

Masterdata reader

ordeningsprincipe: flow, structuur en relaties (classification principle)

Vragen:

1: Is MD onderdeel van AO?

Kwaliteitscriteria voor financiële gegevens:

- * betrouwbaarheid
- * Reproduceerbaarheid
- * Conroleer / valideerbaarheid
- * compleetheid
- * juistheid

ordeningsprincipe: relaties: kwal.criteria.

- * organisatie: organisme, krachtenveld; formeel, informeel, agile
- * Proces: flow, input, output, keten; doorstromingsnelheid
- * Informatie/data: boomstructuur, matrix, links, datasleutels, kruistabellen; compleetheid, accuraatheid.
- * appl/infrastructuur: lego; stabiliteit

lange en korte termijn indicatoren....

Masterdata-scan:

- * PMO (present mode of operation vs FutureMode of Operation (FMO).
- * PMO-FMO==> Gap ==> Actionplan
- * Metatdata focus
- * governance
- * data-informatie - Kennis
- * Standaardisatie - improvisatie
- * eigenaarschap / RACI
- * CSI

Masterdata helder krijgen .. Twee manieren: 1: Top-down, vanuit de big-picture; 2: Bottum-up, vanuit de details, issues via use-cases naar structuur. ERD - Enterprise Relation Diagrams

Data governance / Information governance ...

MDM vormt de basis voor afspraken en eigenlijk de AO afdeling

ITIL 60 305/312

Togaf.

Masterdata is van oudsher een afdeling gericht op de centrale data-invoer van personeelsgegevens et cetera.

Informatie / data huishouding vormt het zenuwstelsel van een bedrijf. Feitelijk worden afspraken en beslissingen binnen een bedrijf vastgelegd als data/informatie in systemen. De praktijk van alle dag is een andere nl dat een Mngt laag een totaal andere wereld ervaart dan er day-2-day op de werkvloer ervaren wordt.

Een aantal zaken is onontbeerlijk:

- *Standaarden creëren / uitbouwen (binnen gestelde uitgangspunten) / communiceren

- *logica bewaken

- *toegankelijkheid

- inpassing van innovatie (verandering)

- * 80% focus, can't please all

In de context van Masterdata zijn een aantal zaken van cruciaal belang:

1: Systemthinking: een brede focus, een Holistic view, uitgaan vanuit het geheel. Voorkom suboptimalisatie en voorkom negatieve gevolgen door met een oplossing een probleem in een andere context te creëren. Zowel een brede scope qua functionele gebieden als over de verschillende systemen heen zijn van groot belang.

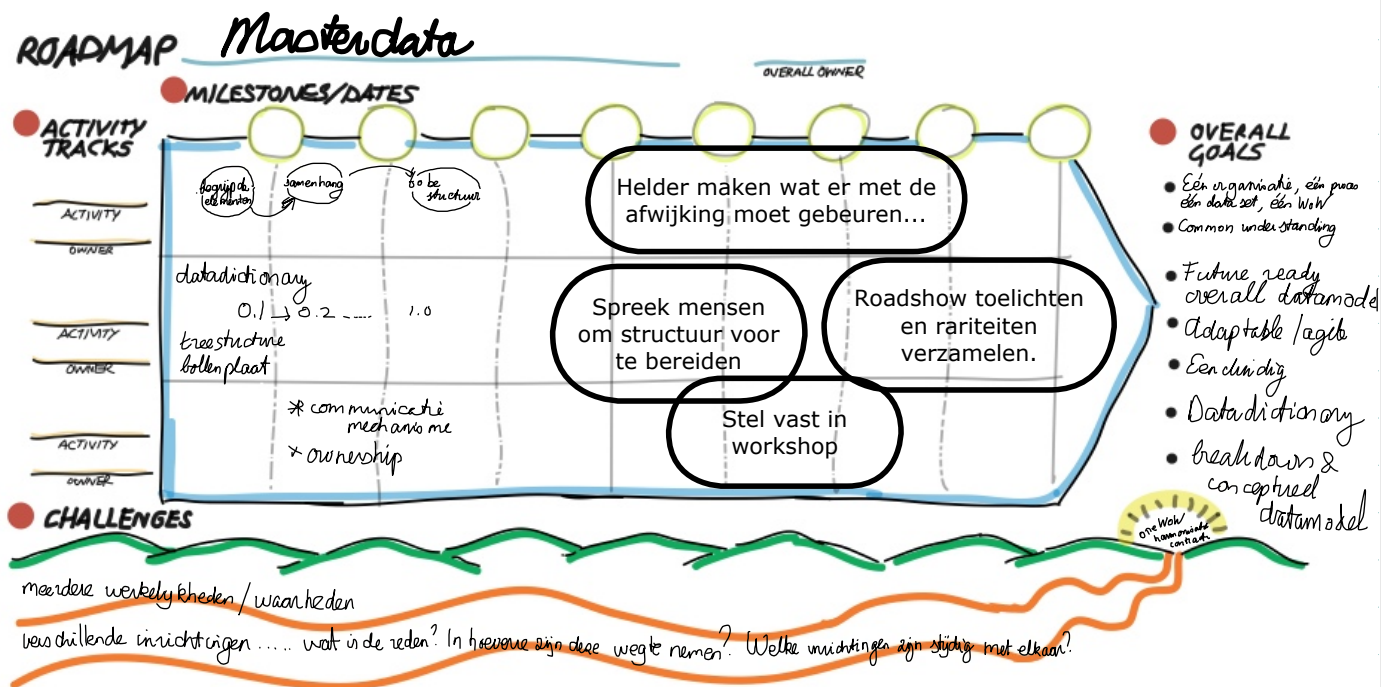
2: Maak een datamodel van de enterprise inzichtelijk. Mijn voorkeur gaat hierin uit naar een hiërarchische weergave met de relaties: een logisch datamodel. Uiteraard zijn een bollenschema / entiteitschema als conceptueel model ook prima. Dit geldt ook voor een tabellen schema / fysiek datamodel. Voor alle geldt " neem de enterprise in ogenschouw!

3: Maak middels (iets van een datadictionary) een DD de relaties en betekenis van de dataitems inzichtelijk. Als je dit aanvult met gebruiksaspecten van data (zoals reporting, berekening, beslissingen , ... business rules) dan ontstaat een inzicht waarmee beheersing modelijk wordt

4: Ownership verder definiëren en uitwerken. Wat betekent ownership Organiseren? Managen? Uitdragen?

Big Picture boven detail; Liever 80% op termijn dan 99% nooit ;

Masterdata en hoe verder



- 1: begrijp de huidige situatie en welke aspecten van belang zijn / een rol spelen. Probeer waar mogelijk te simplificeren en de situatie visueel te maken (boomstructuur) en leg de definities, betekenis, business rules, bron vast in een DD.
- 2: Schets de stip op de horizon. Maak daarbij gebruik van de verschillende brillen en neem de afhankelijkheden mee. Verwerk dit in versies van de boomstructuur (entity breakdown) en dd.
- 3: definieer de GAP en creer een plan voor de LT en een actionplan voor de KT.
- 4: Maak stappen in de goede richting en los day2day issues op via het actionplan

Wanneer is Masterdata in-control?

Hoe organiseren we Masterdata?

Hierarchische boomstructuur en dd

Wat zijn kenmerken / aspecten van georganiseerde Masterdata

Wat is Masterdata?

Te registreren aspecten per MD item (in de DD)

Wat zijn de relaties met andere data elementen /

RACI per Masterdata-item..

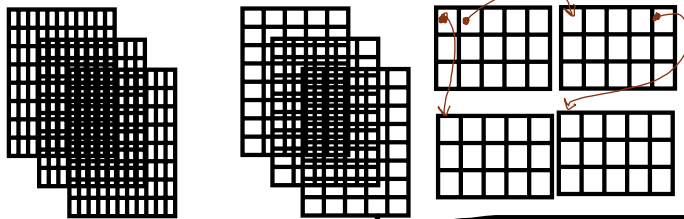
Wat is contract?

Hoe onderhouden we Masterdata?

Harmonisatie datastructuren

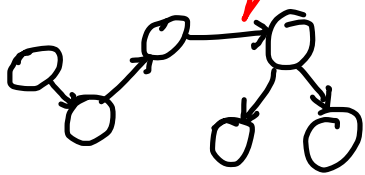
Wat minimaal nodig is
zou maximaal gedaan moeten
worden!

Stappen voor het conceptueel-, logisch- en fysiek datamodel: schoon / versimpelen van mogelijkheden naar (beoogd) gebruikspresentatie in beeld (conceptueel-logisch-fysiek datamodel in samenhang) van max 1 A4



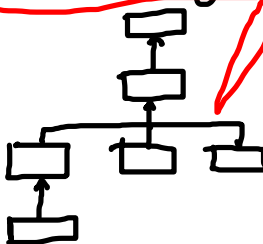
Versimpelen: Opruimen
hadden van ongebruikte
elementen. Wat is 'ergonomisch'
of vanuit simplicité handig?

Relaties

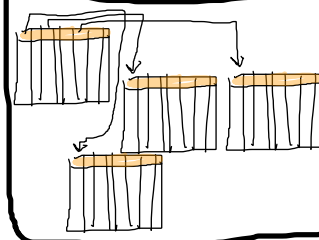


Conceptueel datamodel: conceptie van de werkelijkheid, formalisering in een model. Beschrijving van de praktijk en business- processen. Gewenste informatie, afhankelijkheden, output, nauwkeurigheid, business rules.

Samenhang & structuur



Logisch datamodel: beschrijving vd gegevensstructuur. Benodigde informatie / aan-te-leggen/in-te-kopen datasets. Benodigde data-attributen, koppelingen, relaties en topologie-regels = database-ontwerp database



Fysiek model: vastlegging gegevens in databases. Beschikbare tabellen inclusief alle relaties, topologie-regels, domein tabellen en koppelingen externe databases

In vulschermen

— informatie grammatica

Invulschermen: de scherm layout kan uiteraard vanuit een gebruikersperspectief ingevuld worden. Via kleurtjes en nummerstjes kan volgorde, verplichte velden en optionele gemarkeerd worden. Dit tesamen met een swimminglane zijn prima geschikt om een gebruikersbeeld. Ook kan op deze manier via 'reversed engineering' het datamodel achterhaald worden.

A. Afstemmen / gelijktrekken van 'waarheden'

1: geef aan wat de contouren zijn van jou waarheid. Hanteer een beeld van wat 'mogelijk is' aangevuld met een beeld wat 'wat jou betreft (minimaal) noodzakelijk' is
2: maak een vertaalslag naar elkaars beeld. Stem af wat gemeenschappelijk is (verplichte velden, sleutels, relaties)

3: zorg dat de afgestemde beelden onderhouden, gecommuniceerd worden.

B. Afstemmen van inrichtingen:

~ geef aan wat de redenen waren / zijn voor de gekozen inrichting

~ check de redenen tegen de toekomst, mogelijke alternatieven (realiseer je dat een andere inrichting op detail vlak aanpassingen / checks / onderhoud op een hoger abstractie niveau betekende)

C. Eerst in perspectief van 1 Masterdata-item, dan in samenhang

Extra informatie / documenten:

1110Heartbeat\Wat zou je Wat zou je van een Masterdata-item moeten weten.mmap

Mm in wording\Master data.mmap - totaal

Mm in wording\Master data.mmap - Lean data integration Principles

Togaf dataprinciples

ITIL 8

Togaf .

Principle 9: Data is an Asset

Statement: Data is an asset that has value to the enterprise and is managed accordingly.

Rationale: Data is a valuable corporate resource; it has real, measurable value. In simple terms, the purpose of data is to aid decision-making. Accurate, timely data is critical to accurate, timely decisions. Most corporate assets are carefully managed, and data is no exception. Data is the foundation of our decision-making, so we must also carefully manage data to ensure that we know where it is, can rely upon its accuracy, and can obtain it when and where we need

Implications:

- ~This is one of three closely-related principles regarding data: data is an asset; data is shared; and data is easily accessible. The implication is that there is an education task to ensure that all organizations within the enterprise understand the relationship between value of data, sharing of data, and accessibility to data.
- ~Stewards must have the authority and means to manage the data for which they are accountable.
- ~We must make the cultural transition from "data ownership" thinking to "data stewardship" thinking.
- ~The role of data steward is critical because obsolete, incorrect, or inconsistent data could be passed to enterprise personnel and adversely affect decisions across the enterprise.
- ~Part of the role of data steward, who manages the data, is to ensure data quality. Procedures must be developed and used to prevent and correct errors in the information and to improve those processes that produce flawed information. Data quality will need to be measured and steps taken to improve data quality - it is probable that policy and procedures will need to be developed for this as well.
- ~A forum with comprehensive enterprise-wide representation should decide on process changes suggested by the steward.
- ~ Since data is an asset of value to the entire enterprise, data stewards accountable for properly managing the data must be assigned at the enterprise level

Principle 10: Data is Shared

Statement: Users have access to the data necessary to perform their duties; therefore, data is shared across enterprise functions and organizations.

Rationale:

- ~Timely access to accurate data is essential to improving the quality and efficiency of enterprise decision-making. It is less costly to maintain timely, accurate data in a single application, and then share it, than it is to maintain duplicative data in multiple applications. The enterprise holds a wealth of data, but it is stored in hundreds of incompatible stovepipe databases. The speed of data collection, creation, transfer, and assimilation is driven by the ability of the organization to efficiently share these islands of data across the organization.
- ~Share data will result in improved decisions since we will rely on fewer (ultimately one virtual) sources of more accurate and timely managed data for all of our decision-making. Electronically shared data will result in increased efficiency when existing data entities can be used, without re-keying, to create new entities.

Implications:

- ~This is one of three closely-related principles regarding data: data is an asset; data is shared; and data is easily accessible. The implication is that there is an education task to ensure that all organizations within the enterprise understand the relationship between value of data, sharing of data, and accessibility to data.
- ~To enable data sharing we must develop and abide by a common set of policies, procedures, and standards governing data management and access for both the short and the long term.
- ~For the short term, to preserve our significant investment in legacy systems, we must invest in software capable of migrating legacy system data into a shared data environment.
- ~We will also need to develop standard data models, data elements, and other metadata that defines this shared environment and develop a repository system for storing this metadata to make it accessible.
- ~For the long term, as legacy systems are replaced, we must adopt and enforce common data access policies and guidelines for new application developers to ensure that data in new applications remains available to the shared environment and that data in the shared environment can continue to be used by the new applications.
- ~For both the short term and the long term we must adopt common methods and tools for creating, maintaining, and accessing the data shared across the enterprise.
- ~Data sharing will require a significant cultural change.
- ~This principle of data sharing will continually "bump up against" the principle of data security. Under no circumstances will the data sharing principle cause confidential data to be compromised.
- ~Data made available for sharing will have to be relied upon by all users to execute their respective tasks. This will ensure that only the most accurate and timely data is relied upon for decision-making. Shared data will become the enterprise-wide "virtual single source" of data.

Principle 11: Data is Accessible

Statement: Data is accessible for users to perform their functions.

Rationale: Wide access to data leads to efficiency and effectiveness in decision-making, and affords timely response to information requests and service delivery. Using information must be considered from an enterprise perspective to allow access by a wide variety of users. Staff time is saved and consistency of data is improved.

Implications:

~This is one of three closely-related principles regarding data: data is an asset; data is shared; and data is easily accessible. The implication is that there is an education task to ensure that all organizations within the enterprise understand the relationship between value of data, sharing of data, and accessibility to data.

~Accessibility involves the ease with which users obtain information.

~Access to data does not necessarily grant the user access rights to modify or disclose the data. This will require an education process and a change in the organizational culture, which currently supports a belief in "ownership" of data by functional units.

~The way information is accessed and displayed must be sufficiently adaptable to meet a wide range of enterprise users and their corresponding methods of access.

~Access to data does not constitute understanding of the data. Personnel should take caution not to misinterpret information.

Principle 12: Data Trustee

Statement: Each data element has a trustee accountable for data quality.

Rationale: One of the benefits of an architected environment is the ability to share data (e.g., text, video, sound, etc.) across the enterprise. As the degree of data sharing grows and business units rely upon common information, it becomes essential that only the data trustee makes decisions about the content of data. Since data can lose its integrity when it is entered multiple times, the data trustee will have sole responsibility for data entry which eliminates redundant human effort and data storage resources.

Note: A trustee is different than a steward - a trustee is responsible for accuracy and currency of the data, while responsibilities of a steward may be broader and include data standardization and definition tasks.

Implications:

~Real trusteeship dissolves the data "ownership" issues and allows the data to be available to meet all users' needs. This implies that a cultural change from data "ownership" to data "trusteeship" may be required.

~The data trustee will be responsible for meeting quality requirements levied upon the data for which the trustee is accountable.

~It is essential that the trustee has the ability to provide user confidence in the data based upon attributes such as "data source".

~It is essential to identify the true source of the data in order that the data authority can be assigned this trustee responsibility. This does not mean that classified sources will be revealed nor does it mean the source will be the trustee.

~Information should be captured electronically once and immediately validated as close to the source as possible. Quality control measures must be implemented to ensure the integrity of the data.

~As a result of sharing data across the enterprise, the trustee is accountable and responsible for the accuracy and currency of their designated data element(s) and, subsequently, must then recognize the importance of this trusteeship responsibility.

Principle 13: Common Vocabulary and Data Definitions

Statement: Data is defined consistently throughout the enterprise, and the definitions are understandable and available to all users.

Rationale: The data that will be used in the development of applications must have a common definition throughout the Headquarters to enable sharing of data. A common vocabulary will facilitate communications and enable dialogue to be effective. In addition, it is required to interface systems and exchange data.

Implications:

~We are lulled into thinking that this issue is adequately addressed because there are people with "data administration" job titles and forums with charters implying responsibility. Significant additional energy and resources must be committed to this task. It is key to the success of efforts to improve the information environment. This is separate from but related to the issue of data element definition, which is addressed by a broad community - this is more like a common vocabulary and definition.

~The enterprise must establish the initial common vocabulary for the business. The definitions will be used uniformly throughout the enterprise.

~Whenever a new data definition is required, the definition effort will be co-ordinated and reconciled with the corporate "glossary" of data descriptions. The enterprise data administrator will provide this co-ordination.

~Ambiguities resulting from multiple parochial definitions of data must give way to accepted enterprise-wide definitions and understanding.

~Multiple data standardization initiatives need to be co-ordinated.

~Functional data administration responsibilities must be assigned.

Principle 14: Data Security

Statement: Data is protected from unauthorized use and disclosure. In addition to the traditional aspects of national security classification, this includes, but is not limited to, protection of pre-decisional, sensitive, source selection-sensitive, and proprietary information.

Rationale:

~Open sharing of information and the release of information via relevant legislation must be balanced against the need to restrict the availability of classified, proprietary, and sensitive information.

~Existing laws and regulations require the safeguarding of national security and the privacy of data, while permitting free and open access. Pre-decisional (work-in-progress, not yet authorized for release) information must be protected to avoid unwarranted speculation, misinterpretation, and inappropriate use.

Implications:

~Aggregation of data, both classified and not, will create a large target requiring review and de-classification procedures to maintain appropriate control. Data owners and/or functional users must determine whether the aggregation results in an increased classification level. We will need appropriate policy and procedures to handle this review and de-classification. Access to information based on a need-to-know policy will force regular reviews of the body of information.

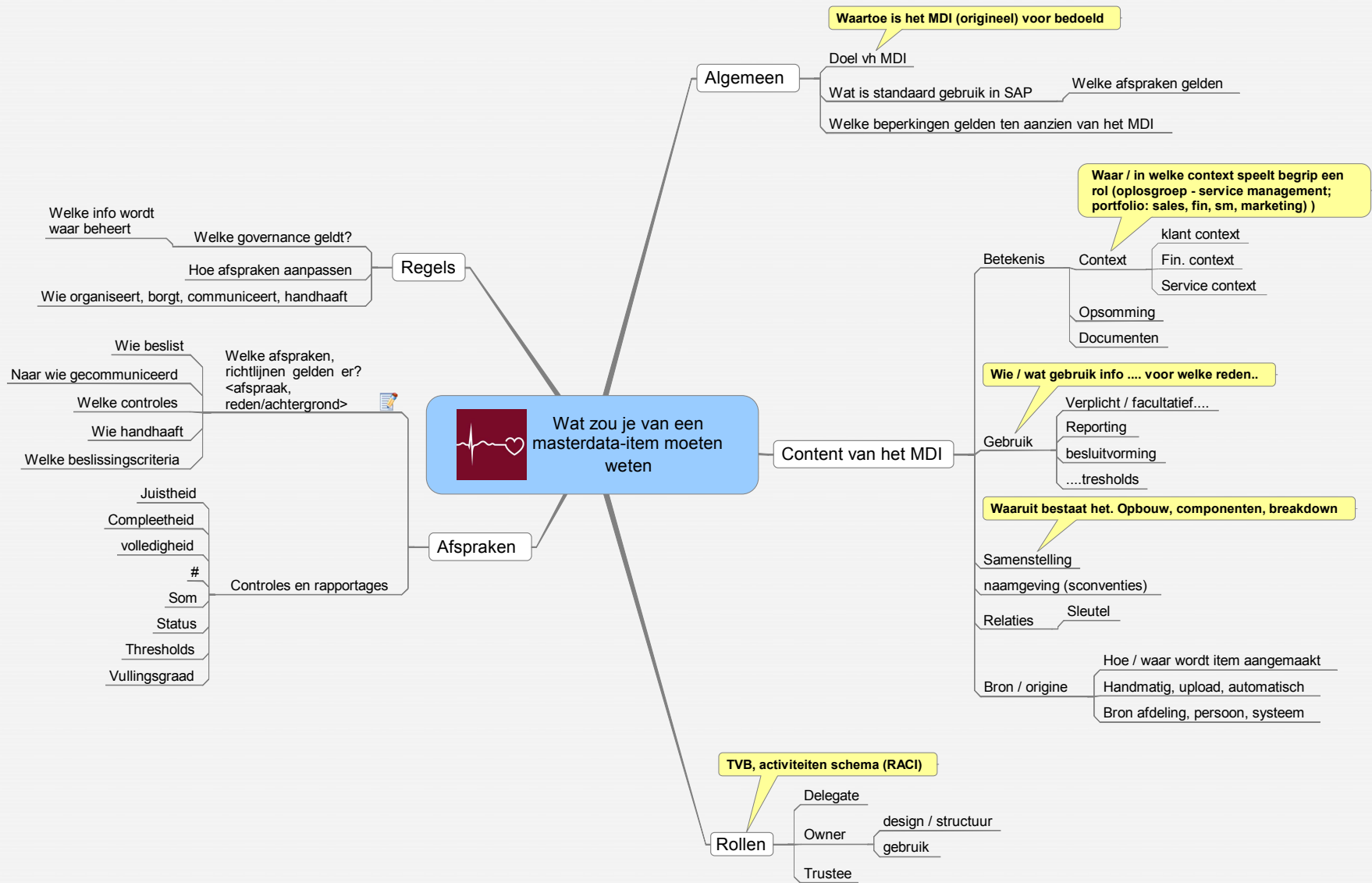
~The current practice of having separate systems to contain different classifications needs to be rethought. Is there a software solution to separating classified and unclassified data? The current hardware solution is unwieldy, inefficient, and costly. It is more expensive to manage unclassified data on a classified system. Currently, the only way to combine the two is to place the unclassified data on the classified system, where it must remain.

~In order to adequately provide access to open information while maintaining secure information, security needs must be identified and developed at the data level, not the application level.

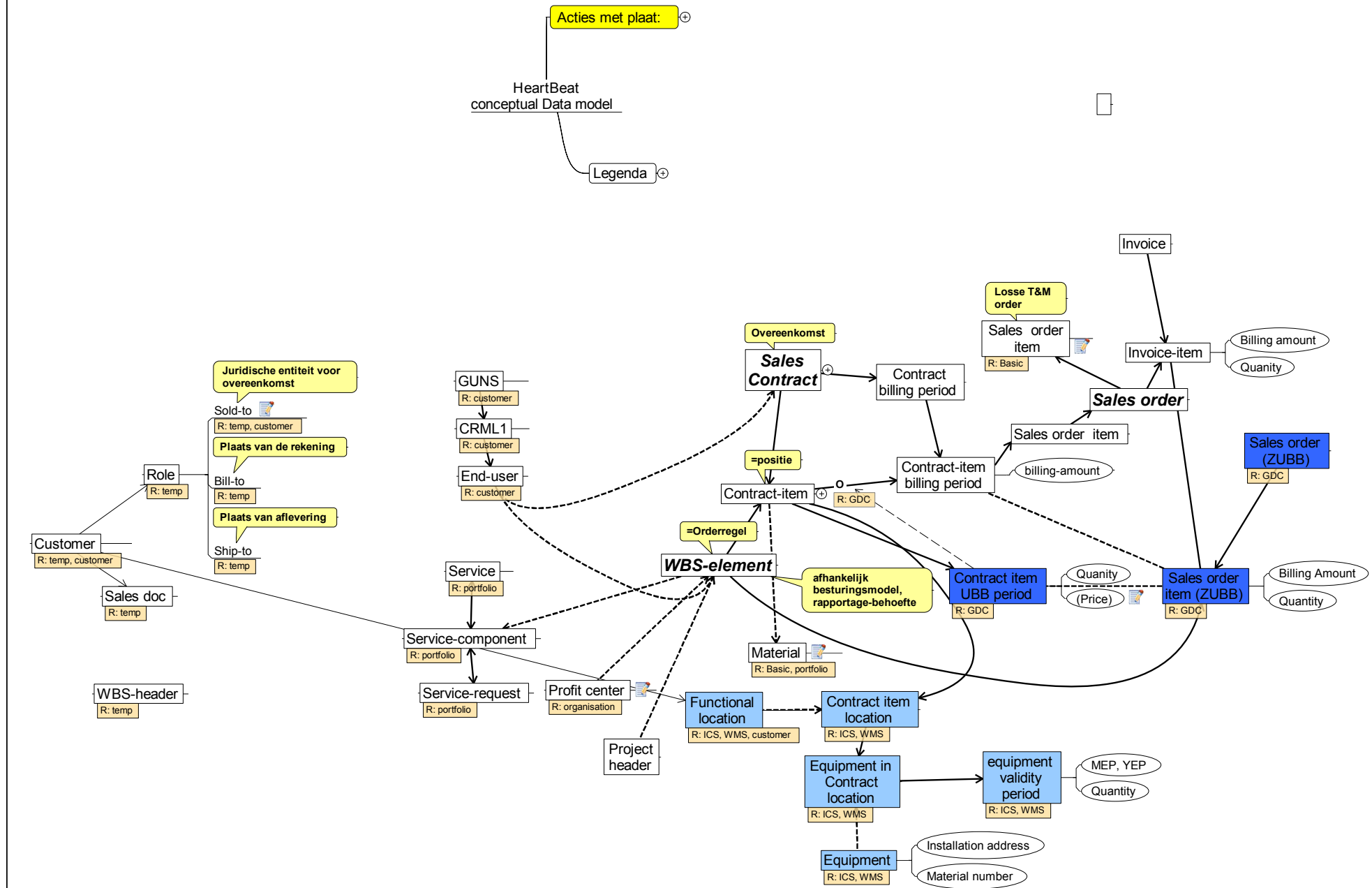
~Data security safeguards can be put in place to restrict access to "view only", or "never see". Sensitivity labeling for access to pre-decisional, decisional, classified, sensitive, or proprietary information must be determined.

~Security must be designed into data elements from the beginning; it cannot be added later. Systems, data, and technologies must be protected from unauthorized access and manipulation. Headquarters information must be safeguarded against inadvertent or unauthorized alteration, sabotage, disaster, or disclosure.

~Need new policies on managing duration of protection for pre-decisional information and other works-in-progress, in consideration of content freshness.



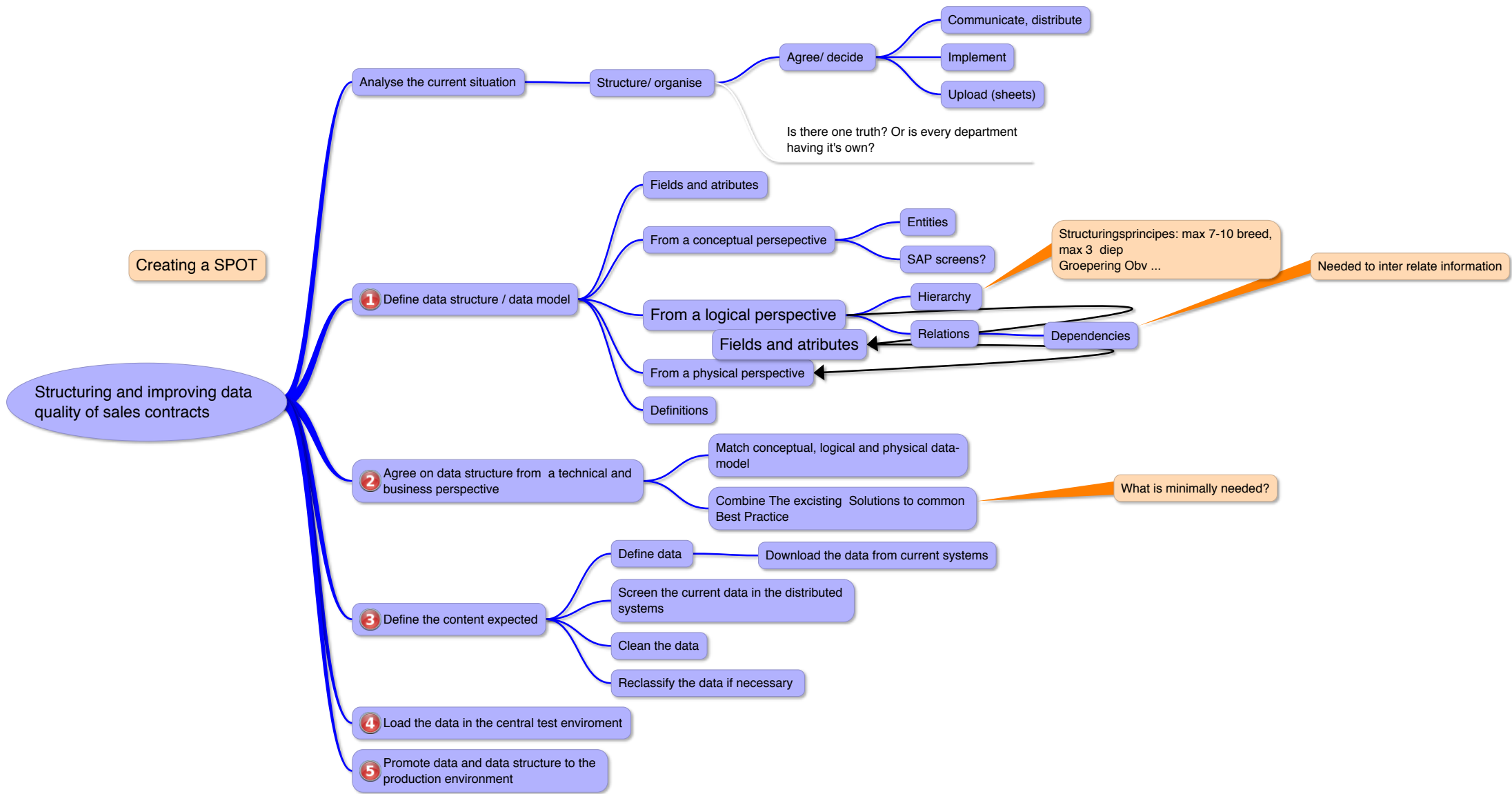
Wat zou je van een masterdata-item moeten weten.mmap - 20-1-2012 - Martin van Vuure



Conceptmap - Heartbeat-conceptueel datamodel (5).mmap - 16-1-2012 - Martin van Vuure

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Aspecten buiten context

