

operational Data Governance Framework

New Zealand Government

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Context/Problem

- Data governance approaches and associated frameworks have not evolved to reflect the increasing volume and growing influence of data and information on business practice and strategic planning
- There is a persistent low level of data and information management maturity across all sectors
- Data governance frameworks are typically based on a traditional political governance model which is:
 - decidedly hierarchical, structured (rigid) and prescriptive
 - inclined to embrace an exclusively top-down perspective
 - inexorably linked to the personnel organisational chart and therefore regularly subject to risks associated with restructures (common occurrence)
 - based in rules and compliance, rather than enablement
 - ill-equipped to support agile business operating environments
 - not successful at articulating the governance value proposition for line staff

Drivers for a new approach

- Facilitate integrated government
- Acknowledge a consistent low level of data maturity and culture
- Leverage and promote the inherently enabling nature of infrastructure
- Align a data management perspective with the business process model
- Embed data accountability across the enterprise and establish stewardship as a default capability
- Sustain a focus on data quality
- Deliver a practical and highly pragmatic solution

A new operational data governance framework for New Zealand government

- Employs Enterprise Information Management (EIM) principles including data and information asset management as the operational manifestation of stewardship
- Focuses on two aspects of successful asset management, both of which represent current gaps:
 1. Cultivation of full-lifecycle and actionable *knowledge* of data and information assets
 - Promotion of comprehensive understanding of data assets via data flow
 - Use of steady states data flow mapping model
 - Scaled data flow maps, from line of business to enterprise

2. Facilitation of improved data and information management *behaviours* to a best practice standard
 - Basis in a set of ten (10) foundational data governance capabilities
 - Implementation of human resource core competency framework that incorporates the ten data governance capabilities
 - Embedding data accountability and best practice data management across all data-handling positions, with goal of evolving beyond the need for traditional data governance roles (Data Custodians, Data Stewards)
 - Using resultant staff data accountability to lift organisational data culture and maturity from the bottom up
- Promotes mutually supportive data lifecycle management and business process model
 - Re-casting value chain steady states as business decision nexus points
 - Designating data responsibilities and accountability per lines of business
 - Establishing transparent and auditable data management practice within process workflow

Outcomes/Benefits

- Fills a current operational environment gap, thereby supporting a data governance continuum, extending from the individual, through lines of business, across the organisation, throughout the (regional/national) system, and internationally
- Supports a holistic treatment of data governance across all major levels of the enterprise (executive, management and operational)
- Establishes a data governance approach better positioned to support agile business models
- Promotes mindful data management to balance/complement staff bias on process
- Provides a mechanism for managing data and information records in a unified fashion and to a best practice standard
- Integrates data accountability and best practice data management within familiar workflow environments
- Establishes steady state data flow maps:
 - provide an important asset-based view of the enterprise in support of improved organisational design and operations
 - represent a mechanism for both extracting data asset information and inserting data management best practice, policy or strategy across the enterprise
 - facilitate measurement and maintenance of data quality throughout enterprise data lifecycles
 - establish process gateways, facilitating big data services and APIs
 - offer an effective means of communicating/negotiating improved administrative data sourcing from suppliers
 - allow for multi-scalar views of business unit data flows, adding new levels of insight for management across all levels of the org chart
- Engenders higher levels of assurance and customer/constituent trust, which supports social license