

# The State of Information and Data Governance - Key Findings

August 2008

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A Joint Study Conducted by the International Association for Information and Data Quality (IAIDQ) and the Information Quality Program at the University of Arkansas at Little Rock (UALR)

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*University of Arkansas at Little Rock*



Note: This report discusses the findings of a survey designed to gain insight into how today's organizations are governing their data and information assets. The survey was jointly conducted in late 2007 by the International Association for Information and Data Quality (IAIDQ) and the Information Quality Program at the University of Arkansas at Little Rock (UALR-IQ). The goals of the study are to help professionals from all disciplines to:

discern the major trends in information / data governance

identify the structure and focus of existing information / data governance efforts

assess perceptions regarding the effectiveness and maturity of these efforts



# Agenda

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- Project Timeline & Survey Notes
- Demographic Profiles
- Trends in Data Governance
- Focus of Data Governance Efforts
- Organizational Structures for Data Governance
- Maturity of Data Governance Efforts
- Q&A



# Project Timeline

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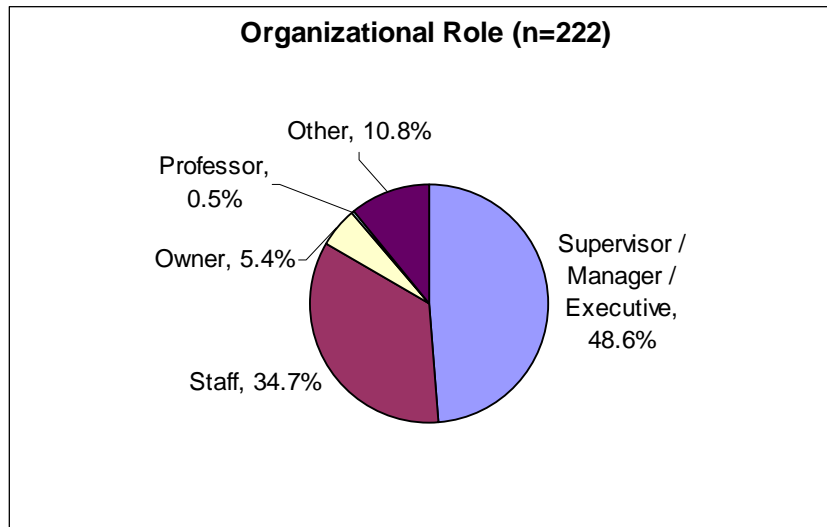
- ❑ Survey Team (Pierce, Dismute, and Yonke) organized Project in June and July of 2007
- ❑ Questions developed and reviewed in August and September of 2007
- ❑ Survey distributed mainly via email between October 11 and November 27, 2007
- ❑ Survey results from 224 participants compiled during December 2007
- ❑ Results analyzed and report written, reviewed and published during Spring 2008

Find the full report at [www.iaidq.org/publications](http://www.iaidq.org/publications)

# Participant Profiles

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# Participant Profile

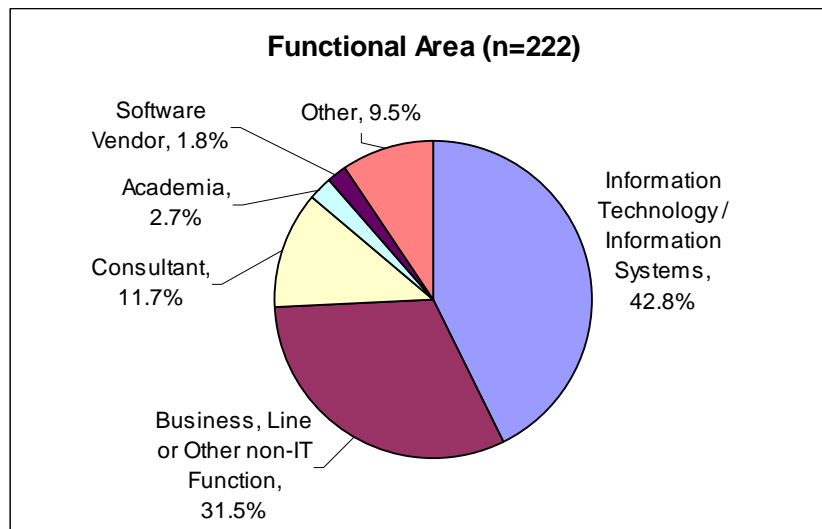


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Note: Almost half of our respondents hold a supervisor, managerial or executive position (49%), followed by those holding staff positions (35%), and by those holding other business, technical, or academic related positions (17%). In addition, the majority of respondents (57%) based their answers on their entire organization while 43% based their answers on a subset of their organization. (Note: Consultants were asked to fill out the survey with a recent client in mind.) As a result throughout this report, the term “organization” may refer to an entire enterprise, or it may refer to a portion of an enterprise.

# Participant Profile

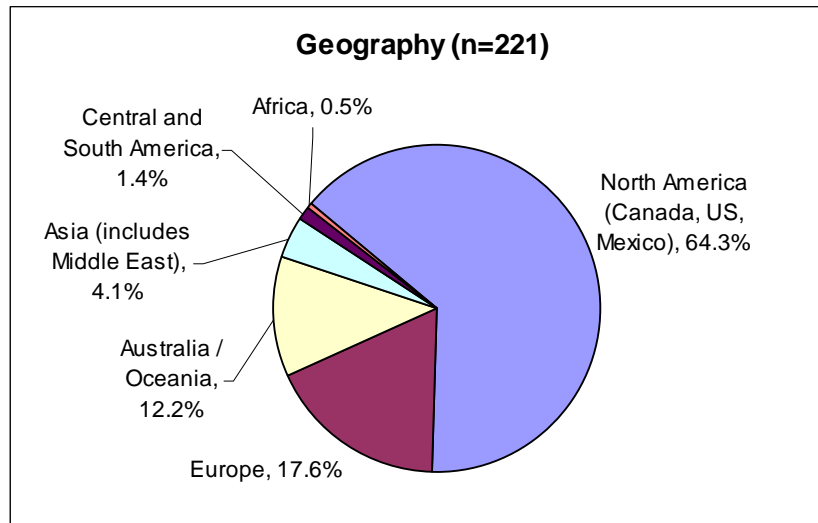


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They represent a variety of functional areas including IT (43%), business (32%), consulting (12%) and other areas such as software vendor or academia (14% combined).

# Participant Profile



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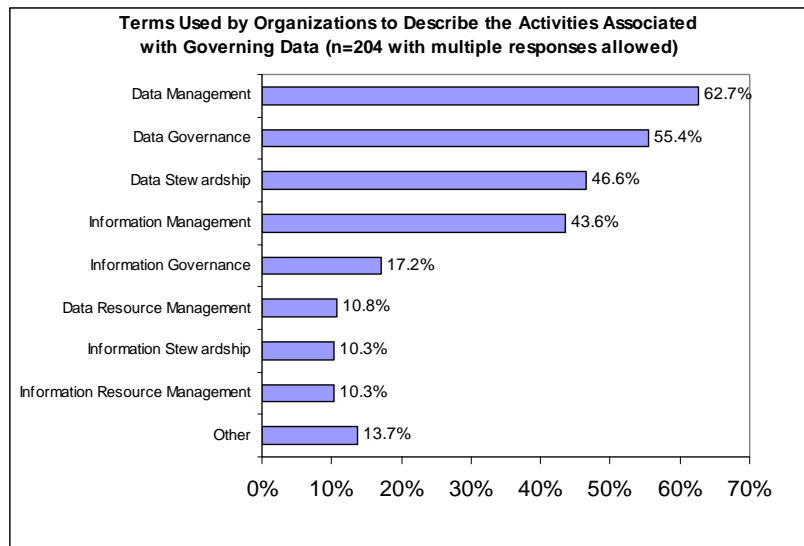
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Sixty-four percent (64%) of respondents work for organizations in North America (Canada, US, and Mexico) with the remainder representing Europe (18%), Australia (12%), Asia, Africa, or Central and South America (6% combined).

# Trends in Data Governance

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# What to Call It?



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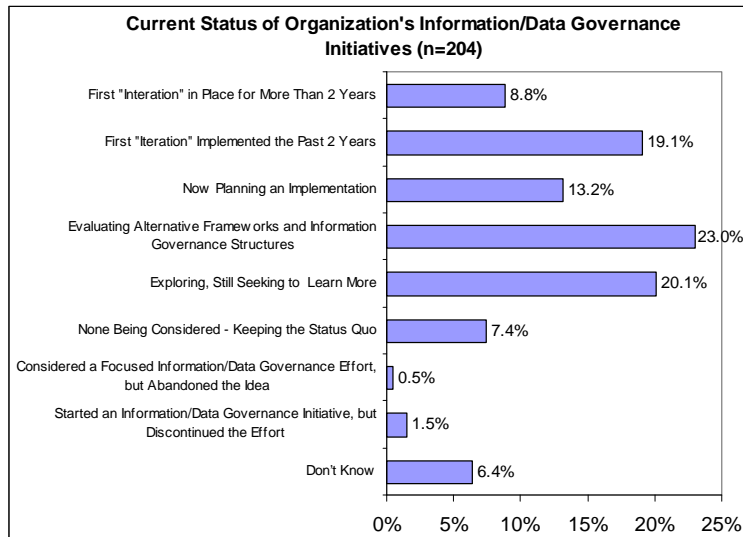
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## Note: An Endeavor with Many Names

Data Management (63%), Data Governance (55%), Data Stewardship (47%), and Information Management (44%) are the primary labels organizations use for the activities associated with governing information assets. Seventeen percent (17%) of respondents used the term Information Governance, and 14% of respondents suggested other expressions such as Data Quality, Data Custodianship, Knowledge Management, or Information Assurance or Security.

As governance of information assets matures, we expect a consensus to build over naming conventions. Until then, data governance leaders should be aware that both between and within organizations, the following typically occurs: (1) people use different labels to describe the same data governance activities and (2) people use the same label to describe very different data governance activities.

# Most Data Governance Initiatives are in the Early Stages



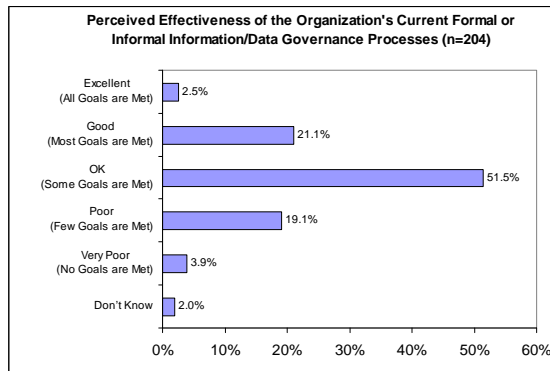
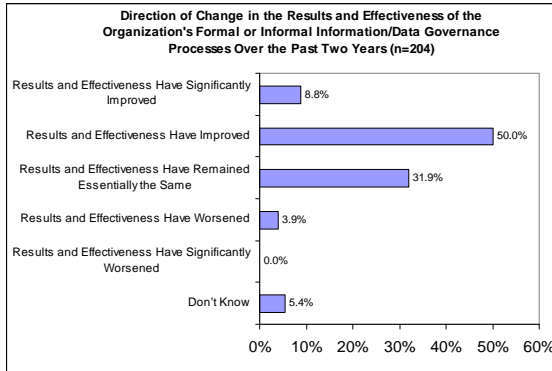
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## Note: **Current Status**

Formalizing information governance is a new experience for most organizations. Only 9% of respondents said their organization had implemented an information governance initiative longer than two years ago, followed by 19% whose organizations have implemented formal information governance initiatives within the last two years. Another 13% reported that their organization have selected an information governance framework and are now planning for its implementation. Other respondents indicated that their organization is currently evaluating alternative information governance frameworks and structures (23%) or still in the early exploration stages (20%). Of the remaining respondents, 7% said their organization is keeping to the current status quo (i.e. no new initiatives planned) while close to 2% said their organization had considered an information governance initiative but had either decided to abandon or discontinue the effort.

# While Results from Current Data Governance Efforts are Positive ...



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## Note: Perceived Effectiveness of Current Information / Data Governance Efforts

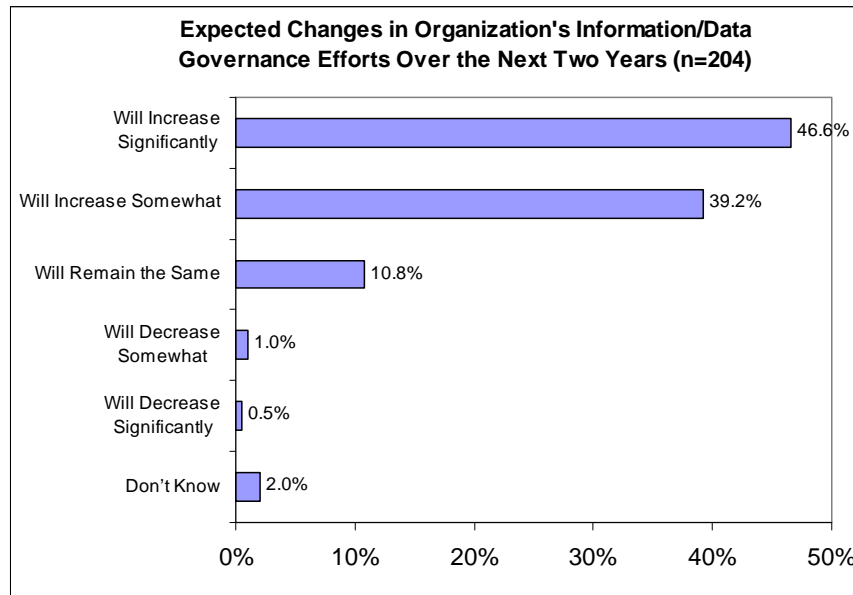
Overall, respondents seemed positive about the direction of their organization's data governance programs with the caveat that more improvement is needed. Fifty-nine percent (59%) of respondents indicated that their organization had seen improved data governance results and effectiveness over the last two years. In contrast, 32% said results have remained essentially the same while only 4% of respondents believed that results have worsened.

In terms of effectiveness, about 52% of respondents felt that at least some goals of their current data governance processes are being met while nearly 24% of respondents were even more positive indicating that most or all goals are being met. On the downside, 23% of respondents reported that few or no data governance goals are being met.

In addition, just over 52% of respondents think that the actual effectiveness of their organization's data governance efforts is either the same or better than what the organization perceives, while 36% of respondents believe that the actual effectiveness is worse. The remaining 12% of respondents were unsure.

Given the assessments of the performance of organization's data governance processes to date, we predict that the percentage of organizations treating information as a strategic asset will continue to grow over time, along with a commitment to further improve the effectiveness of data governance programs in order to yield better results.

# Most Survey Participants Expect Efforts to Increase in Their Firms



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Note: Most organizations plan to devote more attention and resources to their information governance initiatives in the future. The majority of respondents expected their organization's information governance efforts to increase either significantly (47%) or somewhat (39%) over the next two years. Just 11% of respondents thought efforts would remain the same with less than 2% expecting a decrease.

# Focus of Data Governance Efforts

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# Data Governance Is Motivated by Many Different Business Drivers

**Which business activities are the primary drivers of your information/data governance efforts? Select all that apply. (n = 189)**

Answer Options	Response Percent	Response Count
General desire to improve the quality of our data	65.6%	124
Data Warehousing / Business Intelligence	57.7%	109
Compliance / Risk	46.6%	88
Enterprise Architecture	33.3%	63
Information Security / Privacy	32.3%	61
Master Data Management (MDM) project	31.2%	59
Applications / Systems Integration	30.2%	57
Customer Data Integration (CDI) project	25.9%	49
Suffered major negative impact from bad data quality	22.2%	42
Service-Oriented Architecture (SOA) project	18.0%	34
Enterprise Resource Planning (ERP) project	16.4%	31
Merger & Acquisition planning or implementation	12.7%	24
Product Information Management (PIM) project	10.1%	19
Other: Please indicate	4.8%	9
Reaction to competitors' activity	3.7%	7
Don't know	2.1%	4
Not applicable	1.6%	3

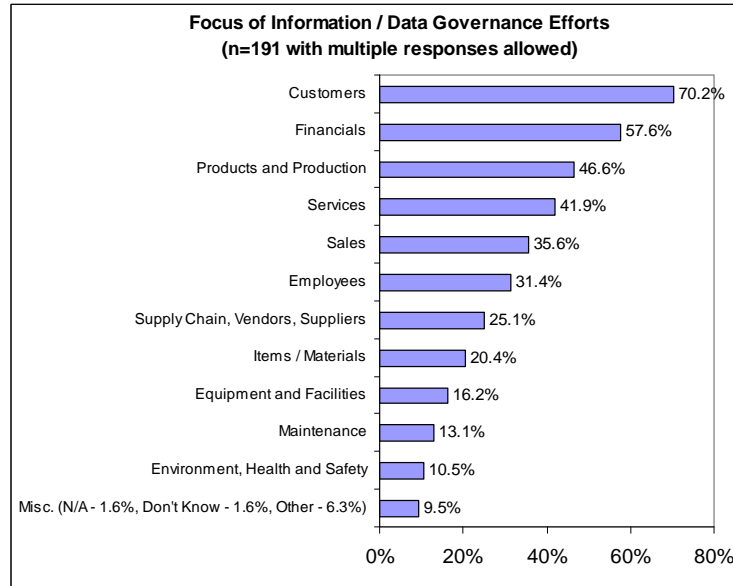
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## Note: Information / Data Governance Drivers and Motivations

Information governance has many drivers and motivations. The three most common are a general desire to improve the quality of data (66%), data warehousing and business intelligence activities (58%), and addressing compliance or risk issues (47%). Additional motivating factors suggested by respondents include customer satisfaction, business process reengineering, and product platforming.

# Data Governance Covers Many Subject Areas in the Organization



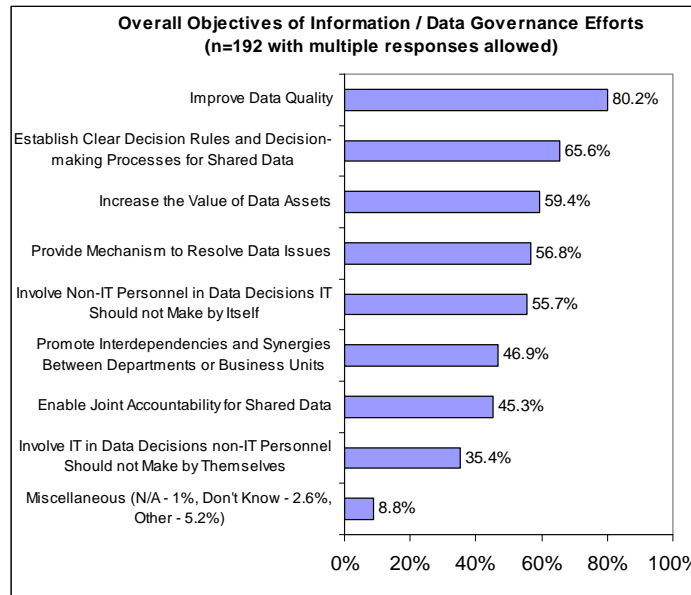
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## Note: The Data Being Governed

While Customer (70%) and Financial (58%) data were the subject areas most often cited by respondents, it is clear that organizations are seeking to govern a broad range of enterprise data. In addition to the options listed in our survey, several respondents added Research and Development (R&D), Scientific, Healthcare, Compliance, and Performance data as subject areas for their organization's information governance efforts.

# Data Governance Sets Multiple Objectives for What To Accomplish



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## Note: Information / Data Governance Objectives

Organizations pursue multiple objectives in their information governance efforts. They aim to improve data quality (80%), establish clear decision rules and decision-making processes for shared data (66%), increase the value of data assets (59%), provide mechanisms to resolve data issues (57%) and involve non-IT personnel in data decisions that IT should not make by itself (56%). In addition to the choices listed in the survey, several respondents noted that driving master data management, maximizing leverage and reuse of data, protecting data assets, improving customer experience, and supporting fact-based decision-making are other objectives of their organization's information governance efforts.

# Data Governance Engages in Multiple Activities for Achieving Its Objectives

What are the primary activities of your information / data governance efforts? Select all that apply. (n = 190)		
Answer Options	Response Percent	Response Count
Standardize data definitions across the organization	70.5%	134
Provide common information strategies, processes, policies, and standards on behalf of the organization.	61.6%	117
Support data warehouse and business intelligence initiatives	58.4%	111
Define and standardize common business rules across the organization	53.7%	102
Select and charter specific data quality improvement projects	49.5%	94
Provide oversight and enforcement of data standards on every project that involves IS and IT	47.9%	91
Establish a common vocabulary and culture around the deployment of data that ensures its privacy, compliance, and security.	46.8%	89
Support the access and use of common corporate data through a focus on architecture and integration.	45.8%	87
Support the development of an enterprise logical data model	43.7%	83
Guide the management of master or reference data	42.6%	81
Support information management problem-solving and decision-making by identifying stakeholders, establishing decision rights, clarifying accountabilities, and providing processes for strategic alignment.	40.0%	76
Manage information products.	27.9%	53
Measure the costs of low quality data	25.3%	48
Measure the value of high quality data	23.2%	44
Implement internal information chain management	13.2%	25
Implement Information Product Management	10.0%	19
Implement external data supplier management	10.0%	19

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## Note: Primary Information / Data Governance Activities

Given the diverse set of data subject areas and objectives for organizations' information governance efforts, it is not surprising that they engage in a wide variety of information governance activities. The most frequently cited activities include standardizing data definitions across the organization (71%), providing common information strategies, processes, policies and standards on behalf of the organization (62%), supporting data warehouse and business intelligence initiatives (58%), and defining and standardizing common business rules across the organization (54%). In addition to the items listed in our survey, several respondents wrote that improving the quality and interoperability of data, providing one view of the customer, ensuring privacy and regulatory compliance, and coordinating and leading legacy remediation projects are also activities associated with their organization's information governance efforts.

# Organizational Structures for Data Governance

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# Which Functional Area Leads the Data Governance Efforts?



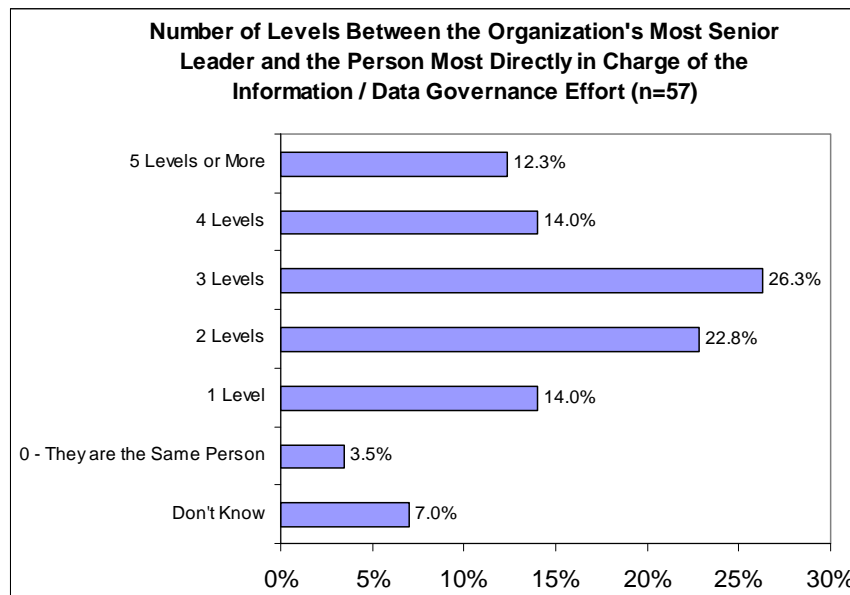
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## Note: **Data Governance Leaders Reporting Relationships**

Survey responses indicate it is common for the data governance leader to report to more than one functional area. Information Technology / Information Systems (43%) and the Senior / Executive Management Team (31%) were frequently cited as areas to which the data governance leader reports. As a combined total, a business area (non-IT / IS) was included 43% of the time with the most selected business areas being Finance (17%), Operations / Manufacturing (9%), Compliance / Risk (9%), and Marketing (5%).

# Where is the Data Governance Leader Positioned in the Organization?



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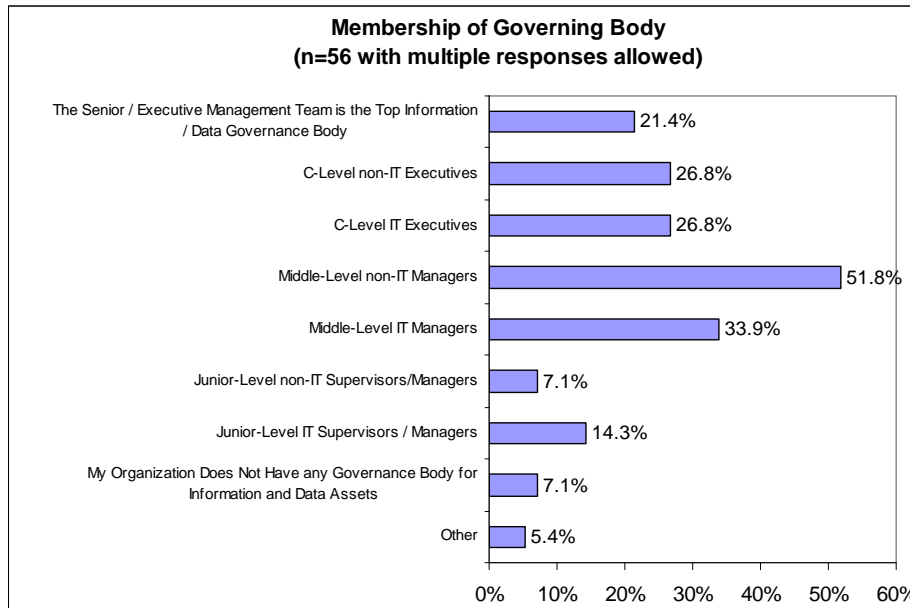
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## Note: Seniority of Data Governance Leader

According to respondents, the majority of data governance leaders are two (23%), three (26%), or four or more levels (26%) away from the highest level of management within their organizations. Given the enterprise-wide nature of most data governance efforts, it is unfortunate that fewer than 4% of data governance leaders are the most senior level executives. These responses indicate that data governance is typically positioned “low” in organizational hierarchies, plus they may reflect the challenges faced by organizations in assigning “leadership” to data governance programs.

We believe that senior level executive participation in data governance activities will increase as these executives recognize the strategic importance of information and its governance across the enterprise. Consequently, we anticipate that the reporting level of the data governance leader along with their roles and responsibilities within the organization will continue to evolve.

# Who is involved with the Lead Data Governing Body?



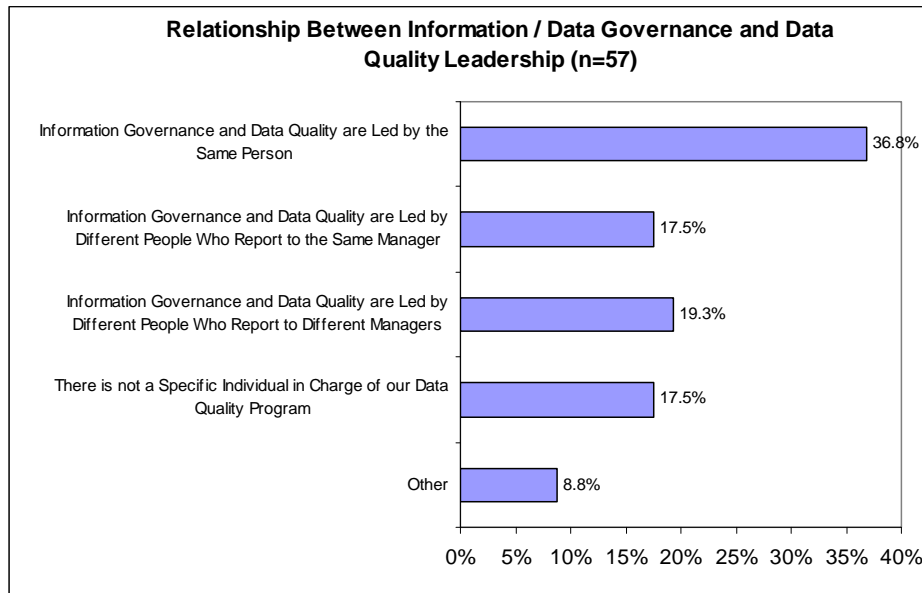
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## Note: **Membership of Senior Information / Data Governance Body within an Organization**

Data governance efforts spanning the entire enterprise are often guided by one or more senior bodies such as a Governance Council or Steering Committee. Respondents reported that the most common representatives on these bodies are middle-level non-IT managers (52%) and middle-level IT managers (34%). However, there are a wide array of other represented personnel including C-level non-IT (27%) and C-level IT executives (27%). Additionally, 21% of respondents indicated that the Senior / Executive Management Team is also the chief data governance body within their organization.

# What is the Org. Relationship Between Data Governance and Data Quality?



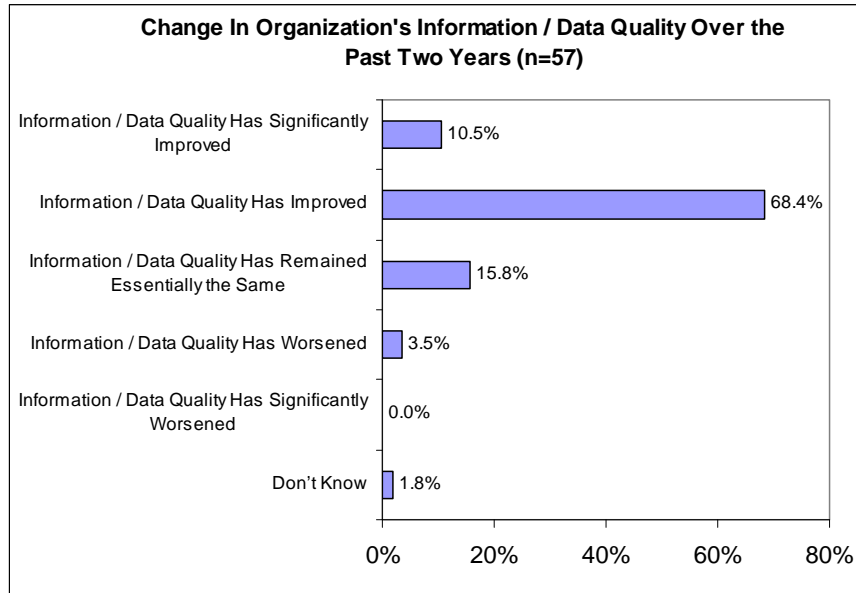
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## Note: Linkages between Information / Data Governance and Data Quality

Survey results suggest a strong link between data quality and information governance initiatives in many enterprises, based on organizational structure and improved data quality results. In terms of organizational structure, 37% of respondents indicated that the person who leads their organization's information governance efforts is also the same person who leads their organization's data quality efforts. Nearly 18% of respondents answered that while the information governance and data quality efforts are led by different people, they both report to the same manager. In one instance cited by a respondent, the Data Quality leader in this organization reports to the Information Governance Executive Manager. In contrast, 19% of respondents indicated that the information governance and data quality efforts are led by different people reporting to different managers. Interestingly, almost 18% of the respondents to this question said that there is no specific individual in charge of the data quality effort within their organization. This could mean data quality efforts are widely diffused throughout their enterprises or it could imply that their data quality programs are still developing.

# How Has Data Quality Improved for Those with Active Data Governance?



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## Note: Information Quality Trends

In enterprises with information governance programs underway, 79% of respondents reported that their organization's data quality levels have improved over the last two years. For 16%, organization's data quality levels have remained essentially the same over the same period while less than 4% indicated their organization's data quality levels have worsened.

# Maturity of Data Governance Efforts

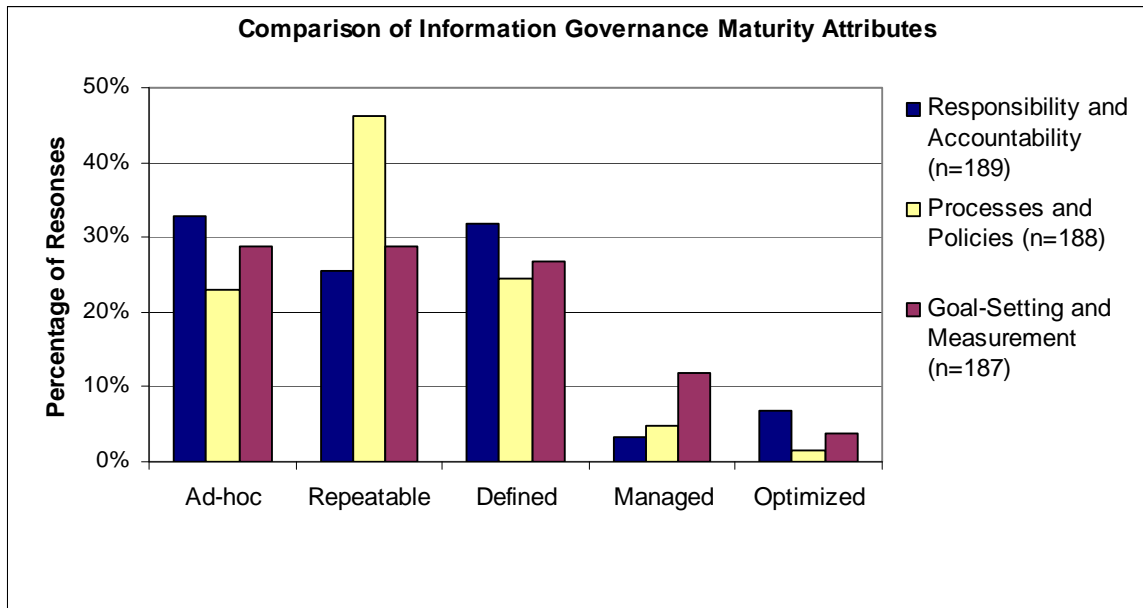
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Note: Maturity models are useful instruments for benchmarking the current state of an enterprise's guidelines and practices. The questions in this section were open to all survey participants regardless of the status of their information governance initiatives.

The maturity model used is a modification of the COBIT 4.1 Maturity Model<sup>[1]</sup>. The COBIT model was originally developed for IT governance. We selected three of the six attributes of the COBIT model that we felt were especially relevant to information governance and modified the wording of the maturity levels accordingly. These three attributes are: (1) employee responsibility and accountability for information governance, (2) the status of goal setting and measurement for information governance and (3) the status of processes and policies for information governance. The maturity levels reflect how respondents view the state of these information governance attributes within their enterprise: 1 – Ad-hoc, 2 – Repeatable, 3 – Defined, 4 – Managed, and 5 – Optimized.

<sup>[1]</sup> To develop the information governance maturity questions, this section of the survey includes content from COBIT 4.1, which is used by permission of the IT Governance Institute (ITGI). Copyright 1996-2007 IT Governance Institute. All rights reserved.

# Comparison of Data Governance Maturity Attributes



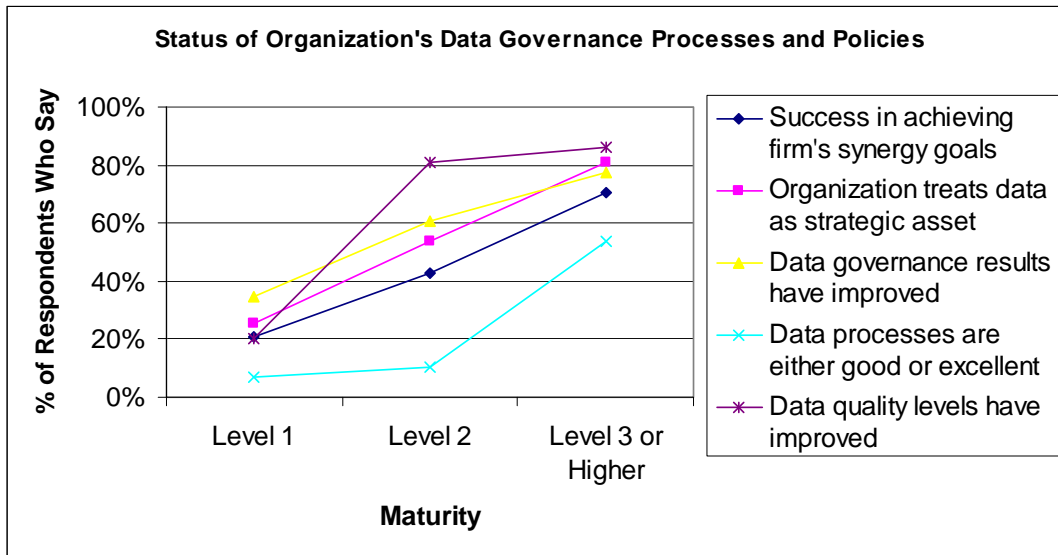
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Note: The overwhelming majority of respondents describe their organization as being in the early phases of maturity (1 – Ad-hoc, 2 – Repeatable, or 3 – Defined) for all three of these attributes. Most respondents were roughly split among the three lowest levels of maturity for responsibility and accountability for information governance efforts among personnel in their organization. For goal setting and measurement of information governance activities within their organization, most respondents were again evenly divided among the three lowest levels of maturity. However, in the area of information governance processes and policies, almost half of the respondents (46%) reported their organizations was at level 2 - Repeatable with the other half of respondents split fairly evenly on either side of that level.

For the three information governance maturity attributes, only a small percentage of respondents rated their organizations at the top two levels of maturity: 4 – Managed or 5 – Optimized. Just under 16% of respondents indicated level 4 or 5 for Goal Setting and Measurement, 10% indicated level 4 or 5 for Responsibility and Accountability, and 6% indicated level 4 or 5 for Processes and Policies.

# With Maturity Comes Rewards

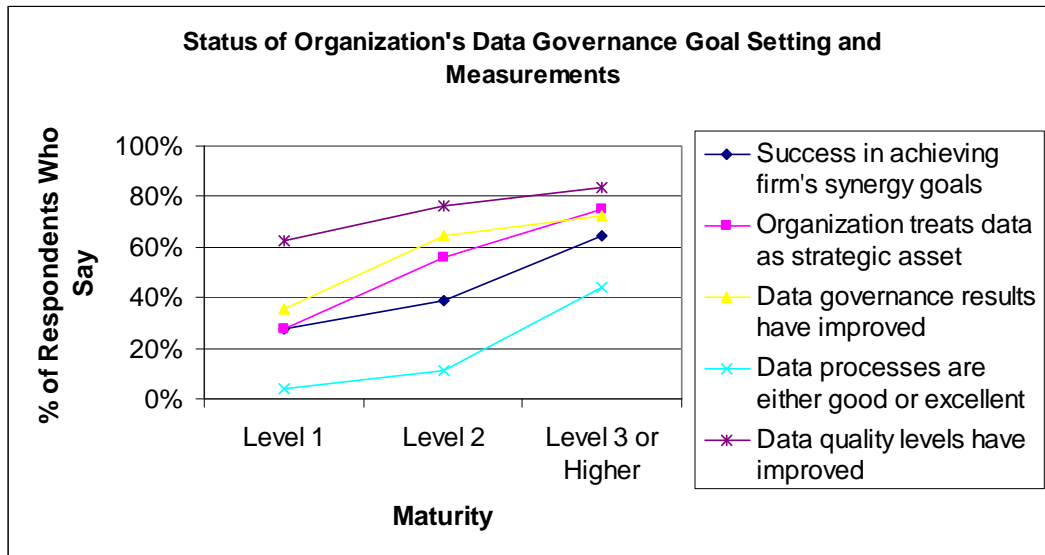


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See Supplemental Slides for Details

# With Maturity Comes Rewards

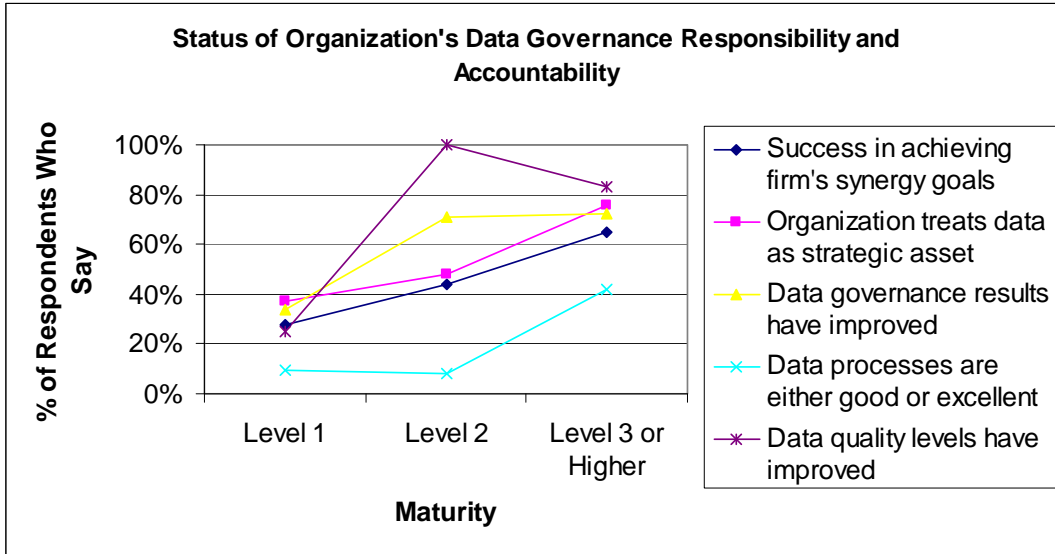


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# With Maturity Comes Rewards



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See Supplemental Slides for Details

# Thank You and Looking Ahead

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- Dr. Pierce will present an extended version of this summary at the 2008 Information and Data Quality Conference in San Antonio TX, Sept 22-25. See [www.idq-conference.com](http://www.idq-conference.com) for details.
- Find the full report at [www.iaidq.org/publications](http://www.iaidq.org/publications)
- Continue the conversation online at:
  - [iaidq-ask-the-expert@yahoogroups.com](mailto:iaidq-ask-the-expert@yahoogroups.com)

Q & A

# Supplemental Notes

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# Survey Notes

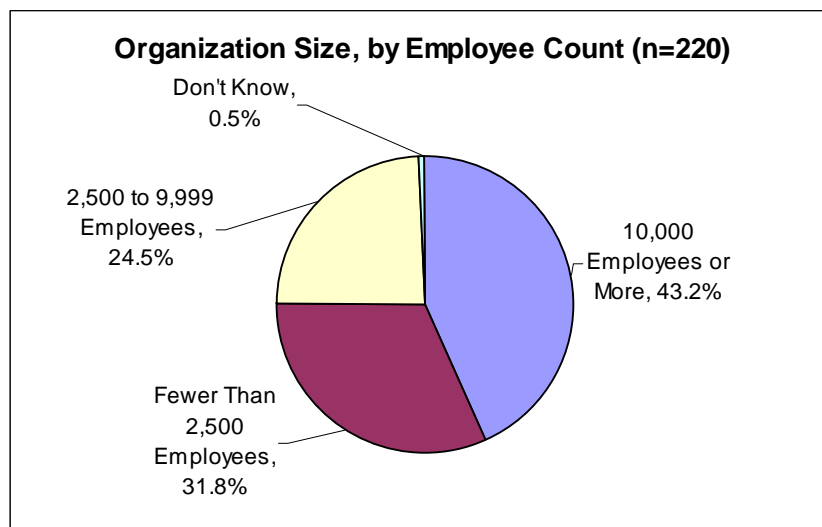
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- 57% of respondents based their answers on the entire organization; 43% on a subset. As a result throughout this report, the term “organization” may refer to either all or part of the enterprise
- Because not every participant answered every question, the number of responses is given by “n” in tables and figures
- Survey questions that incorporated an open ended option are indicated by an “other” category

Note: Between October 11 and November 27, 2007, IAIDQ sent several invitations via e-mail to its members and others on its mailing list, asking them to complete the web-based survey. Invitations were also distributed at several conferences including the International Conference on Information Quality (Nov. 9-11, 2007 in Cambridge, MA (USA)) and the Data Management and Information Quality Conference (Oct. 30 – Nov. 2, 2007 in London, UK). Invitations to complete the survey were also posted on several information management and information quality web sites, and distributed through several industry mailing lists.

After the survey collection period ended, the raw survey data were checked to eliminate any duplicates or null survey responses. In the end, a total of 224 responses remained to form the basis for this report. Due to branching in the survey, some questions were limited to a specific subset of respondents. As a consequence, while most participants completed the common portions of the survey, approximately a quarter of participants completed the special branched section reserved for those individuals whose organizations had implemented information governance programs within the last several years.

# Organization Profile

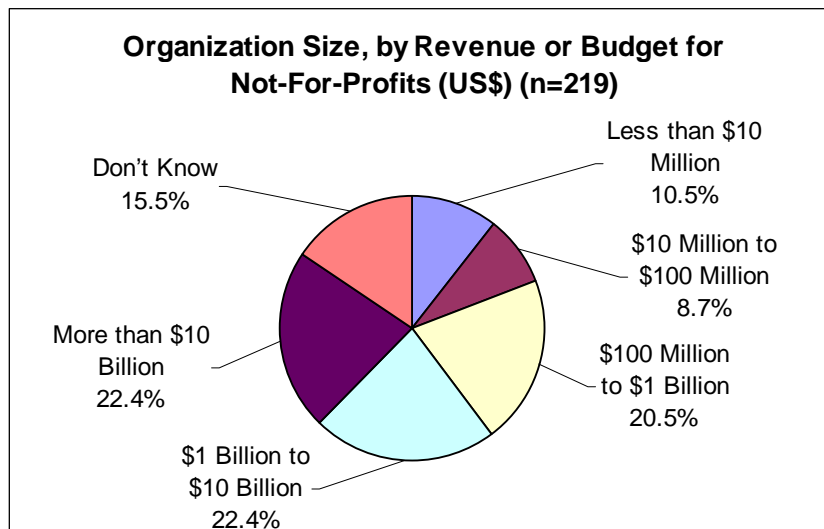


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Note: Most respondents work for large organizations both in terms of employee size and annual revenues. Many respondents (43%) work for organizations with 10,000 employees or more while nearly 25% of respondents work for organizations with 2,500 to 9,999 employees. About 32% of respondents work for smaller organizations (less than 2,500 employees).

# Organization Profile



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Twenty-two percent (22%) of respondents are employed by enterprises with annual revenues of \$10 billion or more, 22% are employed by enterprises with annual revenues of \$1 billion to \$10 billion, 21% for enterprises with annual revenues of \$100 million to \$1 billion, 9% for enterprises with annual revenues of \$10 million to \$100 million, 11% for enterprises with annual revenues less than \$100 million and the remainder unsure.

# Organization Profile

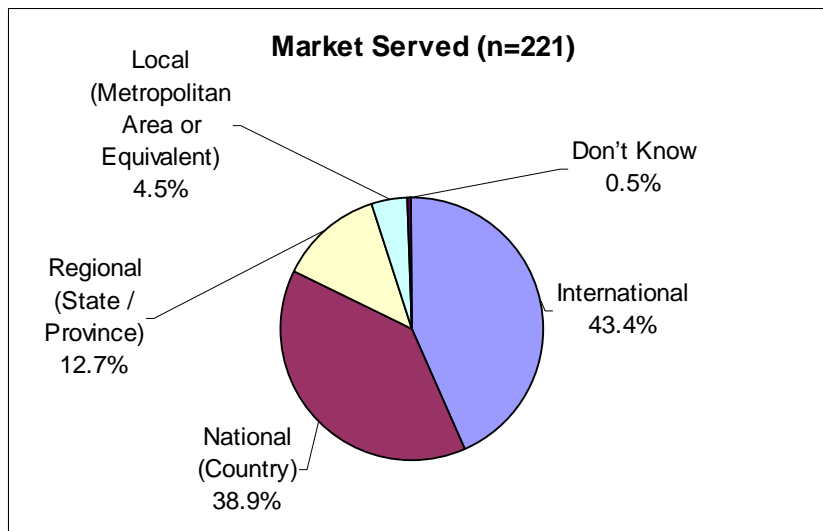
What is the primary industry associated with your organization? (n = 221)		
Answer Options	Response Percent	Response Count
Financial Services	13.1%	29
Insurance	10.4%	23
Consulting / Professional Services	6.8%	15
Education	6.8%	15
Government: State / Local	6.3%	14
Software / Internet	6.3%	14
Healthcare	5.9%	13
Other: Please indicate	5.4%	12
Government: Federal / National	5.0%	11
Telecommunications / Communications	5.0%	11
Retail / Wholesale Distribution	4.5%	10
Logistics / Transportation	3.2%	7
Manufacturing (non-computers)	3.2%	7
Energy / Oil & Gas	2.7%	6
Utilities	2.7%	6
Other	12.7%	28

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The organizations represent a wide array of industries with the most dominant being financial services and insurance (24% combined).

# Customer Base Profile



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Note: Forty three percent (43%) of respondents represent enterprises serving an international market , followed by those serving a national market (39%), with the remainder serving either a regional (13%) or local (5%) market.

# Customer Base Profile

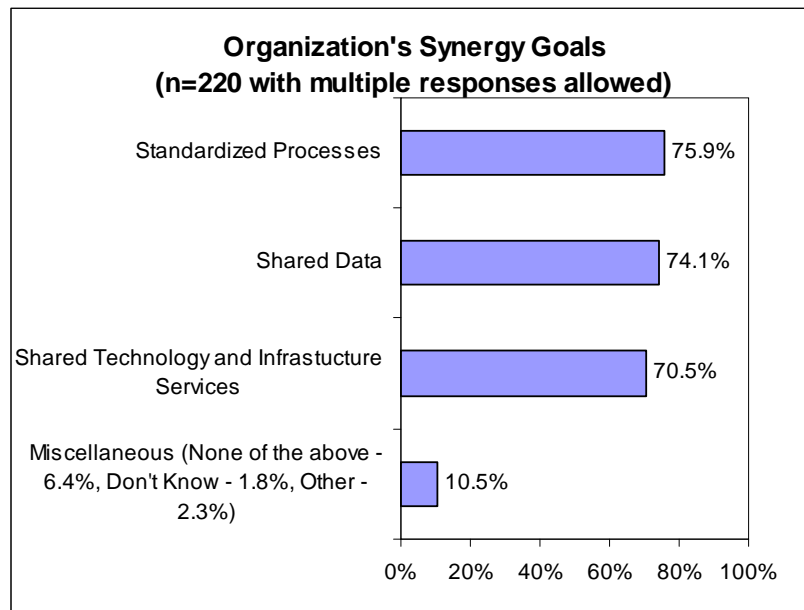


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The strategic direction for respondents' organizations is fairly evenly split between customer intimacy (33%), operational excellence (31%), and product or service leadership (26%).

# Organization Synergy Goals



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Note: Roughly three-quarters of all respondents reported that their organizations seek to promote synergies between business units, divisions, or departments such as shared technology and infrastructure (71%), standardized processes (76%), and shared data (74%).

# Success in Achieving Organization's Synergy Goals

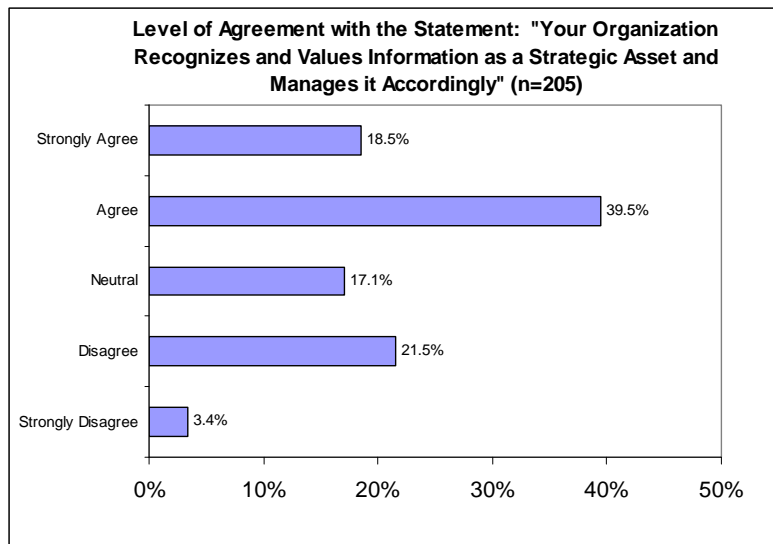


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The majority of respondents believed that their organizations have been either very successful (6%) or relatively successful (41%) in achieving their synergy goals. However, 27% were neutral on this question and a significant proportion felt their organizations had been either relatively unsuccessful (19%) or very unsuccessful (3%) in achieving their synergy goals with the remainder unsure.

# Recognizing Data as a Strategic Asset



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## Note: Information as a Strategic Asset

The good news is that the majority of respondents (58%) believe their organization does value information as a strategic asset and manages it accordingly. However, 25% think that their organizations are still not managing information as a strategic asset while 17% of respondents were neutral on the subject. These results were the same regardless of whether respondents were answering this question for the entire company or a subset of the company. We feel the importance that organizations place upon the strategic potential of their information assets greatly influences how much effort goes into creating sound organizational structures and decision-making processes for governing information. This is supported by the responses received for the next several questions that dealt with the success of organizations' data governance initiatives.

# Data Governance Activities Involve Many Different Types of Tools

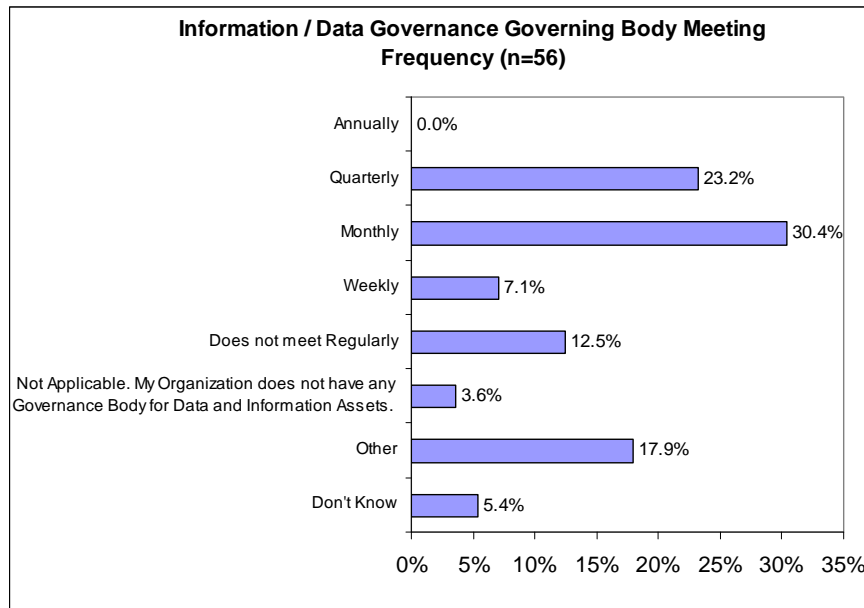
Perceived Importance of Tools to Organizations' Information / Data Governance Efforts (percent of ratings for each importance level, n=188 with multiple responses allowed)						
Tool Category	Very Important (4)	Important (3)	Somewhat Important (2)	Not Important (1)	Rating Average	Number of Ratings (n)
ETL and other data integration tools	47.4%	33.8%	14.3%	4.5%	3.24	133
Data quality analysis, assessment or profiling	44.4%	38.6%	13.1%	3.9%	3.24	153
Data quality monitoring	40.8%	39.2%	13.1%	6.9%	3.14	130
Metadata repository	38.0%	38.0%	18.2%	5.8%	3.08	121
Data matching and reconciliation (data de-duplication)	34.6%	40.0%	18.5%	6.9%	3.02	130
Data remediation / cleansing tools	28.8%	47.5%	18.6%	5.1%	3.00	118
Data modeling (computer-aided software engineering)	30.1%	42.3%	20.3%	7.3%	2.95	123
Data relationship discovery and mappings	27.9%	41.3%	19.2%	11.5%	2.86	104
Master Data Management (MDM) tools	27.6%	33.3%	29.9%	9.2%	2.79	87
Workflow tools	23.4%	39.4%	23.4%	13.8%	2.72	94
Business rules engines	22.0%	39.6%	19.8%	18.7%	2.65	91
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## Note: Tools and Their Perceived Importance

Respondents identified data quality analysis, assessment or profiling tools (66%) and extract-transform-load and other data integration tools (57%) as the ones most commonly used in their organizations. These two sets of tools were also rated as the most important to their organizations' information governance efforts. However, it is clear that organizations employ a diverse set of tools, many of which they consider useful for supporting information governance activities. Other tools mentioned by respondents include business intelligence tools, process mapping tools, and enterprise planning tools.

# How Frequently Does the Lead Governing Body Meet?



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## Note: **Governing Body Meeting Frequency**

The most senior data governance group in the organization typically meets on a monthly basis (30%) or quarterly basis (23%). Only 7% of respondents indicated that their most senior data governance body meets more frequently (i.e. on a weekly basis). Roughly 13% of respondents reported that their organization's most senior data governance group does not meet regularly while 18% reported that their bodies meet on some other designated time table such as every two weeks, 6 weeks, every other month, or as needed.

For this survey question respondents were asked to consider just the most senior data governance group in the organization. It is important to note that there may be other organizational bodies that meet more frequently to discuss tactical or operational issues related to data governance. In addition other factors such as the severity of information problems faced by the enterprise or the importance attached to the strategic value of information by senior management may also play a role in the frequency of meetings.

# Maturity of Responsibility and Accountability for Data Governance

Which of the following statements best describes the responsibility and accountability for information / data governance among employees in your organization? (n = 189)		
Answer Options	Response Percent	Cumulative Response Percent
(1) Ad-hoc: There is no clear definition of accountability or responsibility for information / data issues. People take ownership of information / data governance issues based on their own initiative as problems arise.	32.8%	32.8%
(2) Repeatable: One or more individuals have assumed responsibility for information / data governance and are usually held accountable, even if this is not formally agreed. There is often confusion and blame about responsibility when data problems occur.	25.4%	58.2%
(3) Defined: Information / data governance responsibility and accountability are defined and information stewards have been identified. Occasionally, the information stewards are unlikely to have the full authority to exercise their governance responsibilities.	31.7%	89.9%
(4) Managed: Information / data governance responsibility and accountability are accepted and working in a way that enables information stewards to fully discharge their responsibilities. An appropriate reward structure is in place.	3.2%	93.1%
(5) Optimized: Information / data stewards are empowered to make information / data governance decisions and to take action. The acceptance of responsibility has been cascaded down throughout the organization in a consistent fashion. An effective governance structure has been established.	6.9%	100%

Note: Note: Several models for information / data stewardship exist, ranging from appointing a few people as stewards with a defined set of responsibilities to assigning everyone in the organization a stewardship role. The stewardship model that respondents used when answering this question for their organization is an area that warrants further examination.

# Maturity of Data Governance Processes and Policies

Which of the following statements best describes the status of information / data governance processes and policies in your organization? (n = 188)		
Answer Options	Response Percent	Cumulative Response Percent
(1) Ad-hoc: Information / data governance processes and policies are largely undefined. Several ad hoc processes and policies exist, but management communication about these practices is sporadic.	22.9%	22.9%
(2) Repeatable: Some documentation and/or understanding of common information / data governance processes and policies are emerging, but are largely intuitive because of individual expertise. Management is communicating on some of these practices.	46.3%	69.2%
(3) Defined: Information / data governance processes and policies are defined and documented for all the subject areas the organization is focusing on. Management is becoming more formal and structured in its communication of these practices.	24.5%	93.7%
(4) Managed: All aspects of information / data governance processes and policies are documented and repeatable. Policies have been approved and signed off on by management. Standards for managing and improving the information / data governance processes and policies are adopted and followed. Management is communicating on these practices on a frequent and widespread basis.	4.8%	98.5%
(5) Optimized: Benchmarking against external best practices and standards for information / data governance are applied. The effectiveness of information / data governance processes and policies are continually being improved. Management is engaged in proactive and ongoing communication of these practices.	1.6%	100%

# Maturity of Data Governance Goal Setting and Measurements

Which of the following statements best describes the status of information / data governance goal setting and measurement in your organization? (n = 187)		
Answer Options	Response Percent	Cumulative Response Percent
(1) Ad-hoc: Information / data governance goals are not clear and no measurement exists.	28.9%	28.9%
(2) Repeatable: Some information / data governance goal setting occurs. Measurement of success against these goals is inconsistent and typically limited to a few areas.	28.9%	57.8%
(3) Defined: Some information / data governance effectiveness goals and measures are set, but may not be widely communicated. There is no clear link to strategic organizational goals. Measurement processes for these goals are emerging but are not consistently applied.	26.7%	84.5%
(4) Managed: Efficiency and effectiveness goals are set, communicated, measured, and linked to organization's strategic goals. Continuous improvement of information / data governance processes is emerging.	11.8%	96.3%
(5) Optimized: An organization-wide integrated information / data governance performance measurement system is in place. It links governance goals to organizational strategic goals. Goals are routinely met. Deviations are consistently noted by management and root-cause analysis is applied. Continuous improvement of information / data governance processes is ongoing.	3.7%	100%

# With Maturity Comes Rewards

Maturity rating respondents chose to describe the level of responsibility and accountability for information / data governance among employees in their organization.			
Note: The first number represents the percentage. The second number represents the total number who answered the question.	Level 1	Level 2	Levels 3, 4 or 5
Question 11: Percentage of respondents who indicated org. was either very successful or relatively successful in achieving its synergy goals among business units, divisions, or departments.	27.4% (62)	43.8% (48)	64.6% (79)
Question 13: Percentage of respondents who strongly agreed or agreed that their organization recognizes and values information as a strategic asset and manages it accordingly.	37.1% (62)	47.9% (48)	76.0% (79)
Question 14: Percentage of respondents who said the results and effectiveness of their formal or informal information / data governance processes have significantly improved or improved over the last two years.	33.9% (62)	70.8% (48)	72.2% (79)
Question 15: Percentage of respondents who rate the effectiveness of their organization's current information / data processes as either excellent or good (all or most goals met).	9.7% (62)	8.3% (48)	41.8% (79)
Question 24: Percentage of respondents who said their information / data quality levels have either significantly improved or improved over the last two years. (Question 24 restricted to those with IG/DG iterations underway.)	25.0% (8)	100.0% (12)	82.9% (35)

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**Note: Rewards come with growing maturity.** Eighty-six percent (86%) of the survey respondents expect their organization to increase their data governance efforts over the next two years. An analysis of data governance maturity levels versus several data governance performance indicators demonstrates that these efforts are worth it. Respondents who rated their organizations at the higher data governance maturity levels also were more likely to report the following:

Their organization is either very successful or relatively successful in achieving its synergy goals among business units, divisions, or departments.

Strongly agreed or agreed that their organization recognizes and values information as a strategic asset and manages it accordingly.

Results and effectiveness of their formal or informal data governance processes have significantly improved or improved over the last two years.

The effectiveness of their organization's current data governance processes is either excellent or good (i.e. all goals or most goals met).

Their organization's data quality levels have either significantly improved or improved over the last two years.

Our comparative analysis indicates that significant gains in these areas come even when organizations improve from the lowest to the next level of maturity for information governance attributes (Ad-hoc and Repeatable respectively). Only for data governance effectiveness (ability to meet governance goals) did it appear that an organization must reach the third level of data governance maturity (Defined) before seeing significant improvement.

# With Maturity Comes Rewards

<b>Maturity rating respondents chose to describe the status of information / data governance processes and policies in their organization.</b>			
<b>Note: The first number represents the percentage. The second number represents the total number who answered the question.</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Levels 3, 4 or 5</b>
<i>Question 11: Percentage of respondents who indicated org. was either very successful or relatively successful in achieving its synergy goals among business units, divisions, or departments.</i>	20.9% (43)	43.0% (86)	70.7% (58)
<i>Question 13: Percentage of respondents who strongly agreed or agreed that their organization recognizes and values information as a strategic asset and manages it accordingly.</i>	25.6% (43)	53.5% (86)	81.0% (58)
<i>Question 14: Percentage of respondents who said the results and effectiveness of their formal or informal information / data governance processes have significantly improved or improved over the last two years.</i>	34.9% (43)	60.5% (86)	77.6% (58)
<i>Question 15: Percentage of respondents who rate the effectiveness of their organization's current information / data processes as either excellent or good (all or most goals met).</i>	7.0% (43)	10.5% (86)	53.5% (58)
<i>Question 24: Percentage of respondents who said their information / data quality levels have either significantly improved or improved over the last two years. (Question 24 restricted to those with IG/DG iterations underway.)</i>	20.0% (5)	81.0% (21)	86.2% (29)

# With Maturity Comes Rewards

<b>Maturity rating respondents chose to describe the status of information / data governance goal setting and measurement in their organization.</b>			
<b>Note: The first number represents the percentage. The second number represents the total number who answered the question.</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Levels 3, 4 or 5</b>
<i>Question 11: Percentage of respondents who indicated org. was either very successful or relatively successful in achieving its synergy goals among business units, divisions, or departments.</i>	27.8% (54)	38.9% (54)	64.6% (79)
<i>Question 13: Percentage of respondents who strongly agreed or agreed that their organization recognizes and values information as a strategic asset and manages it accordingly.</i>	27.8% (54)	55.6% (54)	74.7% (79)
<i>Question 14: Percentage of respondents who said the results and effectiveness of their formal or informal information / data governance processes have significantly improved or improved over the last two years.</i>	35.2% (54)	64.8% (54)	72.2% (79)
<i>Question 15: Percentage of respondents who rate the effectiveness of their organization's current information / data processes as either excellent or good (all or most goals met).</i>	3.7% (54)	11.1% (54)	44.3% (79)
<i>Question 24: Percentage of respondents who said their information / data quality levels have either significantly improved or improved over the last two years. (Question 24 restricted to those with IG/DG iterations underway.)</i>	62.5% (8)	76.5% (17)	83.3% (30)