

# Managing Information in Organizations

Sharon A Cox

## Chapter 6 Information Management Strategy

### Link 6.3 Tasks to Implement an Information Strategy

Actions	Tasks
1. Demonstrate the importance of, commitment to, and need for, effective information management.	<ul style="list-style-type: none"><li>○ Highlight the problems caused by poor quality data or lack of access to quality information.</li><li>○ Commit resources to information management.</li></ul>
2. Define the vision and specify targets for improving information management in the organization.	<ul style="list-style-type: none"><li>○ Determine metrics for measuring the impact of data quality on the organization. These may include the volume of rework or performance measures such as number of errors, time taken to complete a process and volume of throughput.</li><li>○ Demonstrate the impact of data quality on organizational performance.</li><li>○ Establish targets to improve data quality.</li><li>○ Develop an infrastructure to improve the quality of data throughout the life cycle, which includes definitions of roles and responsibilities and a programme of actions.</li><li>○ Facilitate the development of a culture of responsibility for data quality.</li><li>○ Review the effectiveness of actions taken to improve the quality of data.</li><li>○ Communicate the positive impact of improvements made in data quality on the performance of the organization.</li></ul>

Continued

<b>Actions</b>	<b>Tasks</b>
3. Establish a framework of policies, controls and procedures to: a. Define data.	<ul style="list-style-type: none"><li>○ Emphasize the importance of defining data in the organization.</li><li>○ Formulate a vision of all data being defined in a central data dictionary, which is used to assess the impact of changes to information systems.</li><li>○ Develop an infrastructure to support the development and maintenance of the data dictionary. The role of data owners in defining data is discussed in Chapter 7.5.</li><li>○ Prepare a practical action plan to define data in the organization.</li><li>○ Establish processes to resolve issues of conflict that arise when defining data.</li><li>○ Regularly review progress of developing the data dictionary.</li></ul>
b. Clean data and improve the quality and reliability of data.	<ul style="list-style-type: none"><li>○ Acknowledge the importance of clean data.</li><li>○ Emphasize the commitment of the organization to clean data.</li><li>○ Secure the resources needed to clean data.</li><li>○ Identify the priorities for data to be cleaned.</li><li>○ Prepare a practical action plan to clean data in the organization.</li><li>○ Form project teams.</li><li>○ Establish processes to resolve issues of dirty data.</li><li>○ Secure the resources to take the actions needed to maintain clean data.</li><li>○ Regularly review progress of the projects to clean data.</li></ul>

Continued

<b>Actions</b>	<b>Tasks</b>
c. Identify ownership of data.	<ul style="list-style-type: none"><li>○ Establish commitment and support for the role of data ownership.</li><li>○ Outline the responsibilities of data owners.</li><li>○ Develop the infrastructure to support data owners.</li><li>○ Establish processes to maintain the data ownership matrix.</li><li>○ Secure the resources for data ownership activities.</li><li>○ Regularly review the effectiveness of the data ownership matrix.</li></ul>
d. Encourage sharing of data.	<ul style="list-style-type: none"><li>○ Formulate a vision of an information sharing culture.</li><li>○ Initiate cultural change away from information silos.</li><li>○ Develop barriers to the formation of information silos.</li><li>○ Provide a means of increasing the visibility of the data available in the organization.</li><li>○ Develop an infrastructure to support data sharing, which provides guidance relating to how to gain access to available data in the organization, subject to issues of security and privacy.</li><li>○ Promote the benefits of sharing data between business functions and external collaborating partners.</li><li>○ Review the opportunities and benefits for data sharing throughout the organization, the supply chain and customer relationships.</li></ul>

Continued

<b>Actions</b>	<b>Tasks</b>
e. Ensure data are stored and disposed of securely.	<ul style="list-style-type: none"><li>○ Increase awareness of potential data breaches.</li><li>○ Define the data classification framework.</li><li>○ Determine metrics for measuring the impact of data security risks in a risk assessment framework.</li><li>○ Establish targets to improve data security.</li><li>○ Encourage a culture of shared responsibility for data security.</li><li>○ Develop a framework for information security responsibilities at each level of the organizational hierarchy.</li><li>○ Develop an infrastructure of policies to improve data security including an acceptable IT usage policy, a data recovery plan and an offsite storage policy.</li><li>○ Review the effectiveness of actions taken to improve the security of data.</li></ul>
f. Comply with legislative requirements.	<ul style="list-style-type: none"><li>○ Identify the data retention legislation to which the organization must comply.</li><li>○ Ensure that data retention periods are assigned to data in compliance with legislative requirements.</li><li>○ Outline an archiving policy that ensures data are archived using the current data structures and that the data can be retrieved when required.</li><li>○ Ensure that archived data are stored in accordance with the data classifications.</li><li>○ Specify the procedures for purging data in accordance with the data classification allocated to maintain data security.</li></ul>

Continued

<b>Actions</b>	<b>Tasks</b>
4. Develop a culture of responsibility towards data.	
5. Develop an infrastructure of resources and processes.	
6. Provide appropriate staff training.	
7. Incorporate regular audits to identify problems and review the progress of the strategy.	