

13. Data Governance Checklist

This checklist outlines the best practice elements of an effective data governance program for NSW Government agencies. It is not exhaustive or mandatory.

13.1 Strategy and planning (see Module 4)

- The data governance program is tailored to the agency's specific business needs and strategic objectives, and has buy-in from key functions across the organisation
- An enterprise-wide data maturity assessment has been undertaken to identify the core data-related issues that need to be addressed to support desired business outcomes
- The data governance program is focused on solving a specific business problem and focus areas for the data governance program have been identified and prioritised according to their business value
- The strategy for data governance, as well as the outcomes of data governance initiatives, are frequently communicated to staff to ensure the vision is shared, accepted and sustained
- Metrics have been developed to assess whether the data governance initiatives are helping to achieve desired outcomes
- The data governance program is rolled out incrementally across the organisation

13.2 Organisational structures (see Module 5)

- A cross-functional senior executive data governance body has been established to oversee data governance decisions and activities across the organisation
- Working groups have been established to drive data governance projects and address specific data issues across the organisation
- The expectations and responsibilities of agency data governance bodies have been agreed to and communicated with staff across the organisation
- Working groups report on a regular basis to the overarching data governance body to ensure bottom-up, as well as top-down, information flows
- A visual representation of the agency's data governance structure exists that is accessible to all staff

13.3 Assigning roles and responsibilities (see Module 6)

- Roles and responsibilities have been assigned for all data assets and these responsibilities have been documented in a data catalogue

- ❑ Roles are appropriately matched with the responsible person's skills, expertise and delegation level
- ❑ The agency has a data governance framework or policy that specifies who is responsible for various aspects of the data
- ❑ Roles and responsibilities have been adapted to meet the agency's needs, organisational environment, culture, existing structure, and any limitations
- ❑ All data sharing agreements and service arrangements clearly specify data rights across the full data lifecycle
- ❑ A visual representation of the agency's data roles and responsibilities exist that is accessible to staff within the organisation

13.4 Leadership (see Module 7)

- ❑ Senior leadership display strong, explicit and ongoing commitment for data governance
- ❑ Senior leadership recognise and address data resource needs and infrastructure requirements to support data governance
- ❑ A senior executive decision-making body has been set up and senior leadership participate in decision-making on important opportunities and risk mitigation issues relating to organisational data assets
- ❑ Data metrics and goals have been incorporated into organisational plans and reporting
- ❑ A member or members of the senior executive (aka Chief Data Officer) has been appointed to lead and champion the organisation's data governance agenda

13.5 Data-driven culture (see Module 8)

- ❑ A targeted, multi-channel communications plan has been developed and implemented that aligns the agency's data initiatives with the organisation's overall objectives
- ❑ Staff have access to learning resources and training opportunities to grow their data literacy
- ❑ The effectiveness of data governance initiatives is measured and communicated to staff
- ❑ Each business unit across the agency has an assigned data leader to champion and engage staff on data governance initiatives
- ❑ Performance metrics have been developed and staff that demonstrate data-driven values and behaviours are recognised and rewarded
- ❑ A network exists for staff across the organisation to collaborate, lead and advocate for the agency's data agenda

13.6 Workforce skills and capability (see Module 9)

- A workforce skills and capabilities needs assessment has been completed
- A workforce strategy has been implemented to address data skills and capability gaps
- Staff have access to professional development opportunities (both face-to-face as well as online training) to build both foundational and specialised data skills
- Teams are either cross-disciplinary or staff with specialised data skills are spread across the organisation and can be leveraged by teams when required
- All staff have access to data governance resources and are aware of, and trained in, relevant data policies and procedures
- All role descriptions include the data skills and capabilities that are relevant to the data management activities that staff are expected to undertake

13.7 Technology (see Module 10)

- A current state technical capabilities and architecture assessment has been completed
- Areas for improvement and automation have been prioritised based on business needs
- Data governance policies and processes and data management workflows are automated (where appropriate)
- Technologies are compliant with privacy and security requirements and ensure the privacy and protection of data
- Implementation of new technologies is accompanied by education, training, documentation and adequate user support
- Technologies are well-integrated into the organisation's culture and processes, have user buy-in, and support users to perform their roles more effectively and efficiently
- Technologies are monitored and regularly reviewed for improvement