

Non-Invasive Data Governance™ Framework (NIDG Framework)

A description of the organizational levels and core components that are required to implement a Non-Invasive Data Governance™ program.

Written by Robert S. Seiner

President and Principal Consultant, Publisher
KIK Consulting & Educational Services (KIKconsulting.com)
The Data Administration Newsletter (TDAN.com)
Post Office Box 112571
Pittsburgh, Pennsylvania 15241
(412) 220-9643
@RSeiner @TDAN_com

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Non-Invasive Data Governance Framework

Written by Robert S. Seiner – KIK Consulting & TDAN.com

Introduction

The following paper is a brief description of the Seiner Non-Invasive Data Governance Framework. The framework was developed and is implemented by Robert S. Seiner of KIK Consulting & Educational Services and The Data Administration Newsletter (TDAN.com). Seiner is an experienced data governance specialist and the developer and practitioner of the Non-Invasive Data Governance™ approach. Seiner is also the author of the book (10/2014) named after the NIDG approach.

In this white paper, the focal discipline is named “Data Governance” because that is the term presently used by industry leading associations as the name of the data management practice area; rather than “Information Governance” which is often considers the governance of all information assets including structured data, unstructured data, records and information, etc. This framework could just as easily be called the Non-Invasive Information Governance Framework. The levels and components are the same.

The framework is broken into the primary **components** of delivering a successful program and the **levels** of the organization to which the components of data governance must be applied. The detail of what is required to deliver a successful program occur where each level (row) is addressed for each component (column) in the framework.

The Levels of the framework are mostly people and authority based. Many organizations use similar definitions when it comes to defining how they operate. The levels defined in this framework should look familiar to you if you are acquainted with the Non-Invasive Data Governance™ Operating Model of Roles & Responsibilities described in my book, presentations, and webinars.

The **Framework Levels** are defined as:

- Executive – Senior Leadership Team
- Strategic – Business & Technology Management
- Tactical – Subject Matter Expertise
- Operational – Daily Job Function
- Support – Functional Management

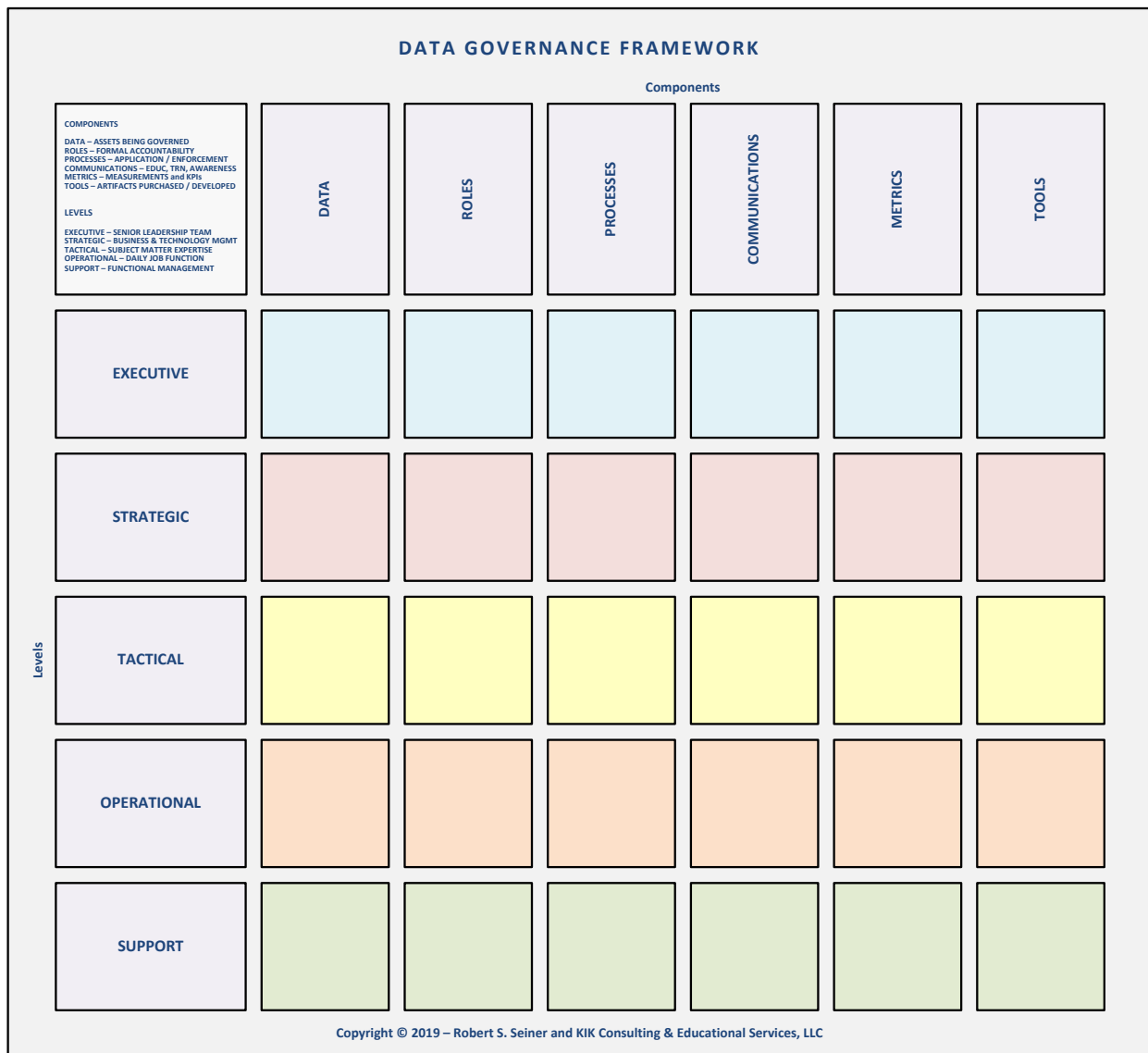
The Components of the framework are the core moving parts of governance in action for most organizations. The components focus on clear roles and responsibilities including how to resolve issues, engage, and communicate with each of the defined levels. The second to last component focuses on the definition of success and value for the data governance program, and the association of how and who to measure for these metrics.

The **Framework Components** are defined as:

- Data – Assets Being Governed
- Roles – Formal Accountability
- Processes – Application / Enforcement
- Communications – Education, Training and Awareness
- Metrics – Measurements and Key Performance Indicators (KPIs)
- Tools – Artifacts Purchased & Developed

The Empty Framework

A diagram of an empty **Data Governance Framework** is shown below. The matrix focuses on six core components of Data Governance described at each of five core levels of the organization. This version of the framework is left blank to make the point that, what makes the framework non-invasive in the first place, is how the cross-section of each component and level is planned, defined, developed and deployed across the organization.



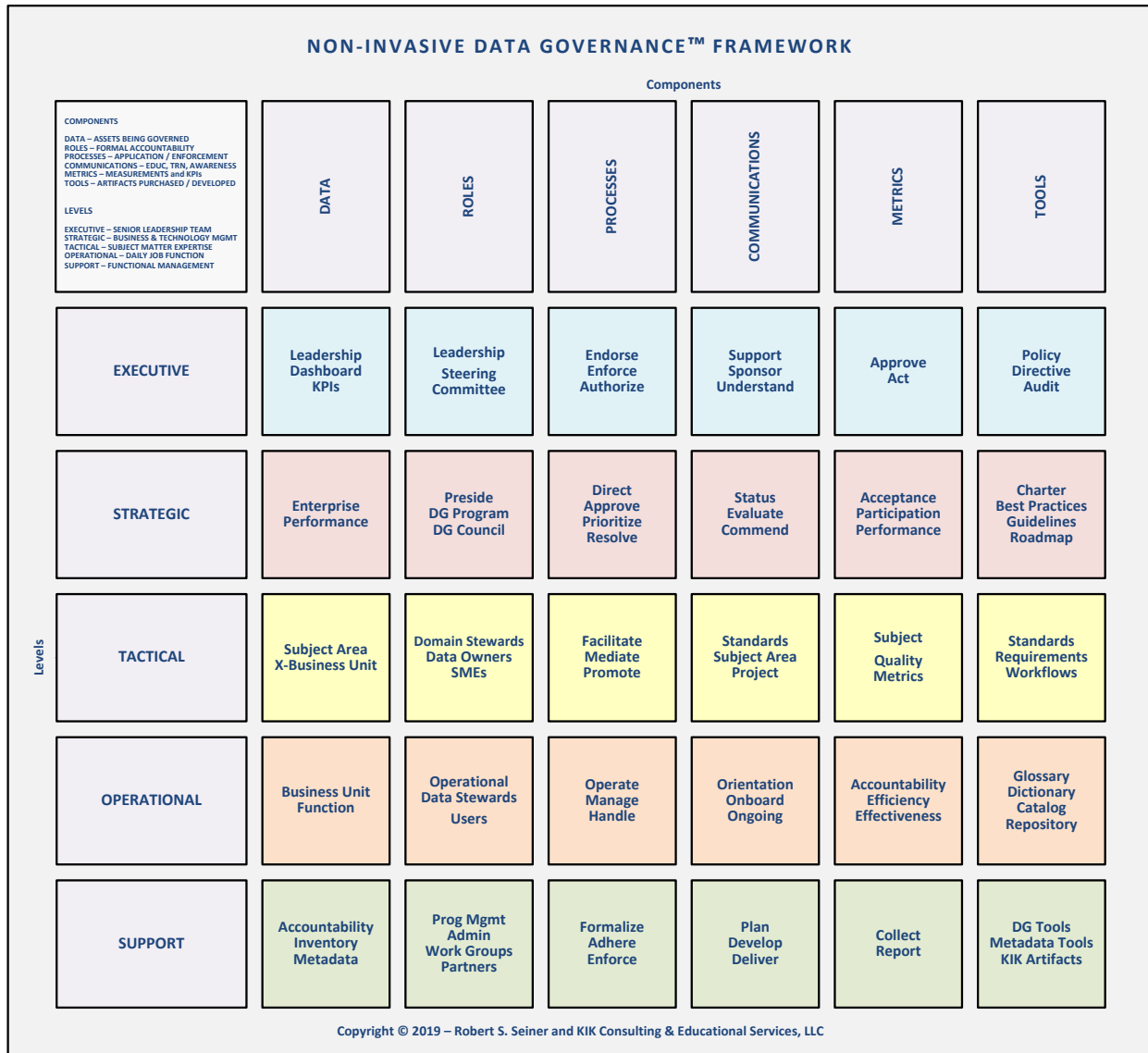
The message being delivered by the empty framework is that this diagram does not demonstrate meaning to the organization unless each of the squares are filled in with nouns and verbs representing the path that will be taken to plan, define, develop and deploy each of the core components at each of the respective levels.

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The Completed Framework

A completed diagram of the **Non-Invasive Data Governance Framework** is shown below. The matrix cross-references each of the six core components of Data Governance with each of the five core levels of the organization. This version of the framework is completed with nouns and verbs to guide how each component and level is planned, defined, developed and deployed across the organization.



The message being delivered by the completed framework is that this diagram demonstrates meaning to the organization and jumping-on points for discussion and planning for the definition, development, and deployment of each of the core components at each of the respective levels.

Part One: The Framework Levels

The levels of the Data Governance Framework represent the levels of the organization. The names given to the levels are typical of many organizations, however, they may not be the same as what you call them. Many organizations talk about “right-sizing” the program for their specific needs and using names that closely echo the organizational culture. Eliminating levels is more likely than adding levels.

Executive

The Executive level of an organization typically consists of people at the top level. This includes Presidents, Chairs, Senior Vice Presidents, and CXO level positions (meaning CEOs, COOs, CIOs, CDOs, CROs, CMOs, etc.). The Executive Level of an organization often has regular or scheduled meetings as the Steering Committee for the enterprise.

In NIDG – Data Governance is added as a line item on the agenda of regular Executive level meetings. The Steering Committee is composed of business and technology leadership for Data Governance and all other Enterprise level initiatives.

Strategic

The Strategic level of an organization typically consists of people that report directly to and are delegated by the Executive level to oversee and direct specific initiatives. This can include Senior Vice Presidents, Vice Presidents, and the people that are recognized as being second-in-command or as representing their part of the organization in the initiative. The Strategic level is accountable to the Executive level for the success of the initiative.

In NIDG – The Strategic level is often labeled as the Data Governance Council. The Council’s responsibility is to make certain the Data Governance program is successful. The Council is very knowledgeable in the policies and procedures of Data Governance and acts as the ultimate decision maker for resolving issues that cannot be resolved at a lower level of the organization.

Tactical

The Tactical level of an organization typically consists of people that are subject matter experts, facilitators, and potentially decision makers for specific domains of data and information. The Tactical level is delegated or recognized by the Strategic level as people that must be included in and drive decisions that are made regarding data in their domain. The Tactical level can be defined by policy, through appointment, or through a natural selection process (the “go-to person”).

In NIDG – The Tactical level is often labeled as Data Domain Stewards or Enterprise Data Stewards for a specific subject matter of data. Domain Stewards are recognized for their expertise in their subject matter across the Enterprise. This role is the most critical role of a NIDG program and can be the most logical or difficult to fill. Domain Stewards can have the authority to make Enterprise decisions for their subject matter or they may escalate the decision to an information Strategic level.

The Tactical level may also include Information Owners – although the author of this framework suggests to avoid the use of the term “owner” when possible. The Information Owner label can be appropriate in situations where rules must be followed in a specific part of the organization.

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Operational

The Operational level of an organization typically consists of every person in the organization that has a relationship to data and that is (or will be) held formally accountable for that relationship. The relationships include the definition, production, and/or use of data and information. If an individual does any or all of these activities as part of their job, it is a requirement that these people follow policy, best practices and standards for that relationship. The key focus of Data Governance is to assure that select high quality data is reused, and handled appropriately.

In NIDG – The Operational level can include everybody in the organization. These people are known as the true stewards of the data – or people that are or will be formally accountable for how they define, produce, and use data. These people do not require a title of Data Steward. From the operational on up through the hierarchy, people must be held formally countable for their actions associated with the data. In NIDG, specific and thorough attention is paid to governance awareness at all levels whether that awareness focuses on quality, protection, or management of the data.

Support

The Support level of an organization typically includes the people responsible for the Data Governance program, the supporting knowledge of Information Technology (IT), Project Management (PMO), Regulatory and Compliance groups, Information Security, Legal and Audit, Working Groups; any group that has a vested interest in the “execution and enforcement of authority over the management of data.”

In NIDG – The Support level varies with the program design in each organization. Leadership of the Data Governance program is the critical level of support, and the support and involvement of IT and the PMOs act as stalwart contributors to the most successful programs.

Part Two: The Framework Components

The components of the Data Governance Framework are the core significant pieces of putting together a successful Data Governance Program. The core components should be considered the pieces that the program cannot do without. Many practitioners talk about people, process and technology as being the lynchpins of a successful program. I have added two components and have a different spin on technology.

Data

The scope of the resources that are being governed is the first core component of a Data Governance Framework. Organizations with formal programs can learn from, and should differentiate between data, information, records and knowledge.

In NIDG – The approach to governance is very similar across each of the different data resources including the execution and enforcement of authority and the formalization of accountability for the data resources that are in scope.

Roles

The first foundational component of a successful Data Governance program is the definition of roles and responsibilities. The manner in which roles are defined is a predictor of the effort required to govern the data. Assignment into roles often presents pushback when the effort is over-and-above existing responsibilities. Identification into roles encounters less pushback as people see themselves in the roles that they have been slotted. Recognition of people into roles is a direct manner of acknowledgement of the part each person plays in the program.

In NIDG – Roles are typically represented through a NIDG Operating Model of Roles & Responsibilities. The familiar pyramid diagram is represented in the first column of the NIDG Framework. The Operating Model and accompanying artifacts provided as part of the approach include a detailed description of formalized responsibilities, escalation and decision paths, how roles are formally engaged in processes, and communications that are shared with each level.

Processes

The second foundational component of a successful program is the way the Roles are applied to processes. The notion of the “Data Governance process” misrepresents the fact that processes are a primary component of Data Governance success. There is not a single process that is governed, rather there are a series of processes to which Data Governance will be applied.

In NIDG – Data Governance programs typically provide repeatable processes that reflect the appropriate level of formal accountability throughout the process. Data Governance focuses on getting the “right” person involved in the “right” step of the process to deliver the “right” result regardless of the process focus – issue resolution, protection, quality, project-focused; Data Governance becomes the application of formal governance to process.

Communications

Communication is an important component of a successful Data Governance program. Raising the data awareness of every person that defines, produces, and uses data is critical to achieving

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program success. Education must focus on policies, handling rules, best practices, standards, processes, and role-based governance activities.

In NIDG – Communications play a role in every aspect of program definition and delivery. Communications must be thorough and measurable. Communications must focus on formalizing accountability for the processes mentioned above: issue resolution, protection, quality, project-focused, or any other application of authority to how data is managed.

The Communications Plan must mirror the Roles component described above. Communications must include orientation, on-boarding, and ongoing subjects focused toward the specific audience utilizing available communication instruments.

Metrics

Data Governance programs must be able to measure their impact on the organization. This is the responsibility of the Support role often called the Data Governance Lead and Team. The impact and value may be financially quantifiable, but this may not always be the case. Measuring efficiency and effectiveness improvements require benchmarks of present state and the governed activity of measuring and reporting results.

In NIDG – Organizations measure improvements in governance through collecting and reporting the number of issues recorded and addressed, while also quantifying the value of issue resolution, quantifying education, awareness and certification of handling rules and incidents that are formally attended.

Data Governance metrics and measurements must be auditable and demonstrable to management and authorities when requested. Organizations typically count the reusability and understandability of data definition, the ability and speed to access the “right” data at the “right” time, the production of high quality data, and the proper usage and handling of data.

Tools

Tools of Data Governance enable the program to deliver value to the organization. Organizations use tools they develop internally as well as tools that they’ve purchased to fill specific needs of their programs. The tools that are developed or purchased are based on practicality, ease-of-use, and the specific goals of the Data Governance program.

In NIDG – Tools are used to formalize accountability for the management of data and improve the knowledge of the data, rules, and processes required to govern data. Tools are used to record and make available metadata in order to improve the understanding and quality of data across the Enterprise.

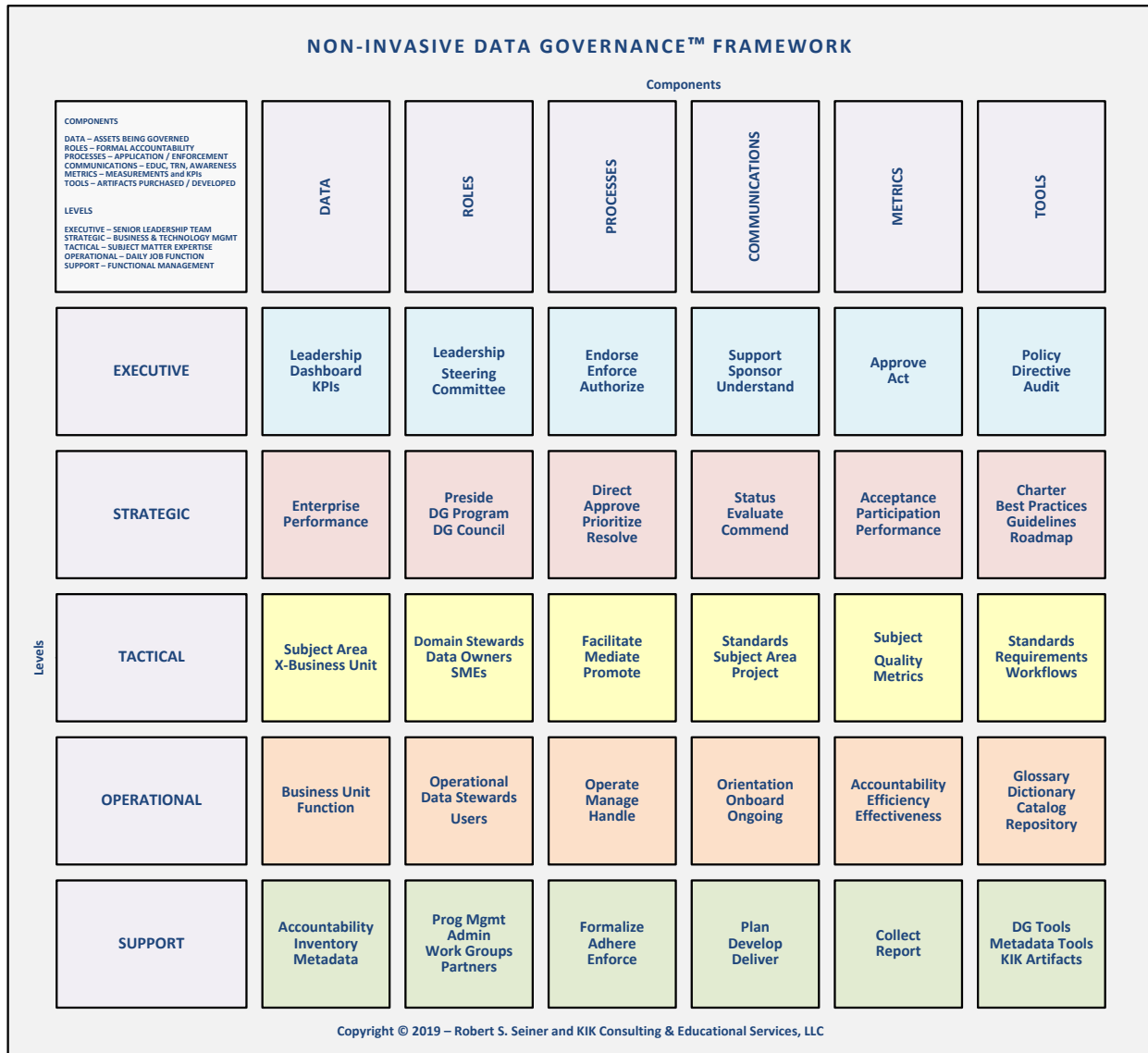
The Data Governance Tool market is growing as the definition of Data Governance expands to address authority enforcement over big data, smart data, metadata and all data used for analytics. Prior to investing in new technologies, organizations should clearly state their requirements, consider leveraging existing tools and develop tools internally to address specific metadata needs of their Data Governance program.

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Part Three: The Framework Details

The next section of the **Non-Invasive Data Governance Framework** details the breakdown of components by level, providing considerations for what must be included at the intersections. The squares are completed with nouns and verbs that provide direction for meaningful discussions about how the program will be set up and operate. Full consideration is given to the perspectives of the stakeholders that will derive value from following the Non-Invasive Data Governance approach.



Most of the intersecting blocks are mostly filled with nouns that describe the who’s, what’s, when’s and why’s of how each component is viewed by each perspective. The process component column is completed with verbs that describe the actions necessary for each process.

The tables and descriptions on the remaining pages provide considerations for each of the framework components by framework levels.

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Data by Level

The first foundational component of a successful Data Governance program is the data itself. When using the term data, I am including structured data that exists within databases and information systems, unstructured data which can include any data not as traditionally stored within a database or in a file such as documents, content, audio, video, and records that require governance.

Records management is the vaguest and least understood of the disciplines I shared. The type of data that is being governed often dictates the name of the program – data governance, information governance, records management and even metadata governance. Yes, metadata governance is a real thing. I am known to say that “metadata will not govern itself”.

I will not resolve the difference between data, information and records in this framework but can proudly state that the framework addresses the core components of all of these disciplines.

In NIDG, the data that you select to govern, and the people that are presently informally accountable for that data, are the main focuses of the program. Non-Invasive Data Governance programs do not have to begin by focusing on all of the different types of data suggested here.

Traditionally, Data Governance programs have (at least initially) focused on the data in systems developed, purchased and implemented by the IT part of the organization or within a specific department. This is the data that feeds the business intelligence and analytical platforms. Information governance often includes the metadata that explains the data. Record management as a discipline has been around as long or longer than data governance.

<p>Executive Level: Leadership Dashboard KPIs</p>	<p>People at the Executive level focus on the data that enables them to be effective leaders of the organization. Often, this data is provided in summary and or graphical form through dashboards and reports, or through self-service portals that focus the data on a task at hand. Structured data is mainly consumed at this level for decision-making purposes and unstructured data for conditional purposes.</p>
<p>Strategic Level: Enterprise Performance</p>	<p>The Data Governance Council (or similarly named committee) have the authority to assure that the program is designed, developed, deployed and maintained to provide measurable value to the organization through improved performance and other metrics. The Council are focused on the data, information, records and metadata that the organization needs to become efficient and effective in how the data is managed as an asset. That asset can include structured and unstructured data, records and metadata.</p>

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Tactical Level: Subject Area Cross Business Unit	The people that participate in the tactical level roles of your program have formal accountability for data within a specific subject area or function. People at the tactical level have formal accountability for that data across business units or functional areas of the organization. The Tactical Stewards (often referred to as Data Domain Stewards) are formally accountable for how the data in their subject matter is defined, produced and used. This data can include structured or unstructured data and records pertaining to the domain.
Operational Level: Business Unit Function	Operational data is what drives the business and keeps it functioning. This data can include structured and unstructured data, records and metadata that are used by the people in the Business Units to perform their functions efficiently and effectively. The data defined, produced and used by the business begins the pipeline to feed the data all the way to the Executive level.
Support Level: Accountability Inventory Metadata	The Support areas of the program referred to as partners provide their perspective through the function they serve. For example IT Security as a partner is focused on the security discipline associated with their function. The administration of the program requires governed metadata that assists in formalizing accountability, inventorying the data, data stewardship, and views of all aspects of the data, whether that is structured or unstructured, from the definition of the data, to the production of the data, to the use of the data.

Roles by Level

The second foundational component of a successful Data Governance program is the definition of roles and responsibilities. The manner in which roles are defined is a predictor of the effort required to govern the data. Assignment into roles often presents pushback when the effort is considered over-and-above existing responsibilities. Identification into roles encounters less pushback as people already see themselves in the roles that they have been slotted. Recognition of people into roles is a direct manner of acknowledgement of the part each person plays in the program.

In NIDG, Roles are typically represented through a NIDG Operating Model of Roles & Responsibilities. The familiar pyramid diagram that can be found in the book *Non-Invasive Data Governance; The Path of Least Resistance and Greatest Success*, and shown often in the conference presentation and webinars, is represented in the second column of the NIDG Framework.

The Operating Model and accompanying artifacts provided as part of the approach include a detailed description of formalized responsibilities, escalation and decision paths, how roles are formally engaged in processes, who typically participates in the role and how much of their time is typically required, and communications that are shared with each level.

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<p>Executive Level: Leadership Steering Committee</p>	<p>It is the role of the Steering Committee to sponsor, approve, understand, and champion the enterprise strategic data governance plan and policy at the highest level of the organization; the Executive or Leadership level. The Committee must communicate effectively with lines of business, the expectations and requirements for governing data and identify and prioritize data initiatives. This will require significant education and understanding on the part of the Executives of your organization. The Committee delegates responsibility for strategic decision making to the Data Governance Council.</p>
<p>Strategic Level: Preside DG Program DG Council</p>	<p>It is the role of the Data Governance Council to become educated in what data governance means, how it can and will work for the organization, and what it means to embrace and activate the data stewards. The Council provides guidance, presides over program activities and approves things like data policy, methods, priorities, and tools. The Council promotes governance into their areas by actively engaging in improved data practices. The Council makes data decisions at a strategic level in a timely manner given the appropriate knowledge to make that decision and meets regularly to stay informed of program activities.</p>
<p>Tactical Level: Domain Stewards Data Owners SMEs</p>	<p>It is the role of the Domain Steward (often referred to as Owner or Subject Matter Expert - SME) to focus on the quality, value, and protection of data that falls under a specific domain (subject area) for the enterprise. These people are identified by position and are involved/facilitators in cross-business resolution of data issues pertaining to their domain. The Domain Steward may or not be the authority (decision-maker), depending on their position in the organization. The Domain Stewards is responsible for escalating well-documented issues to the strategic level, documenting data classification rules, compliance rules, and business rules for data in their domain. The Domain Steward often participates in tactical work groups for finite periods of time to address specific issues and projects related to their domain.</p>
<p>Operational Level: Operational Data Stewards Users</p>	<p>It is the role of the operational-level Data Stewards to demonstrate accountability for their relationship to the data they define, produce, and use in their daily job. The Data Stewards are educated and often certified as knowing the rules associated with data definition, production, and usage.</p>
<p>Support Level: Program Management Administration Work Groups Partners</p>	<p>It is the role of the Support areas of the organization, including Data Governance Leadership and the associated team, and partners across the organization including Information Technology, Information Security, Audit, Legal, Risk Management and Project Management (to name several), to administer and support the activities of the Data Governance program by being a part of working groups and teams and participating in activities appropriate for their support areas.</p>

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Processes by Level

The third foundational component of a successful program is the way people are recognized into roles and how the roles are applied to processes. The notion of the “Data Governance process” misrepresents the fact that processes are a primary component of Data Governance success. There is not a single process that is governed; rather, there are a series of processes to which Data Governance will be applied.

In NIDG, Data Governance programs typically provide repeatable processes that reflect the appropriate level of formal accountability throughout the process. Data Governance focuses on getting the “right” person involved in the “right” step of the process to deliver the “right” result, regardless of the process focus—issue resolution, protection, quality, project-focused—Data Governance becomes the application of formal governance to processes. In NIDG governance is applied to process rather than there being a Data Governance process.

<p>Executive Level: Endorse Enforce Authorize</p>	<p>The Executive level must be knowledgeable about the processes that are being governed and the way that they are being governed. The Executive level should understand the impact of governing the process, the resources required, and have supported / reasonable expectations for the value this will bring to the enterprise. Once the Executive level has this understanding, it is their responsibility to endorse, enforce, support, sponsor and authorize the governed processes.</p>
<p>Strategic Level: Direct Approve Prioritize Resolve</p>	<p>The Strategic level takes the Executive endorsement of governed processes to an actionable level. The Strategic level identifies and oversees the Data Governance Team’s activities and key processes and players at the Tactical level. The Council resolves process issues brought to them for Strategic decision-making and meets on a regular basis to direct, approve, review and prioritize Data Governance process activities.</p>
<p>Tactical Level: Facilitate Mediate Promote</p>	<p>The Tactical level is closely engaged to manage data domains (subject areas) by utilizing enterprise Subject Matter Experts. The Tactical level initiates, facilitates and mediates the resolution of cross-business area processes and data issues regarding their area of expertise. The Tactical level promotes, directs and coordinates the Operational level activities of Stewards in their part of the organization and escalates issues to the Strategic level as necessary.</p>
<p>Operational Level: Operate Manage Handle</p>	<p>The Operational level is engaged daily in governed processes defined at the Tactical level and enforced at the Strategic level. The Operational level is educated and certified in following the processes and rules associated with managing the data (defining, producing, and using data). The Operational level reports changes in efficiency and effectiveness to the Tactical level to drive continual process improvement and follows the rules associated with the handling of classified information.</p>

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Support Level: Formalize Adhere Enforce	The Support level formalizes and enforces the governed processes. The Support level includes the Data Governance Team, Information Security, Risk & Compliance, Project Management, Legal / Audit, and other partners that assure that processes are adhered to and enforced through education and technology.
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Communications by Level

The fourth foundational component, Communications, is a very important piece of a successful Data Governance program. Raising the data awareness of every person that defines, produces, and uses data is critical to achieving program success. Education must focus on policies, handling rules, best practices, standards, processes, and role-based governance activities.

In NIDG, Communications play a role in every aspect of a program’s definition and delivery. Communications must be thorough and measurable. Communications must focus on formalizing accountability for the processes mentioned above: issue resolution, protection, quality, project-focused, or any other application of authority to how data is managed.

The Communications Plan must mirror the Roles component described in this framework. Communications must include orientation, on-boarding, and ongoing subjects focused toward the specific audience (Executive, Strategic, Tactical, Operational and Support) utilizing available communication instruments.

Executive Level: Support Sponsor Understand	Best practice dictates that the Executive levels support, sponsor, and, most importantly, understand how data governance works in the organization. To achieve this, the communications plan plays an important role. Governance information must be shared effectively so as to resonate and become adopted at the Executive level. The Executive level will only support and sponsor Data Governance if they understand the who, what, why, where, and when concerning how the NIDG program will proceed.
Strategic Level: Status Evaluate Commend	The Strategic level receives regular (scheduled) communications on governed process status. The Strategic level evaluates and approves detailed governance policy and practice through regular review of program communications and status. The Strategic level pushes communications into their business areas, commends improvements in efficiency and effectiveness and supports governed activities.
Tactical Level: Standards Subject Area Project	Governance communications focus on subject areas of data and the standards, rules and processes associated with defining, producing, and using data in the Tactical domains. The Tactical level is involved in developing education, awareness, and governance materials focused on their subject area of data, for subject area projects and related processes across the organization.

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Operational Level: Orientation Onboarding Ongoing	The Operational level receives communications focused on how they will be held formally accountable for governing data. The Operational level follows the approved rules and governed processes while monitoring and reporting governance results. The Operational level is oriented to data governance, brought onboard at the appropriate time, and receives ongoing communications associated with governing data.
Support Level: Plan Develop Deliver	The Support level, including all governance-style functions of the organization, communicate appropriate formal behavior advocated by their function. The Support level coordinates with the Data Governance Team to plan, develop and deliver thorough, current, and regular communications about governing data.

Metrics by Level

The fifth foundational component of a NIDG program is Metrics. Data Governance programs must be able to measure their impact on the organization. This is often the responsibility of the Support role, often called the Data Governance Administrator, Lead and/or Team. The impact and value of data governance may be financially quantifiable—but this may not always be the case. Measuring efficiency and effectiveness improvements requires benchmarks of present state, as well as the governed activity of measuring and reporting results.

In NIDG, Organizations measure improvements in governance through collecting and reporting the number of issues recorded and addressed and changes that are positively impacting the efficiency and effectiveness of business functions. While also quantifying the value of issue resolution, organizations quantify education, awareness, and certification of handling rules, and incidents that are formally attended to.

Data Governance metrics and measurements must be auditable and demonstrable to management and authorities when requested. Organizations typically count the reusability and understandability of data definition, the ability and speed to access the “right” data at the “right” time, the production of high quality data, and the proper usage and handling of data.

Executive Level: Approve Act	The Executive level reviews and approves the way governance is implemented and how value is measured across the organization. The Executive level receives results from the Strategic, Tactical, and Support levels, and acts to address improvement of governance capabilities.
Strategic Level: Acceptance Participation Performance	The Strategic level works with the Tactical and Support levels to define and deliver acceptable processes to measure Data Governance. The Strategic level promotes active benchmarking and delivery of measureable metrics and business value to the Executive level. Typical metrics focus on the acceptance of the program by the organization, participation of business function and key participants, and performance of organization.

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Tactical Level: Subject Quality Metrics	The Tactical level defines how governance is measured in relationship to domain level quality requirements and the need to protect data in that domain or subject area. The Tactical level delivers metrics associated with domain focused quality of data definition, production, and usage across the organization.
Operational Level: Accountability Efficiency Effectiveness	The Operational level is measured in terms of accountability, efficiency and effectiveness in defining, producing, and using data throughout their daily processes. The Operational level follows process and procedure to define, collect, report, and analyze the value of governance to the operations, individuals, and teams in the organization.
Support Level: Collect Report	It is the responsibility of each Support level area to define, collect, and report effective metrics and measurements to demonstrate the governance value of the function they are providing to the organization. Value will include improvement in business operations, reduction of risk, and the ability to protect data; as well as the improvements in the value received from the data and improved analytical capabilities.

Tools by Level

The final foundational component of a NIDG program is Tools. Tools of Data Governance enable the program to deliver value to the organization. Organizations use tools they develop internally as well as tools that they've purchased to fill specific needs of their programs. The tools that are developed or purchased are based on practicality, ease-of-use, and the specific goals of the Data Governance program.

In NIDG, Tools are used to formalize accountability for the management of data and improve the knowledge of the data, rules, and processes required to govern data. Tools are used to record and make available metadata in order to improve the understanding and quality of data across the Enterprise.

The Data Governance Tool market is growing as the definition of Data Governance expands to address authority enforcement over big data, smart data, metadata, and all data used for analytics. Prior to investing in new technologies, organizations should clearly state their requirements, consider leveraging existing tools, and develop tools internally to address the specific metadata needs of their Data Governance program.

Executive Level: Policy Directive Audit	The Executive level is responsible for issuing the directive to govern data across the organization. This directive may take the form of policy and written statements outlining the Executive level's support, sponsorship, and understanding of the core and guiding principles of data governance and the approach that will be followed by the organization. A dashboard for delivery of governance and audit results to the Executive level is valuable for program sustenance.
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Strategic Level: Charter Best Practices Guidelines Roadmap	The tools of the Strategic level are artifacts that are put in place to establish formal data governance in the organization. The Strategic Level is responsible for accepting governance Best Practice, and the assessment and critical analysis of how the organization compares to the best practices and guidelines. The Strategic level accepts the action plan and roadmap for bringing the organization into alignment with proposed data governance best practices and supports the Tactical, Operational, and Support levels of the organization to achieve a best practice state.
Tactical Level: Standards Requirements Workflow	The tools of the Tactical level include approved data quality standards and requirements for improving the governance of data per domain across the organization. The Tactical level is responsible for developing and promoting data requirements, standards, and governed workflows to the Strategic level for approval, and enforcement by the Support level of the program.
Operational Level: Glossary Dictionary Catalog Repository	The Operational level uses metadata tools to improve their ability to define, produce, and use data as part of their daily job. The Operational level provides business definitions of data used to build business glossaries, data dictionaries, data catalogs and other metadata resources and repositories. The Operational level assists in mapping data meaning and legacy across disparate information systems and data stores.
Support Level: DG Tools Metadata Tools KIK Artifacts	The Support level delivers tools associated with their business function, including software focused on improving the Information Technology, Information Security, Risk and Compliance, Audit, Legal, and Project Management functions. The Data Governance Administrator and Team uses vendor provided tools, customize-able templates, metadata tools and models to improve the performance of their program and maximize value of data governance.

Summary

The Non-Invasive Data Governance Framework's first two parts detailed the foundational components and organizational levels that must be considered to be successful with your NIDG program. The third part of the framework provides the detailed components by level.

There are many approaches to data governance. If you are not implementing data governance in a non-invasive manner, I hope the framework includes ideas that can further your data governance discipline and provide additional successes to complement your program.

This paper provides a Non-Invasive Framework for Data Governance Implementation and considerations for implementing a NIDG program. Please contact the author or KIKconsulting.com for more information about how to use this framework.

Non-Invasive Data Governance Framework

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- Data Governance & Information Governance Services:
 - KIK Consulting & Mentoring Services
 - Focus on Knowledge Transfer & Mentoring
 - Best Practice Assessments & Critical Analysis
 - Actionable Implementation & Communications Planning
 - Implementation & Incremental Deployment
 - Meta-Data Management Implementations
 - KIK On-Line Education & Mentoring
 - Customizable, Modular, Incremental Based on Need
 - Executive Data Governance Orientations
 - Eliminate Attendee Travel Expenses
 - Purchase What You Need / When You Need It
 - KIK On-Site Education & Mentoring Services
 - 1, 2 & 3 Day On-Site Workshops / Facilitated Sessions
 - Best Use of Corporate Dollars and Time
 - Resulting in Action Planning Exercise
 - Executive Overviews & Follow-On Days of Learning

The Home of the
Non-Invasive Data Governance™ Approach

Spend a few minutes reading the articles inside this brochure to learn about:
Non-Invasive Data Governance™

Regarding Non-Invasive Data Governance™:

- Many organizations view Data Governance as being over-and-above normal work efforts and threatening to the existing work culture of the organization. *It does not have to be that way.*
- Many organizations have a difficult time getting people to adopt Data Governance best practices because of a common belief that Data Governance is about command-and-control. *It does not have to be that way.*
- While KIK firmly believes that Data Governance is “the execution and enforcement of authority over the management of data”, nowhere in that definition does it say that Data Governance has to be invasive or threatening to the work, people and culture of the organization. *It does not have to be that way.*
- Learn more by visiting KIKconsulting.com / RSeiner@KIKconsulting.com

Contact Robert S. Seiner at RSeiner@KIKconsulting.com or 412.220.9643 to arrange a one-on-one conversation to discuss your existing program and potential Consulting, Mentoring and Educational Services to deploy the Non-Invasive Data Governance™ Approach.

The Seiner Non-Invasive Framework for Data Governance Implementation

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