

USAC RFI Data Governance Questions & Answers

1. What key business initiatives are currently underway for USAC where data governance will play a critical role in achieving success? (i.e. Mergers, Acquisitions, Divestitures, systems consolidations, business process reengineering/optimization initiatives, analytics projects, etc)
 - A. USAC is engaged in a bold strategic initiative which aims to transform it into a data-driven organization. Data governance along with data management and data analytics are part of the toolset the organization is planning on deploying in order to achieve its strategic goals.

1. How is USAC's Data Governance Center supporting and measuring data governance's impact on those business initiatives?
 - A. We need to make data governance operational thus we need to measure the progress of the data governance program. Currently, these are nascent efforts.

2. How does USAC's Data Governance Center align and/or interoperate organizationally with the business?
 - A. We need a data governance solution that will enable us to operationalize data governance. The connection with the business is established through the Data Governance organization including its Data Governance Board and Data Stewardship Council.

3. How does USAC's Data Governance Center align and/or interoperate organizationally with BI, reporting and analytics teams and initiatives?
 - A. USAC data governance, once operational, would have to align business goals with IT capabilities and collaborate with the BI, reporting and data analytics teams.

4. What are USAC's future plans with regards to deploying Enterprise Information Management (EIM) and/or Business Intelligence tools?
 - A. USAC currently has a set of data management and business intelligence tools in place.

5. What is the current organizational structure for USAC's data governance centers? How many FTEs and which key roles/skillsets are included?
 - A. USAC's data governance organization has a high level Data Governance Board with vice presidents of all programs and business units representative (~ 12 people), as well as a Data Stewardship Council with a pair of data stewards from each program and business unit (~25 people). Furthermore, we have an initial list of Master Data Stewards for each domain of the USAC master data, and a list of Data Custodians representing IT and encompassing a group of business analysts, application development managers as well as DBAs.

6. What is/are driving the urgency for selecting this data governance software?
 - A. The need to move Data Governance from a policy-centric program to an executive, operational program with measurable results dictates the urgency in selecting and deploying a data

governance tool.

7. What roles in the organization does USAC anticipate to use the selected data governance software from this RFI? (i.e. business, IT, both, etc)
 - A. The data governance tool will be used by the whole spectrum of participants as outlined in #6 above – from business through IT.
8. How has USAC captured data governance policies, standards, rules, etc. up to this point? (i.e. Excel, undocumented, some other collaboration platform or database, etc)
 - A. Currently, we have data governance policies in the form of MS Word files posted on the corporate intranet. We are interested in a platform that would make the policies, procedures, metrics associated into a practical, operational, measurable program.
9. Are there specific triggering events or pain points USAC's data governance center is currently experiencing due to not having a more effective collaboration platform? Please list those events/pain points.
 - A. We have systematic weaknesses in the areas of business glossary, data dictionaries, data quality, data retention to list but a few.
10. Could you please provide an inventory of any data management tools/technologies already owned by USAC? (i.e. data profiling/cleansing/workflow solutions such as Informatica MDM, Microsoft Master Data Services, SAP Information Steward, Winshuttle forms, etc)
 - A. Currently, we have a partial implementation of Microsoft MDS for our master data. Our BI and analytics toolkit includes Microsoft Reporting Services as well as Pentaho. ETL is based on a combination of Pentaho and Microsoft Integration Services. The databases range from SQL Server to Oracle and CouchBase.
11. What types of systems is USAC looking to monitor? For example, Windows file shares, NAS, SAN, SharePoint, Exchange, UNIX, AD, SharePoint Online, Exchange Online, OneDrive?
 - A. We are looking for a data governance application, not a data security monitoring tool.
12. 2.2A - What is the end goal here? Import business terms for what exactly?
 - A. The goal is to operationalize a comprehensive data governance program
13. 2.2B - Scanning for data types? Within files? Can you elaborate on what the end goal is here?
 - A.: Any enterprise data type within files, databases, etc. The end goal is to operationalize an enterprise data governance program.
14. 2.2C - Are you referring to identifying sensitive data to the file, folder? If not can you further explain your requirements here?

A. Sensitive data needs to be identified to the most granular data item. I.e. parts of a record might need to be masked to protect sensitivity in sharing data. Thus the first step is the ability to identify and trace the sensitive data.

15. 2.2I - Can you explain what the end goal is for this?

A. The goal is a comprehensive and flexible repository of reference data as part of the technical architecture of operational data governance program.

16. 2.2J - Does USAC want to know who had access to this data last or modified it last? Or who is the owner? Or potential owner of this data?

A. Yes, all of the above. in order to trust data, we need to know its origin from data capture through the full data life-cycle.

17. Will the solution be required to have organizational hierarchies for routing and approval?

A. Indeed, the solution needs to enable an operational data governance program with all applicable business processes.

18. Can USAC clarify what they mean by a “Data Governance Policy”? Do you mean a high-level rule that constrains business behavior, e.g. “All Personally Identifying Information (PII) must be obfuscated if it is copied from a production to a non-production environment”. Or do you mean a low-level business rule that can be implemented via configuration or program logic, e.g. “The Area Code of Telephone Number must be enclosed in parentheses”.

A. The Data Governance Policy establishes the Data Governance program within USAC. Its sub-policies deal with a range of topics including PII, Data Quality, Data Retention, etc. The policies themselves are high-level rules. Their corresponding procedures would deal with the specific program logic or business processes necessary to ensure the successful completion of the task outlined therewith