One Washington
Data Governance Strategy

Data Governance Advisory Committee

March 2020

ONE WASHINGTON

One Washington is a comprehensive business transformation program to modernize and improve the state's aging enterprise core business systems. Data, as a valuable state asset, is a paramount component in this transformation.

OneWa has created a data governance advisory committee with representation from state enterprise business owners and agency partners to oversee the enterprise data work the state will be doing as we move toward an integrated software solution. The committee is responsible for recommending policies, guiding principles, guardrails and best practices to higher-level committees to ensure state data is maintained as an enterprise asset and that there are protections in place for OneWa to work safely within. (Diagram 1.1)

Diagram 1.1

Employing this strategy will help improve the quality, transparency and usability of the state's enterprise data by providing a framework for strong and deliberate data governance.

Overview

Data governance is defined as the exercise of authority and control (planning, monitoring and enforcement) of the management of data assets. (DAMA DMBOK) It defines and oversees the availability, usability, integrity and security of the data employed in an enterprise.

Management of data assets refers to the development, execution and supervision of plans, policies, programs and practices that deliver, control, protect and enhance the value of those assets throughout their lifecycle.

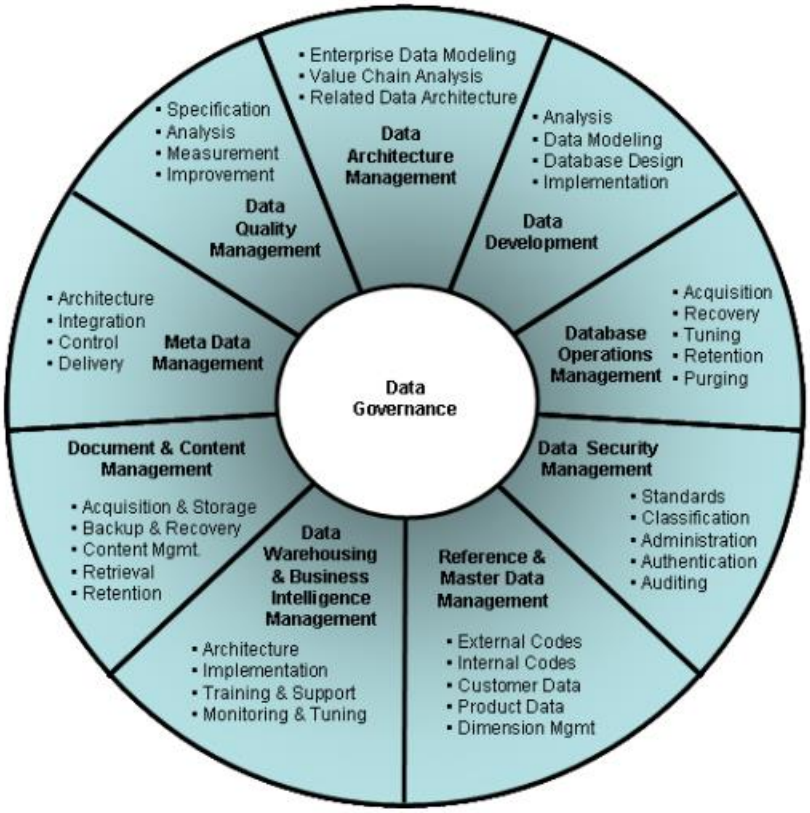

Diagram 1.2

This diagram, (diagram 1.2) illustrates that **data governance,** as the hub of data management, is responsible for guiding all of the other functional 'spokes.' As with any wheel, it is only as strong as its hub, stressing the importance of data governance overall. (DAMA DMBOK)

The OneWa data governance advisory committee will place an emphasis on setting guiding principles and guardrails (diagram 1.3) around:

- **Data ownership and stewardship** - owners set the rules around the data they are responsible for, assigned data stewards help enforce the rules.
- **Data access and usage** – defining who can access data and how that data can be used.

- **Data integrity** – assurance of complete, accurate and consistent data.
- **Data integration** – what, where, why and how data moves from one place to another.
- **Data security** – ensures enterprise data is always protected at the appropriate levels.
- **Data accessibility** – data is easily and readily available to all authorized users.
- **Data standardization** – helps transform enterprise data into a consistent format, making it easier to analyze and turn into actionable insights.
- **Data transparency** – ability to easily access complete and accurate data.
- **Data risk management** – identifying and mitigating risks while ensuring compliance with applicable policies, laws and standards.

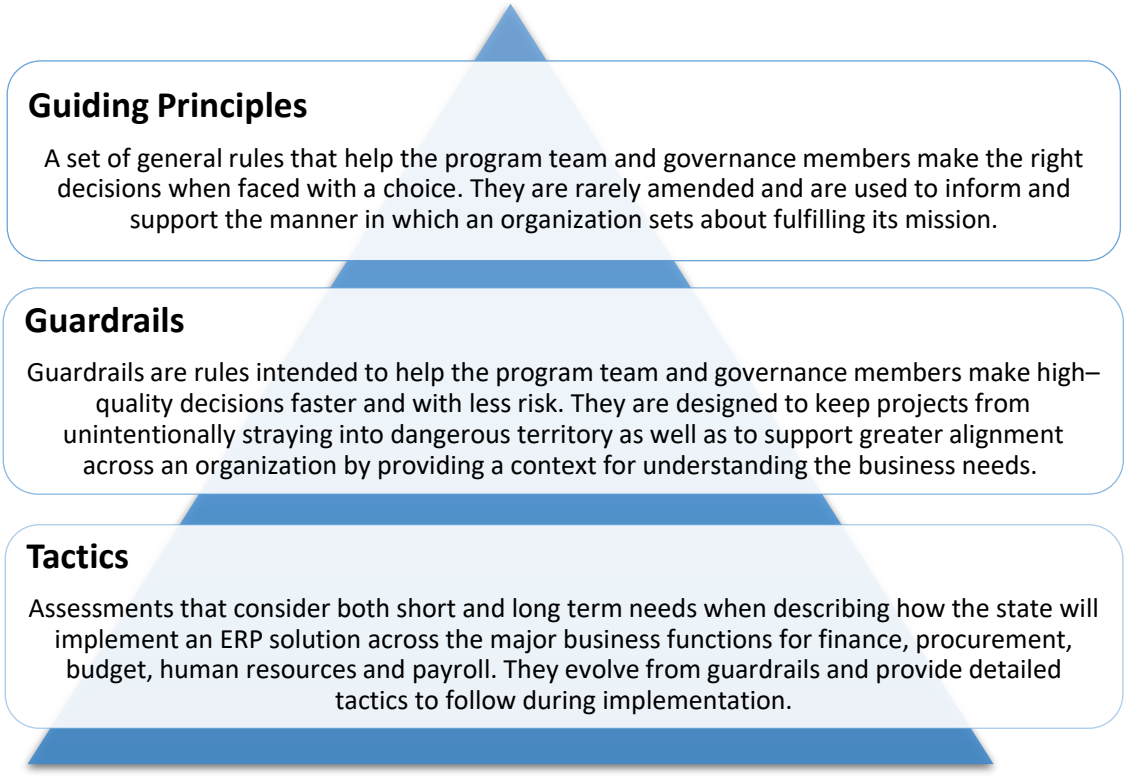

Diagram 1.3

It is crucial that the guardrails are in place by the end of the readiness phase in preparation for the design phase. As the state moves forward into design and implementation, the data governance advisory committee will be available to answer questions and/or help resolve conflict, as necessary.

Guiding Principles

These are the data management principles that OneWa follows at the enterprise level. Agencies are encouraged to develop and maintain an appropriate set of principles.

- Enterprise data is managed as a state asset.
- Enterprise data is secure.
- Data is shared across enterprise functions and processes.
- Data is accessible for authorized users to perform their functions.
- Future state policies, procedures and processes regarding data, are standardized and simplified to ensure substantial productivity gains across the enterprise.
- Enterprise data has common vocabulary, definitions and metadata.
- Data is owned by business and has a named owner.
- Data owners are defined by subject area, enterprise agreement or other agreed upon method.
- Data owners define the business rules for their data.
- Data owners set the standards for their data.
- Data owners define who can access their data.
- Data owners assign data stewards.
- Data owners are responsible for the quality of their data.
- There is only one system of record for each specific data element.

Guardrails

These are the enterprise-level guardrails that OneWa adheres to. Agencies are encouraged to develop and maintain an appropriate set of guardrails in the management of their data.

Data Governance

The exercise of authority, control and shared decision-making (planning, monitoring and enforcement) over the management of data assets

- Data critical to each business function will be identified and fully documented.
- Data stewards will be named and assigned to all business critical data elements.

Data Architecture

The development of the core data architecture within the context of the state enterprise

- Data definitions will be unambiguous, understandable and available to all users.
- A glossary with common vocabulary/terminology and taxonomy will be established, to avoid misinterpretation of data.

- A data dictionary that provides a concise guide to understanding and using the data, for each element or variable in the dataset and data model, will be created and maintained.
- Establish one data dictionary for multiple purposes (data usage, design, requirements, conversion, formats, values, quality indicators, etc.)

Data Development

The data-focused activities within the system development lifecycle, including data modeling and data requirements analysis, design, implementation and maintenance of databases and data-related solution components

- Limitations of the data will be identified and documented to prevent unintended use or overuse.
- The business needs for the data (i.e. business requirements) will be clearly articulated.
- Data will be easily accessible to approved users.
- Data movement and copies of data will be minimized whenever possible.

Data Security

Planning, implementation and control activities to ensure privacy and confidentiality and to prevent unauthorized and inappropriate data access, creation or change

- A roles matrix based on access rules and security restrictions will be built out and maintained.

Data Quality

Planning, implementation and control activities that apply quality management techniques to measure, assess, improve and ensure the fitness of data for use

- Converted data must come from trusted systems of record with consistent definitions.
- Source system owners are responsible for data cleansing and the prevention of conversion data issues.
- What constitutes quality data from a business perspective must be documented during the design phase.
- Data quality efforts must be staffed appropriately - data stewards will have a major impact on the quality and perception of ERP implementation success.

Master Data Management

Planning, implementation and control activities to ensure consistency of contextual data values with a "golden version" of these data values

- Understand that MDM is business-driven and technology enabled - data stewards will develop master data definitions, processes and policies based on business needs.
- Business owners are responsible for identifying master data within their subject area(s).

Metadata Management

Planning, implementation and control activities to enable easy access to high quality, integrated metadata that helps users understand the meaning and content of data

Develop a metadata strategy to include:

- Standard metadata schemas and formats are used to avoid misinterpretation of information.
- A single source of specific metadata types to avoid multiple metadata sources.
- Assigned responsibilities for maintaining specific types of metadata.
- A detailed plan to maintain the metadata repository/data dictionary.
- Metadata that is easily accessible to appropriate users.

Tactics

Tactics will be included in a different document as they are identified by the program during the planning and design phase. That document will be named and/or linked from here once it is created.

This is a living document and information may be added or adjusted as the program progresses and more facts become available. If you have questions or concerns, please contact the OneWa mailbox at OneWA@ofm.wa.gov.

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Glossary

Data governance – active and deliberate decision-making and authority for data-related matters. Data governance defines how an organization makes decisions around their data.

Legacy system – for this undertaking, we are defining a legacy system as any existing agency and/or enterprise system that has been identified to be replaced by the new enterprise system or any existing agency system that will integrate (send or receive data) with the new system.

Best Practices and Agency Roles for Effective Data Management

Agency finance, procurement, budget, HR and payroll teams	Agency information technology team
Data owner – responsible for the risk, quality and appropriate access to data. Since data is owned by the business, in most cases the owner of the business function and the data owner are the same. Ownership can be transferred to another data/business owner if both parties agree. Changes in ownership should be documented and entered into the enterprise data catalog. **Data stewards** - *business* subject matter expert. Represent the Data Owner and are responsible for data quality, data definitions, business rules and data usage.	**Data custodians** - responsible for the *technical* side of data including security, accuracy, recovery and business rule implementation. This is usually your database administrator or system administrator.