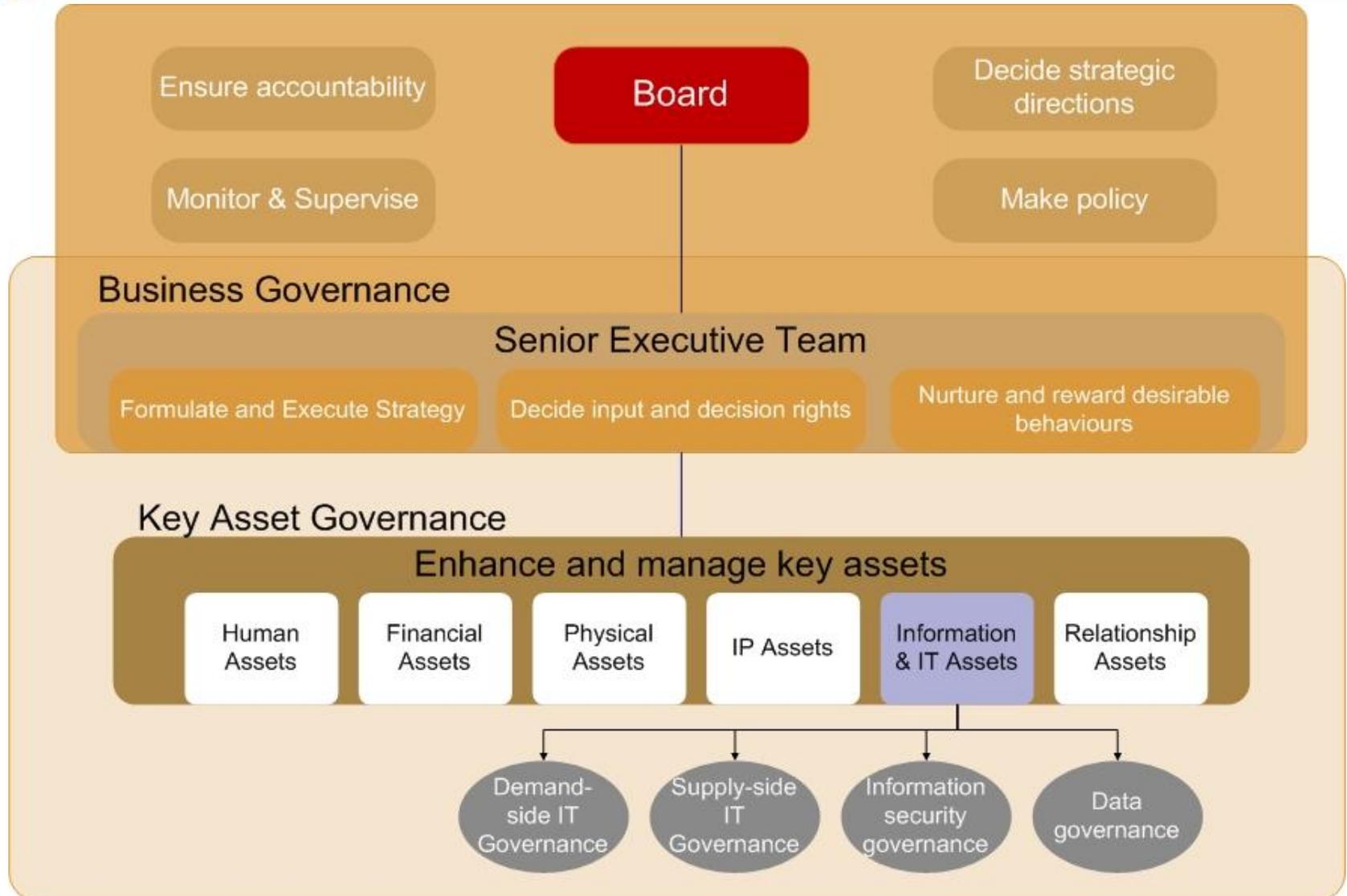
## Good IT governance is good for bottom line

- MIT research shows that companies with better than average IT governance earn at least a 20 percent higher return on assets than organizations with weaker governance (Weill/Ross 2004)

# Do what the business needs



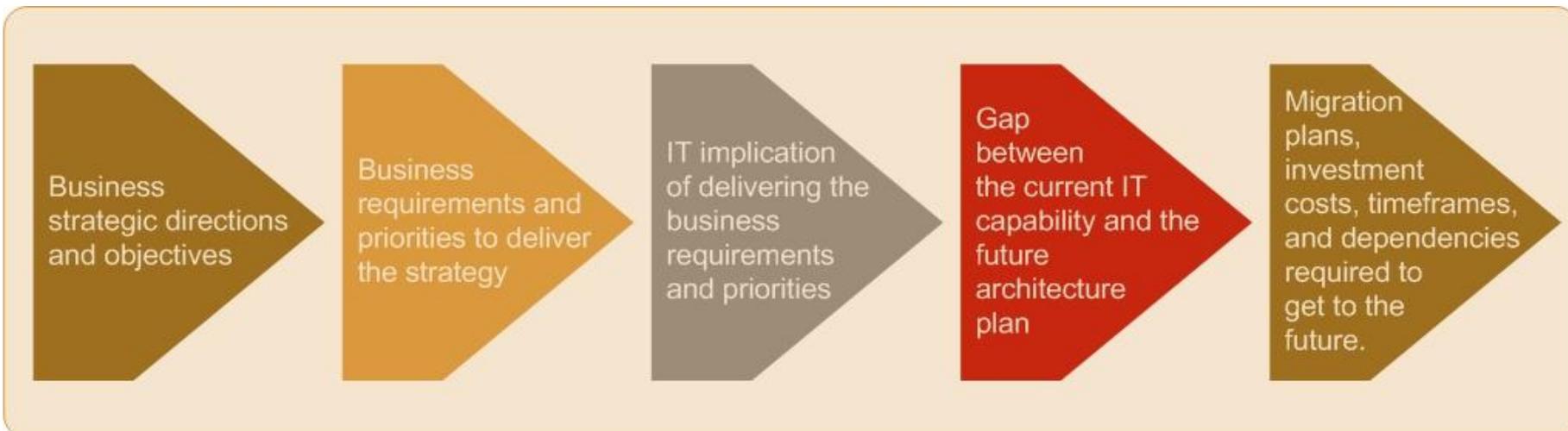
# Corporate governance and data



# Governance groups

Decision Archetype	IT Principles	IT Architecture	IT Infrastructure Strategies	Business Application Needs	IT Investment
Business Monarchy					
IT Monarchy					
Feudal					
Federal					
Duopoly					
Anarchy					
Don't Know					

# Integrating IT plans into business strategy



Business strategic directions and objectives

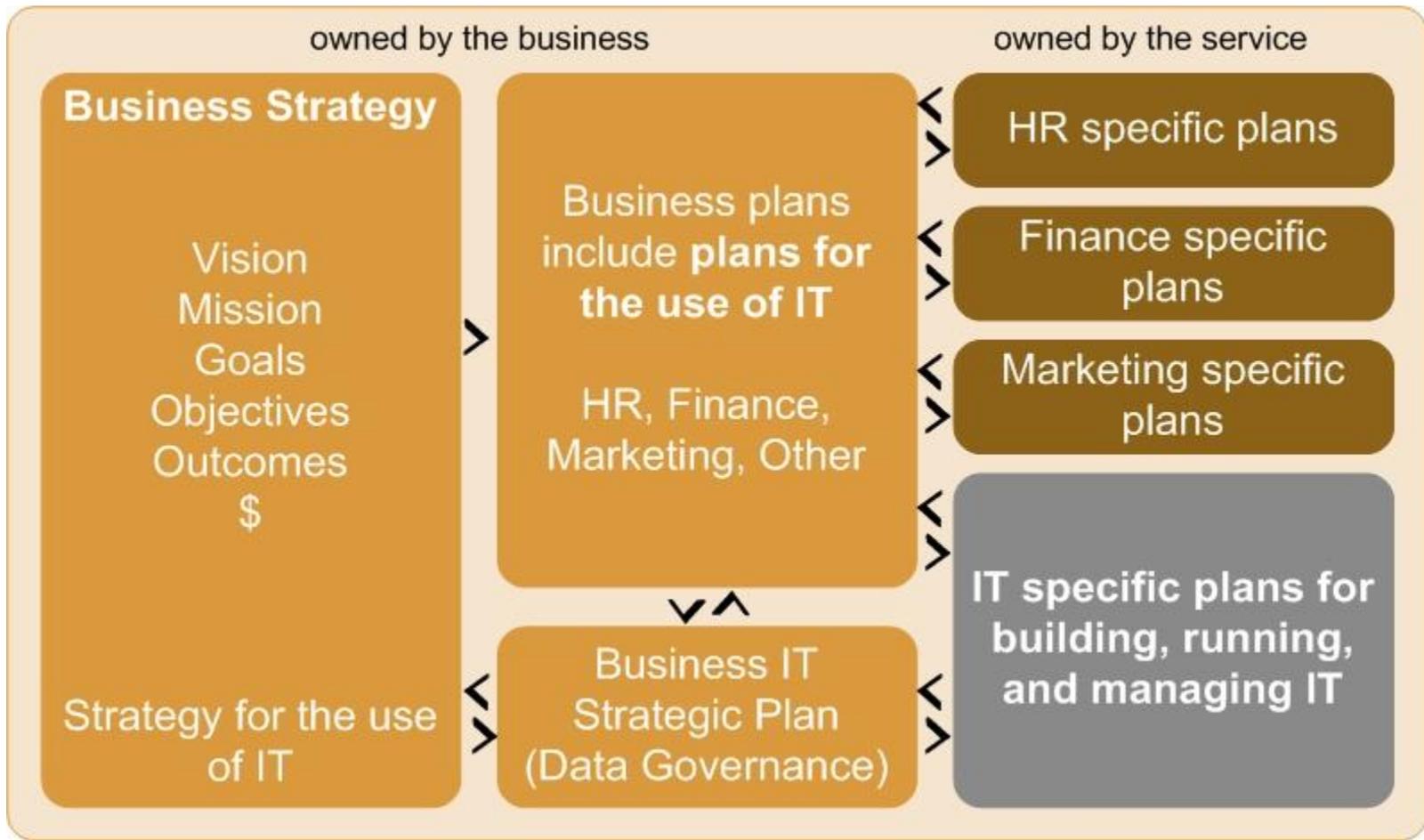
Business requirements and priorities to deliver the strategy

IT implication of delivering the business requirements and priorities

Gap between the current IT capability and the future architecture plan

Migration plans, investment costs, timeframes, and dependencies required to get to the future.

# A business decision





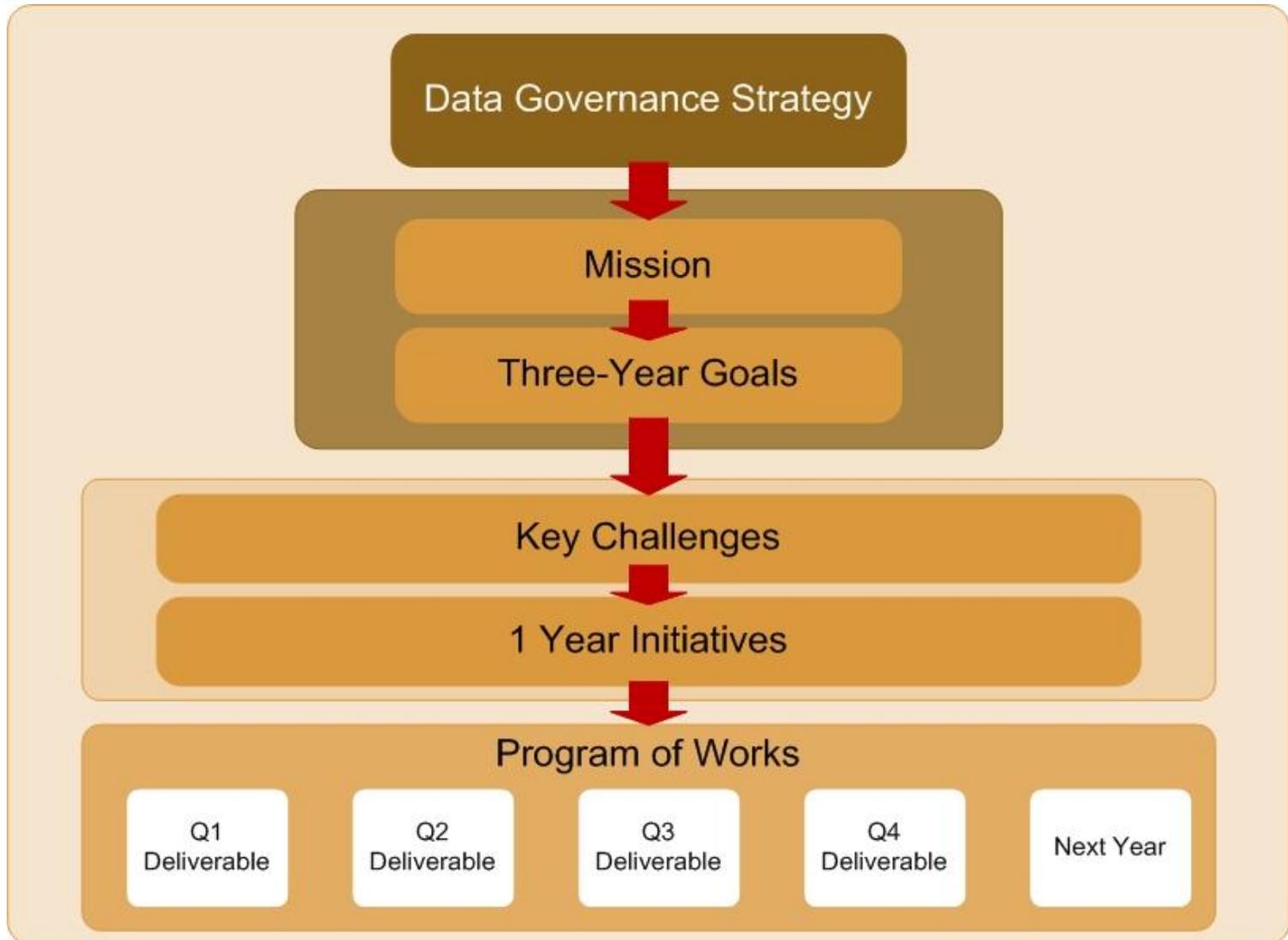
# DATA GOVERNANCE STRATEGY

## Creating active strategies

- It is naive to think that data quality can be improved in a ‘Great Leap Forward’ on all fronts and all at once
- To be sustainable, data quality must meet the cost/benefit test, and be important to the business
- A data governance strategy grows organisational capability by implementing a data quality ‘floor’ for all data and focussing the most resources upon the most critical data
- This creates less business risk, higher quality, and lower costs than a ‘big bang’ approach

- Owned by the business, not 'IT'
- Set core standards for all data, and focus resources on the development of data governance approaches for absolutely critical data first.
- Do not develop over-engineered solutions for the entire organisation's data at first.
- Slow-burn strategies that deliver beat fast-burning failures every time
- Build the strategic rhythm of monthly & quarterly reviews
- Set quarterly deliverables in the program of works for ease of monitoring
- An active strategy is a practical strategy

# Strategy for delivering data governance





## THE PROGRAM OF WORKS

## COBIT Maturity Model

Level	Description
0	Non-existent
1	Ad hoc
2	Repeatable but intuitive
3	Defined process
4	Managed and measurable
5	Optimised

## COBIT: DS11 Manage Data

Process	Description
DS11.1	Business Requirements for Data Management
DS11.2	Storage and Retention Arrangements
DS11.3	Media Library Management System
DS11.4	Disposal
DS11.5	Backup and Restoration
DS11.6	Security Requirements for Data Management

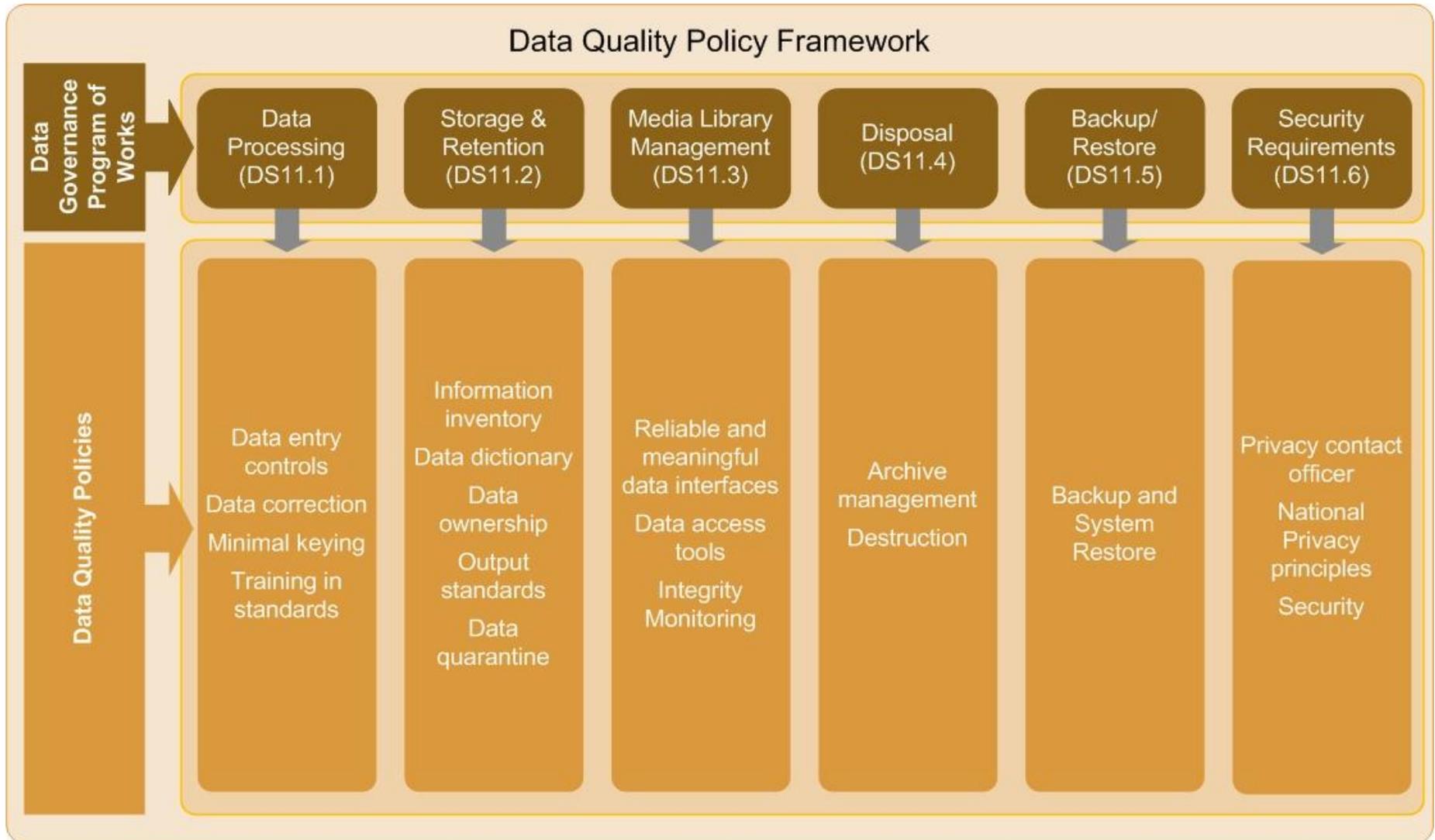
# Improving the data quality framework

Ref	Description	*	0	1	2	3	4	5
DS11.1	Business Requirements for Data Management			○	↔	×		
DS11.2	Storage and Retention Arrangements		○	↔	↔	×		
DS11.3	Media Library Management System		○	↔	↔	×		
DS11.4	Disposal			○	↔	×		
DS11.5	Backup and Restoration		○	↔	×			
DS11.6	Security Requirements for Data Management		○	↔	↔	↔	×	



# DATA QUALITY POLICY FRAMEWORK

# Data quality policy framework



# CONCLUSION



## More information

- [www.cpaaustralia.com.au](http://www.cpaaustralia.com.au)
- [www.isaca.org](http://www.isaca.org)
- [www.itgi.org](http://www.itgi.org)
- [www.appliedinsight.com.au](http://www.appliedinsight.com.au)

## Questions and answers

- Questions from the audience



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