
A Framework for Information Governance

Assuring Value in the Information Supply Chain

*Where is the wisdom we have lost in knowledge?
Where is the knowledge we have lost in information?*

T. S. Eliot

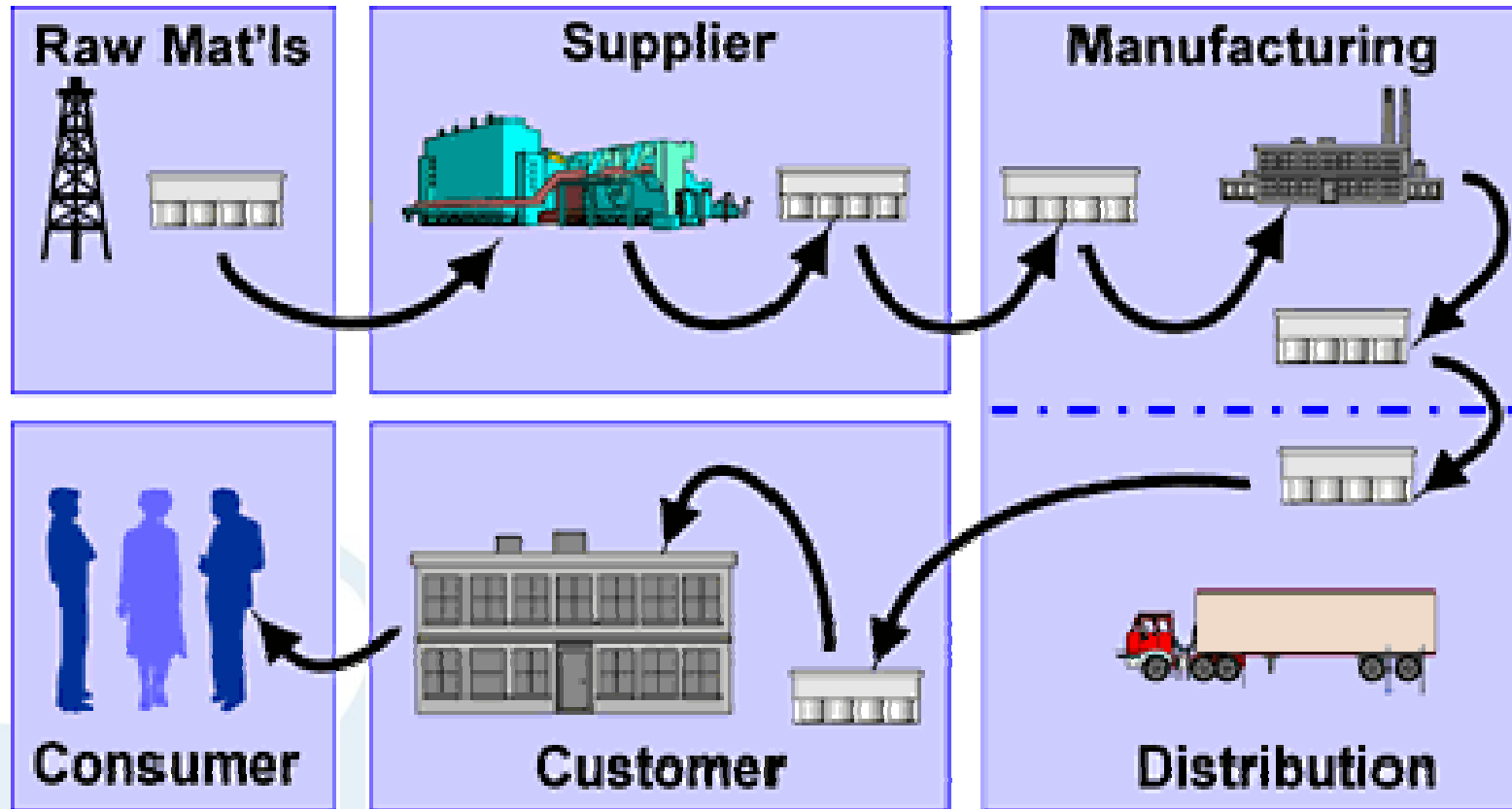
Contents

- What is Intellectual Inventory?
- Why is it hard to manage?
- How does this relate to “governance”?
- What do we need to consider when we’re trying to “govern” information?
- *Via 3 images...*

Non-contents

- No “one true” answer
- No detailed exploration of compliance minutiae

Physical Inventory...

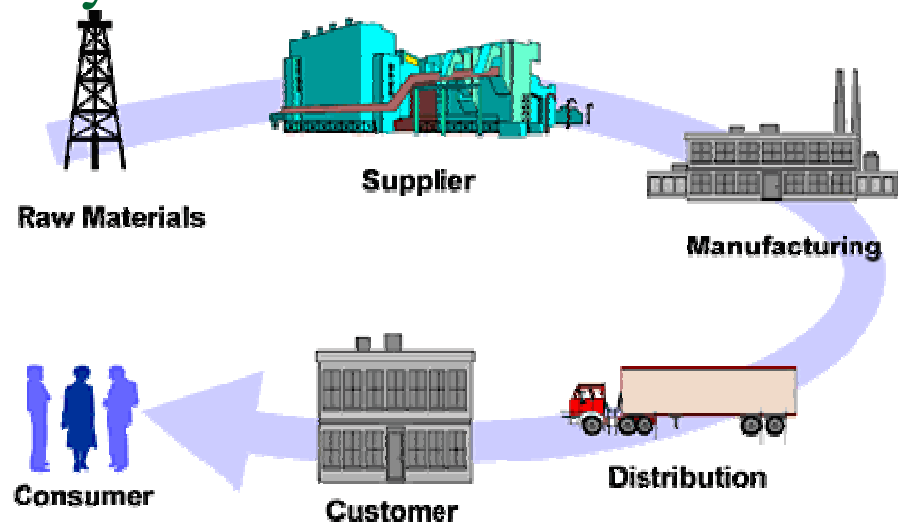


So many steps...so many inventories...so much time!

<http://www.theprogressgroup.com>

Intellectual Inventory

- Gather assets from a variety of sources
- Add value to them through analysis, structuring, aggregation, repurposing, etc.
- Deliver them to places where we can realise that value
- As we do this, we store them in a variety of warehouses, as raw data, interim results, project status reports, ...

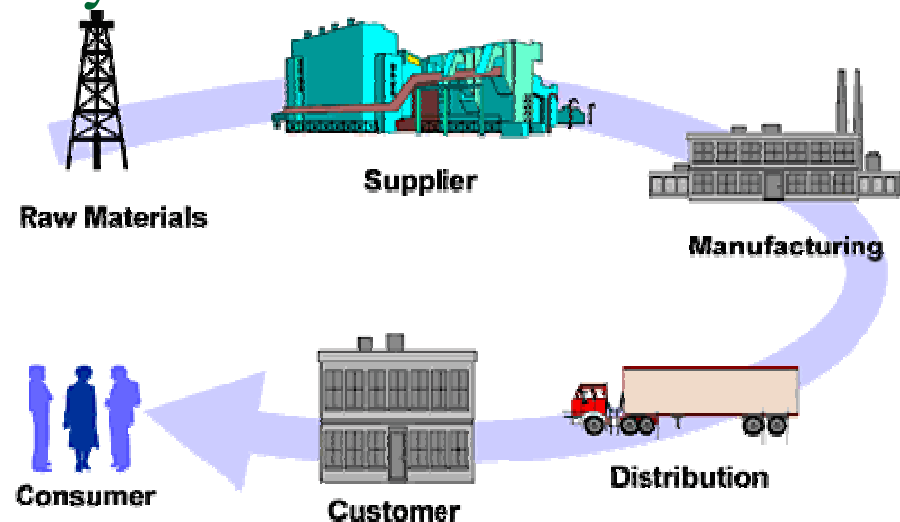


- Investment, skills and intellectual capital are tied up as “work in progress” in these warehouses
- Proportion is growing as we “projectise”, realise value of unstructured info, etc

Intellectual Inventory

- To understand the information supply chain as a source of value, we need to understand the value of information assets.

- We also need to understand how we enhance their value through things like
 - taxonomy
 - data quality management
 - distribution (getting them to the right place at the right time)



- We need to understand who owns & manages the sources, stores and information pathways. (Governance)

Why managing this inventory is tough

- Communities of practice...
- Intangible assets...
- Tangled governance...
- Confounding factors...
- ... all of which lead to a “Tragedy of the Commons”

Intangible Assets

- Many of the assets are intangible, hence
 - Hard to value
 - Hard to measure
 - Hard to find validated, independent information about disposition
 - Hard to justify investment in stewardship
- The things that enhance their value are intangible
- We often lack an agreed framework for valuation, ownership and management.
- Managing intangible inventory is tough!
(It took us a while to manage physical inventory well.)



Intangible assets + unclear owners = tangled governance

■ For example:

- ❑ Project mgrs cannot succeed without effective sponsors
- ❑ The relationship between project managers and central groups is often unclear
- ❑ The broader organisation needs independently validated information about project status in order to fulfil its mission
- ❑ Information assurance (data quality, security, privacy, etc) has unclear relation to business ownership of data

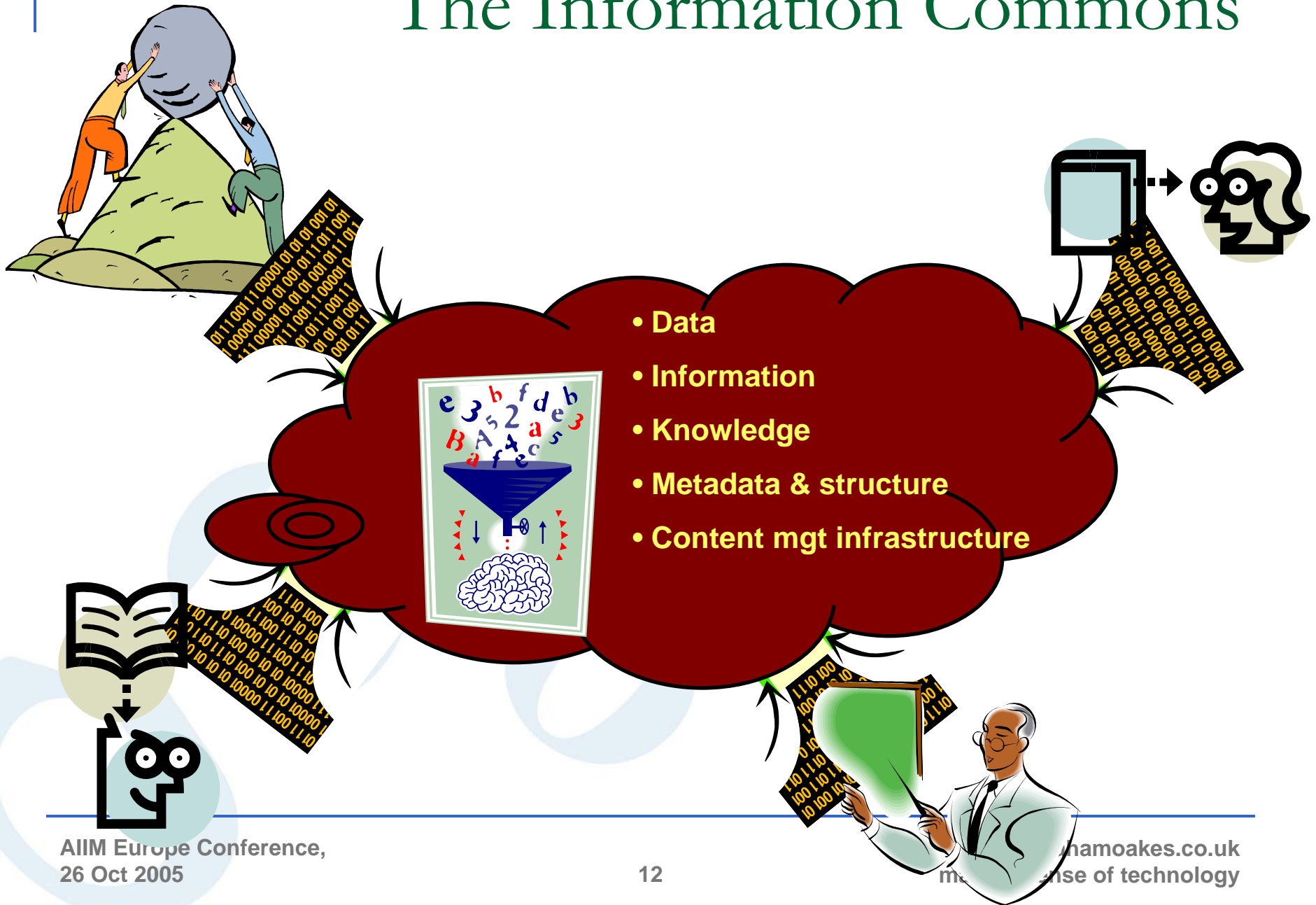


Confounding factors

- These problems are exacerbated if other elements of organisational objectives are unclear!



The Information Commons



Information Commons

- Much of the value in the “information pool” lies in the structures used to transform data into information.
- Metadata (e.g. taxonomy), policy, standards, etc are all key parts of this structure.
- Adding crap to the pool degrades information, reduces the performance of stakeholders using it, and hence reduces the value of the pool.



Governance

- Governance is key to managing the commons
- Term has been hijacked by compliance concerns
- Fundamentally about ensuring that the organisation uses its assets in the way the owners want it to
- Strassmann: *“information governance is the creation of structures that will exercise the required authority over corporate information while reducing conflict over its use”*
- Problem: intangible assets have complex stakeholders

Governance defines

- Who is allowed to make which decisions?
- How do they make those decisions?
 - who must they consult or inform?
 - what information must they use?
 - what must they record along the way?
- Information management plays a key role in assuring good governance: without clear and validated information, it is extremely difficult to make, and be seen to make, good decisions about how to use assets!

Three key types of question

- Who decides what we're going to do?
- Who decides how we're going to do it?
- How do we know whether we're doing what we (claim to have) set out to do?

Three levels of decision making

- **Executive** – organisational objectives / strategy
- **Management** – departmental execution of strategy
- **Day-to-day** – people make hundreds of decisions in their daily work

Governance framework identifies who defines

	What are we going to do?	How will we do it?	How will we know we're doing it?
Executive	?	?	?
Management	?	?	?
Day-to-day	?	?	?

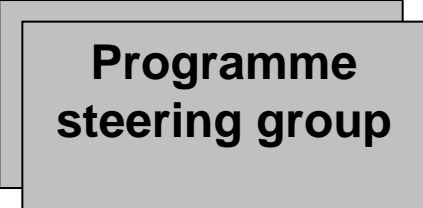

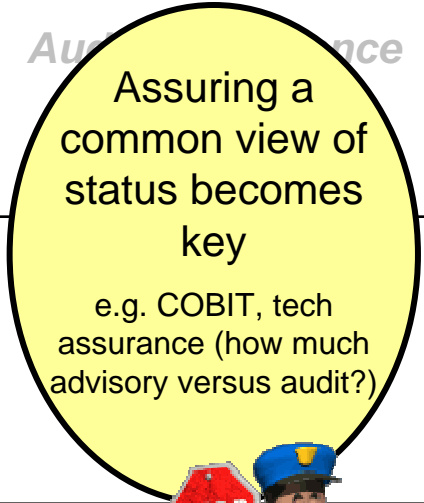
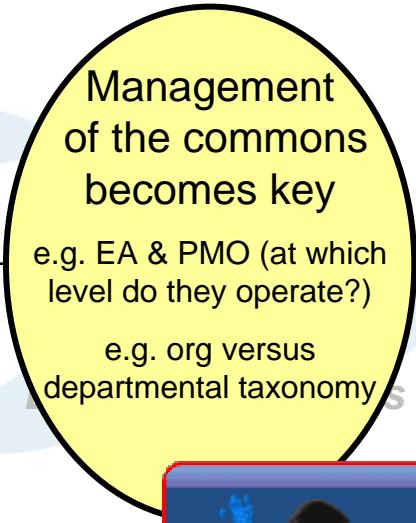

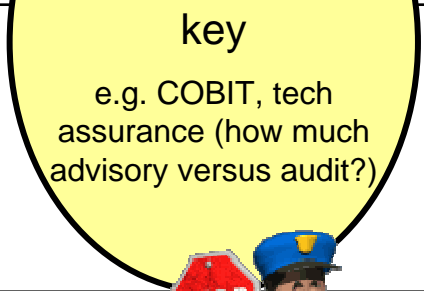
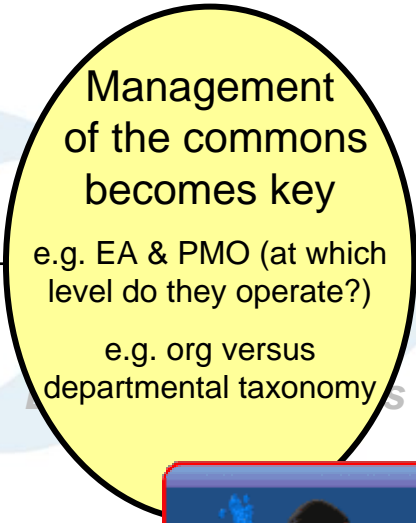
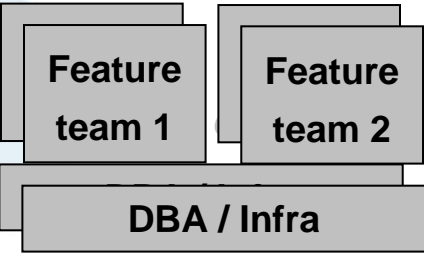
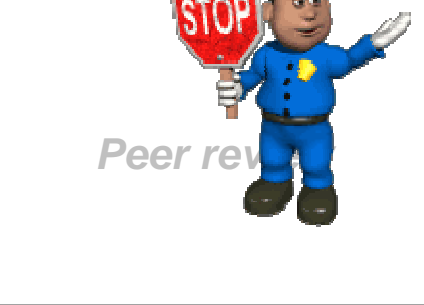

Governance framework therefore addresses:

	Set Direction	Implement	Assure
Steer - Set priorities - Set resources	Overall objectives	Strategy	Audit & assurance policies
Manage - Align resources, goals & standards - Manage people, risks & events	Policies and practices	Planning and execution	Technical verification
Execute - Build processes & systems	Detailed standards and tools	Hands-on execution	Peer review

Example: Project and Programme governance

	Set Direction	Implement	Assure
Steer - Set priorities - Set resources	Programme steering group	Sponsor / SRO	<i>Audit & assurance policies</i>
Manage - Align resources, goals & standards - Manage people, risks & events	<i>Policies and practices</i>	Programme Mgr Architect Info Architect	<i>Technical verification</i>
Execute - Build processes & systems	<i>Detailed standards and tools</i>	Feature team 1 Feature team 2 DBA / Infra	<i>Peer review</i>

And if there's more than one programme?

	Set Direction	Implement	Assure
Steer - Set priorities - Set resources			
Manage - Align resources, goals & standards - Manage people, risks & events			
Execute - Build processes & systems			 



Governance of the commons addresses:

	Set Direction	Implement	Assure
Steer - Set priorities - Set resources	Overall objectives	Strategy	Audit & assurance policies
Manage - Align resources, goals & standards - Manage people, risks & events	Policies and practices	Planning and execution	Technical verification
Execute - Build processes & systems	Detailed standards and tools	Hands-on execution	Peer review

Governance of the commons addresses:

	Set Direction	Implement	Assure
Steer	<p>What's valuable?</p> <p>Overall objectives</p>	<p>How do we release value?</p> <p>Strategy</p>	<p>How do we see what's in the supply chain?</p>
Manage	<p>Practices to measure & maintain value of data (Metadata is a key aspect, e.g. getting common taxonomy across projects & departments: org. versus local standards)</p> <p>Information management standards & practices</p>	<p>Deliver value through projects & processes</p>	<p>Project & data assurance</p> <p>verification</p>
Execute		<p>Info managers</p> <p>DBAs</p> <p>Customer agents</p> <p>etc</p>	<p>Detailed audits of data stores</p> <p>Peer review</p>

Summary

- We are bad at valuing our Information Inventory
- Because we don't value it, we don't manage it well
- Clarifying who owns the commons, and how they relate to other key players, could unlock significant value

Thank You

Graham Oakes Ltd



■ Making sense of technology

- We help people work out how to use technology to achieve business goals.
- We deploy highly experienced consultants with a diverse set of technical, management and people-centred skills. Our principal, Dr Graham Oakes, is a highly skilled systems engineer with over 20 years' experience in the industry and a track record of delivering highly innovative solutions.

■ Clients

- **National Savings & Investments** – Leading team developing IS Strategy for NS&I and BPO partner (Siemens Business Services)
- **Amnesty International** – Defined enterprise content management strategy to support information sharing between researchers, activists and external partners (e.g. journalists, other NGOs).
- **Cisco Worldwide Education** – Defined financial models, competitive marketplace and potential infrastructure partners to commercialise Cisco's e-learning assets in Europe.
- **The Open University** – Defined enterprise architecture, customer relationship management strategy, and business case for renewing course production systems.
- **Oxfam** – Defined strategy and business case for content management and customer relationship management systems.
- **Intermediate Technology Development Group** – Defined enterprise architecture for knowledge sharing amongst communities of researchers and project teams in first and third world.
- **MessageLabs** – Helped define & implement technology strategy for customer and partner self-service portal.
- **Sapient Ltd** – Helped define & implement risk management strategy for customer billing solution.

■ Services

- Business and technology alignment
- Integrated business, technical and human architecture
- Technology innovation
- Project execution and review

