CIO Award Submission

State: Oregon
Agency: Oregon Employment Department
Category: Data Management and Analytics
Project Name: Data Governance Program Implementation
Project Dates: May 2021 – March 2025
Contact: Nancy Curtis, nancy.curtis@employ.oregon.gov

Executive Summary

The Oregon Employment Department (OED) supports economic stability for Oregonians through delivery of Unemployment Insurance; Employment Services; Paid Leave Oregon; and Workforce and Economic Research.

The agency has successfully implemented Data Governance in accordance with Enterprise Information Services (EIS) **Data Governance Policy 107-004-160** which defines agency responsibility to appoint a Lead Data Steward to implement Data Governance, including:

- Data Governance Body with representation from executive level and all programs
- Networked Roles at the strategic, tactical and operational layers
- Data Governance Plan and Maturity Assessment
- Open Data Plan and Inventory
- Procedures, Standards, Technical Documentation
- Program Metrics

While Data Governance is an iterative and ongoing endeavor, this project approach can be used by any agency to establish the essential elements of data governance and stewardship. It is based on alignment with Chief Data Officer (CDO) resources; vendor-supported implementation with common data governance and stewardship practices; and the principles of non-invasive data governance which suggests people are already performing most of this work, and data stewardship roles and practices will improve their ability to excel individually and collectively.

The Data Governance Program Implementation Project is classified as a Level 1 - Small Project not requiring oversight. With very little investment, the agency has realized measurable gains in Analytics Capability and progress toward agency objectives to break data silos, increase transparency and trust in information, and build a healthy data culture.

At its core, Data Governance is an organizational development and change management effort. It is essential to spend generous time in the Planning phase, ensuring a good understanding of people, value drivers, resources, constraints and opportunities for data governance and stewardship. It is equally important to support the data stewardship community with relevant and continual learning and development opportunities.

The Data Stewardship Council has matured to point of being a thought partner and co-developer for strategic initiatives including strategy and methodology for acquiring customer service feedback data, as well as an agency data equity framework.

Idea

Data Governance has been a strategic goal for ITS Data Management Services since 2018. It was introduced in a single division, to govern change requests to their new *Performance Metrics Dashboard,* which covered 12 programs and 37 locations. The idea was to grow organically across the divisions, based on common need to have reliable information on business outcomes.

When EIS published its Data Governance Policy, it provided impetus and clear requirements to implement Data Governance for the entire agency.

The Manager of Data Management Services was appointed Lead Data Steward to liaise with the CDO to implement policy requirements.

Data Management Services

Shared Vision
Agency staff and partners have direct access to high quality data and information,
in a secure, trusted and transparent environment,
empowering them to deliver their best service to the citizens and businesses of Oregon.

Mission
Manage OED enterprise data professionally and collaboratively, to ensure investments in reporting and analysis are aligned to business priorities, and solutions are developed to maximize usefulness.

Goals
1. Enable Comprehensive Agency Reporting
2. Enable Self Service BI Reporting and Analysis
3. Establish Data Governance to create transparency and trust in information
4. Inform future state data architecture that enables and reinforces long term quality and resiliency

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Implementation

OED's Data Governance Program is aligned with Chief Data Officer (CDO) policy, resources and guidance.

The data stewardship approach is based on the principles of <u>Non-Invasive Data Governance</u> by Robert Seiner. This approach recognizes that people are already managing data and making decisions about it in their daily jobs, and that data governance should orchestrate their activities and smooth friction by providing the forums, roles, processes, and guidance to manage data collaboratively, on behalf of the entire organization.

The implementation approach was to use an existing IT Services agreement with Info-Tech Research and Advisory Services to facilitate program development and skill development with common data governance and stewardship practices.

Although data governance had been introduced years earlier, and there was a long planning process to understand stakeholders, value drivers, constraints, and opportunities, the **Data Governance Implementation Project** kicked-off with a 4-day virtual workshop conducted by Info-Tech Research Group. Executives, managers and analysts from every division in the agency were represented.

- ❖ Throughout the workshop, participants learned about data governance in general, as well as the data steward role, key processes, and expectations.
- ❖ Coming out of the workshop, key data stewards were identified, with fundamental training, and a roadmap for data governance implementation.

The roadmap was refined to focus on what could reasonably be accomplished in a 3-year period, and drafted into a schedule, with the understanding that tasks and deliverables would be managed flexibly.

Data Governance Program Implementation Milestones																					
Key Milestones	% Complete	Start	2021				2022				2023				2024				2025			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Program Implementation																						
Data Governance Operating Model	100%	03/23/21																				
Data Stewardship Roles	100%	08/24/21																				
Data Literacy and Education	100%	03/07/22																				
Analytics Platform Standards	100%	01/15/24																				
Data Governance Policy and Procedures	100%	06/17/24																				
Comprehensive Communications	100%	03/11/22																				
Project Management Alignment	100%	12/01/24																				
Data Strategy	100%	05/22/23																				
Recurring Deliverables to Chief Data Officer																						
Initial Data Governance Plan and Maturity Assessment	100%	04/04/22																				
Biennial Data Governance Plan and Maturity Assessment	100%	08/26/24																				
Initial Open Data Plan and Inventory	100%	01/01/22																				
Biennial Open Data Plan and Inventory	100%	06/03/24																				

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<u>Framework and Operating Model</u>

The organizing framework defines the scope and nature of data governance activities. The top half reflects data governance capability development; the bottom half reflects alignment and value delivery.
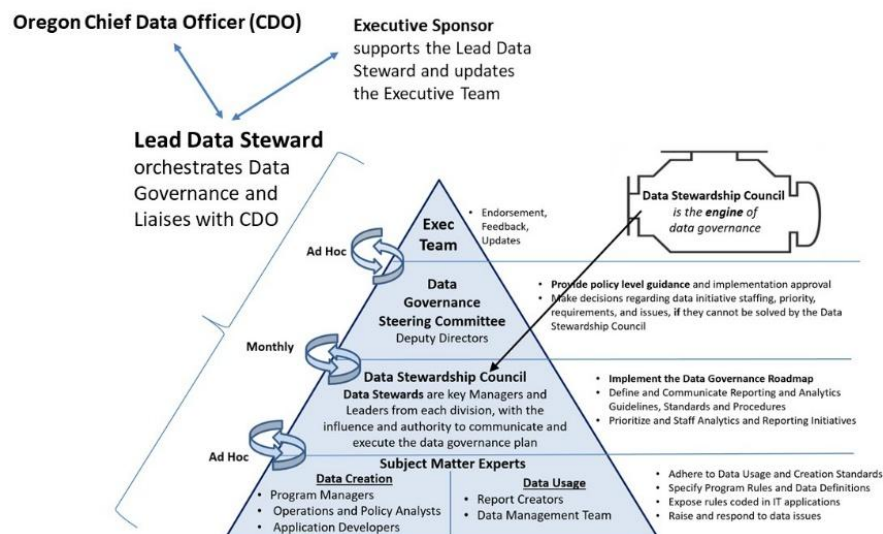
The Data Governance Program Implementation Project focuses on capability development: roles, processes, standards, skills and knowledge.

Data Governance Framework

<u>Operating Model</u>

The operating organizes people to work together effectively.

Policy and Procedures

Standards for Analytics Reports and Datasets were developed and implemented. The standards address organization and documentation of all reports and datasets within the Analytics workspace, addressing the objective to increase transparency and trust in information.

The Data Stewardship Council developed the standards, along with a quarterly Compliance audit process.

Literacy and Culture

Understanding this project is about organizational change management, we keep the Prosci ADKAR model of change in mind when introducing new topics and activities.

Data Literacy is a major focus, with content adapted to various audiences.

- ❖ Foundational learning, in the form of 2 webinars developed by Info Tech
- ❖ Data Steward resources such as role descriptions and responsibilities, data sharing procedure and tool, tookit
- ❖ Data Literacy for Tableau Practitioners, intensive 12-week course on which covers regulatory and agency data usage requirements as well as tool and technique training.

Project Profile

This project is classified as a Level-1 Small Project, not requiring oversight.

Primary project team members were from the ITS Data Management Services team

- Lead Data Steward/IT Manager
- Business Data Architect

There was no project budget. The team used existing services with Info Tech including workshops, guided implementations, webinars, analyst calls, and resource library content to develop and deliver the program.

Work groups were formed among the Data Stewards to achieve deliverables, such as the Data Inventory, the Data Governance Plan, Standards, and Training Content.

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Value

Demonstrating Value has been important to keep people engaged and enthusiastic about Data Governance.

- The first success was on-time delivery of the agency's first Data Inventory required by EIS. This was also a great learning opportunity for data stewards, to gain common understanding of the assets, as well as the policy and regulations governing Personally Identifiable information and Data Classification.
- When 3 core systems were combined into a single application through Modernization, the Data Stewards set priorities and endorsed the plan for acquiring and validating the data for Analytics, resulting in 80% of the required analytics data being validated, documented, and ready for consumption at go-live. The new data model and application require cross-division management of data, relating to the objective to break data silos.
- Standards and Audit Process for Analytics Datasets and Reports were implemented, addressing the objective to improve transparency and trust in information. First quarter audit shows significant improvement over baseline, and we expect the quality to improve every quarter.
- Data Literacy Efforts aimed at Information Producers have elevated the knowledge and skills of those producing Analytics products. Over the past 4 years, Analytics producer licenses have increased 600%, with many of the analysts having little to no knowledge of data concepts or tool usage, so this training has addressed a critical need to train and to assess skill levels. This also addresses the objective to improve trust in data and reports.
- One of the most valuable deliverables is the new agency intranet site for Data Governance, meant to serve all audiences in the agency, from casual awareness to a toolkit for Data Stewards, and ample resources for people using data.
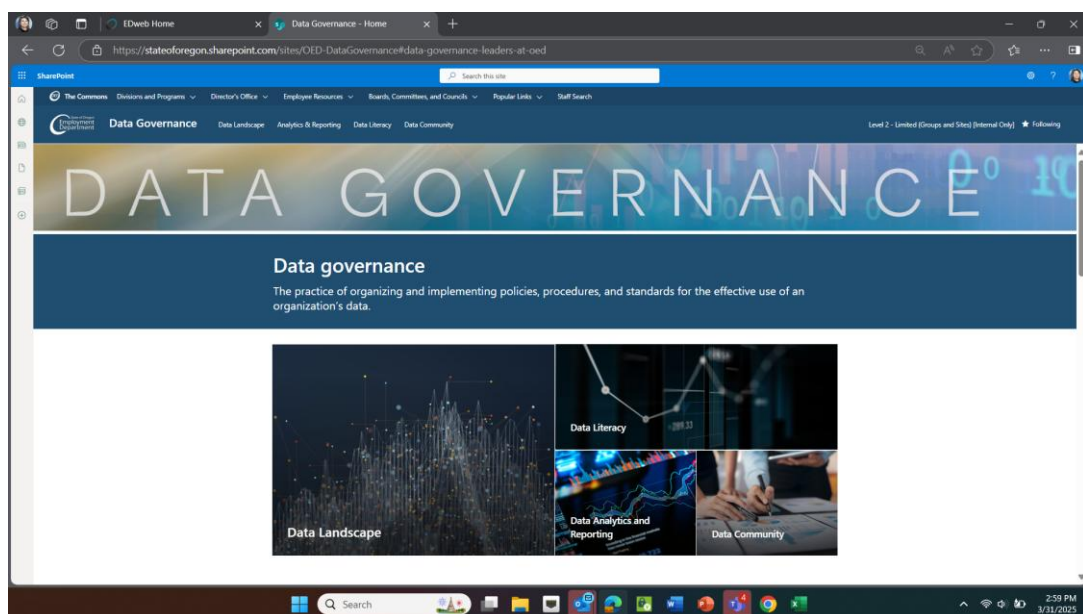
- And the most significant evidence that Data Governance has had a positive impact on the agency is that people are now thinking about the Data Stewardship Council as a body to move cross-division data initiatives. For example, the strategy office has asked that the council take on strategy and implementation considerations for Customer Service Satisfaction Survey data, which is a priority for the agency and the governor. This also demonstrates progress on the "healthy data culture" objective.

Sustaining

The agency will follow Enterprise Information Services, Chief Data Officer (CDO) recommendations and requirements for Data Governance, including biennial refresh of the Data Governance Plan.

The 2025-26 Data Governance Plan includes these priorities, set by the Lead Data Steward in collaboration with the Data Stewardship Council, and endorsement of executive leadership.

1. Data Leadership – Implement changes with the goal of improving executive leadership awareness and support for their data stewards, as well as resource utilization. These include elimination of the data governance steering committee, expansion of the data stewardship council, and quarterly updates to the agency executive leaders and deputy directors, rather than ad hoc.
2. Data Literacy – Continue Data Literacy for Tableau Practitioners; Add Information Consumer Course; Add data equity framework content throughout
3. Data Analytics – Continue optimizing the data, building skills and knowledge, and improving quality of end products through Standards Compliance Audits
4. Data Equity – Build on the Data Equity Framework developed for Paid Leave, to arrive at a product that is suitable for all-agency adoption, and incorporate it into data governance and stewardship activities, especially Literacy

Additionally, OED will adopt the Data Literacy Framework published by the CDO to continue literacy efforts that meet all the various constituent needs.

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