Making The Shift from IT to Business Data Governance

By Ellena Schoop

**Enterprise Data Architect and Sr. Data Governance for
the State of Minnesota MNIT Services**

January 16, 2018

Sponsored by the NASCIO Data Management Working Group

Background: Ellena Schoop

- ❑ **Enterprise Data Architect and Sr. Data Governance** for the State of Minnesota MNIT Services, has over 25 years of experience in leadership roles in public and private sector.

- ❑ She works with technology and business leaders in **Data Governance and Data Management**, including, data security/privacy, integration, BI reporting, design, and data migration strategies.

- ❑ Ellena has **also implemented data governance and data stewardship programs and processes** throughout her career. She has delivered on large projects and received several leadership awards.

- ❑ Ellena previously **presented** work at DAMA-MN., IT Government Symposiums, Digital Summit, and more.

- ❑ She has also **contributed** to several white papers published by **National Chief Information Officers** (NASCIO), data management.
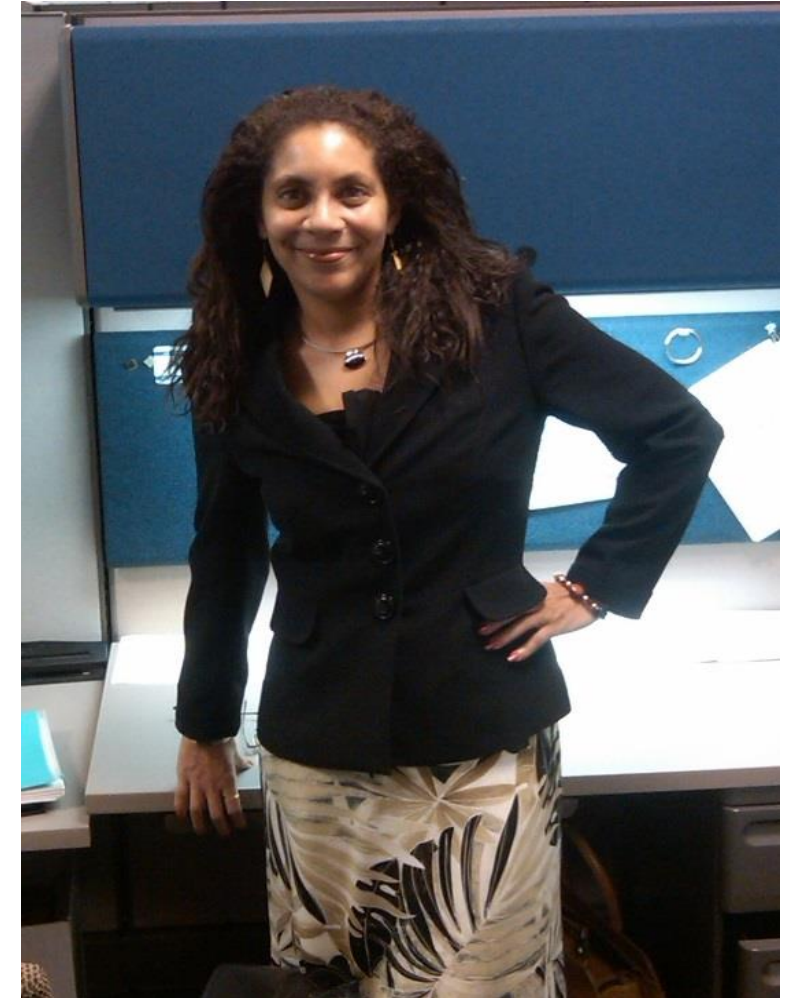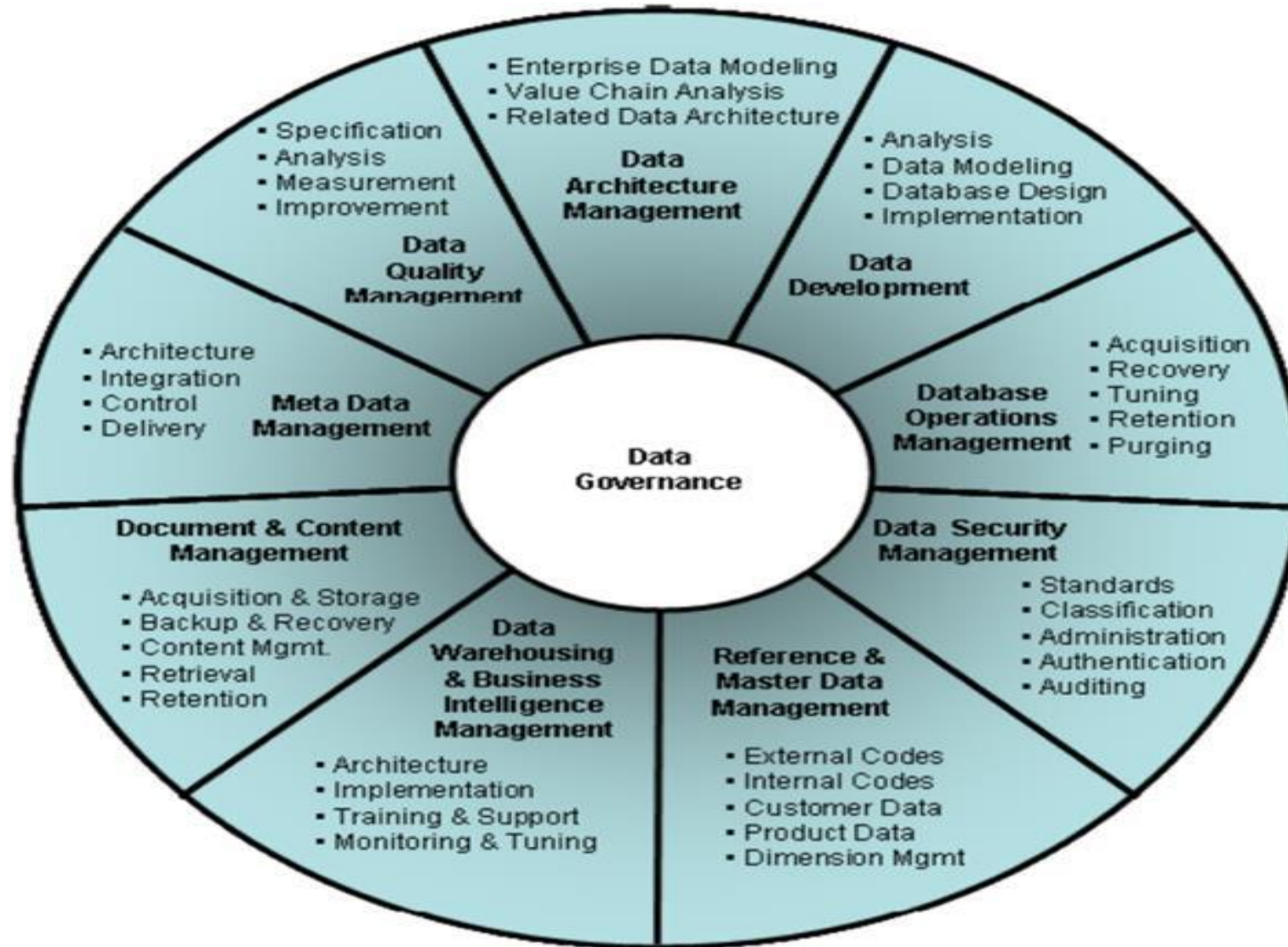
Making The Shift from IT to Business Data Governance

MNIT Services in Partnership with Business

Out of Necessity

- Database design

- Data integration

- Physical data elements naming and definitions

- DBAs and DB Admins needed help

Data is not governed, but peoples behavior around how data is managed and used IS governed

- Reforms in the public sector to improve service delivery has received considerable focus over the last decade.

- Government is looking at new ways to interact and provide services such as

  - Digital Services

  - Mobile (anytime, anywhere)

How They Started

Dept. of Transportation (MnDOT) – Enterprise
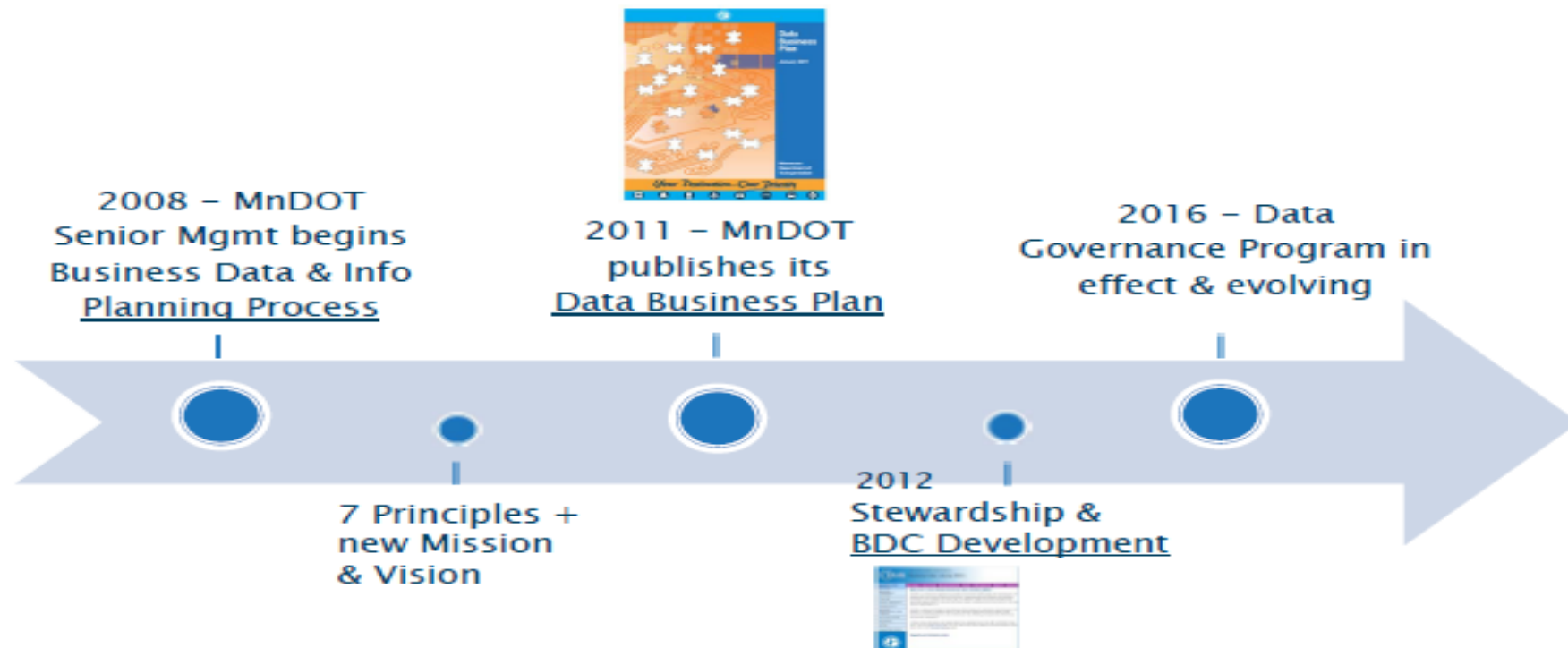
Dept. Natural Resource (DNR) - Project

Olmstead Plan - Cross Agency Collaboration

1

MnDot Enterprise Approach

A Brief History of Data Governance at MnDOT

2008 – MnDOT Senior Mgmt begins Business Data & Info Planning Process

2011 – MnDOT publishes its Data Business Plan

2016 – Data Governance Program in effect & evolving

7 Principles + new Mission & Vision

2012 Stewardship & BDC Development

MnDOT's Data Governance Structure

Governance Council

15 Asst. & Deputy Commissioners, Division Directors & Sr. Managers responsible for internal controls, executive review & approval of MnDOT policies

Data Governance Tasks

Data Domain Stewards

9 MnDOT Managers

Subject Area Stewards

~90 Subject Matter Experts throughout MnDOT

Data Management Tasks

+ IT Support, Application Stewards, other stakeholders

MnDot Results

- Business Leaders involved

- 9 Enterprise Data Domains Defined and Managed

- Leveraged Data Scientist included in Projects and Initiatives

- New Business Roles Defined (Data Scientist)

- Governance is embedded in processes

DNR Project Approach

Gov. Mark Dayton's landmark buffer initiative was signed into law earlier this year. The law will establish new perennial vegetation buffers of up to 50 feet along rivers, streams and ditches to help filter out phosphorus, nitrogen and sediment.

The DNR is responsible for producing maps of public waters and ditch systems that require buffers under the new law. Local governments will provide information on ditches, which the DNR will integrate with information on public waters to develop preliminary buffer maps

DNR – Buffer Maps

- Business Leaders involved

- Needed to Work with City and County Municipals

- Data Quality was Key

- Data Stewards appointed at the county and city level

DNR Results

- Leveraged Business Leaders and Data Stewards going forward

- Buffer Maps Implemented on Time with High quality data

- Business Data Governance is becoming part of the fabric

- Enterprise Data Governance is underway

3

Cross-Agency Initiative

Minnesota's Olmstead Plan

- **Comprehensive** plan to **improve** how we provide services for people with disabilities in the most integrated settings of their choosing

- **Increase choices** about where people:

  - Live

  - Work

  - Learn

  - Enjoy life

What about the data

How can we improve or streamline cross-agency services if we can't share the data

- Are we measuring the right things collaboratively across agencies and services
- How are citizens better served by not sharing data

The Plan

Develop an Interagency data system

Employment Data

System Analysis took six (6) months

- DEED – UI Wage database, Vocational Rehab (VR)

- DHS – MnChoice and other systems

- MDE – data de-identified in spreadsheets

Cross Agency

- Adding data elements or modifying existing elements was not sufficient
- Definitions and how data is used across the agencies were inconsistent
- More questions about requirements
- Gaps in data at the agency level
- Many questions at the program level
- Authoritative source unclear
- Unable to ensure under counting or over-counting outcome measurements

The Plan

We need a new Plan

Collaborate

- Cross-agency Decision Making structure

- Data Sharing Approaches and Requirements

- Decisions on data sources, definitions for consistent reporting on outcome measurements

Business Focused Data Governance Structure

Group	What	Who	Role
Council or Steering	Sets Strategic Direction and Priorities	C-level or Similar	Decision Makers
Steering	Strategic to Tactical	Senior Level Management-Business Domain	Includes partnering with Data Management Experts
Knowledge Workers	Tactical to Operational	Business Managers, Data Practitioner Experts	Day-to-day operations

Cross-Agency Data Collaboration Roles

- Assistant or Deputy Commissioner

- Agency Program Directors

- Program Managers (Subject Matter Experts)

- Agency Data Practices Compliance Officers

- Agency Policy Experts

- Data Systems Manager or Expert

Sustainable Results

1. Established Data Sharing/Practices Workgroup to develop consistent data sharing agreement process – includes templates, artifact and a SharePoint site

2. Identified consistent data elements and definitions

3. Identified authoritative source for employment data

4. Data Governance Decision Making Structure and Process

5. Prioritize Cross-Agency Coordination of Data Strategies
   - Data Sharing Approaches

Common Success Factors

- Engaged and had Business Leaders engaged

- IT did not drive but facilitated outcomes

- New roles identified and embedded

- Continue to evaluate and expand

- Easier data integration

- Data definitions, analysis and standards done early

- Leverage newer technology and integration such as NIEM, ESB, etc.

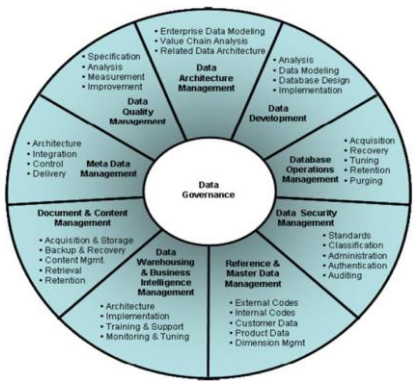- Reuse of people, process and roles - expertise

Thank You

MNIT Services In Partnership with Department of Administration

Ellena Schoop
Enterprise Data Architect/Sr. Data Governance

Ellena.schoop@state.mn.us

DAMA International DMBOK

Additional Ideas for Webinars related to Data Management?

Contact Eric Sweden at
esweden@nascio.org

Thank you for attending!

Follow Us

@NASCIO

/NASCIOmedia

/NASCIOmedia

National Association of State Chief Information Officers (NASCIO)