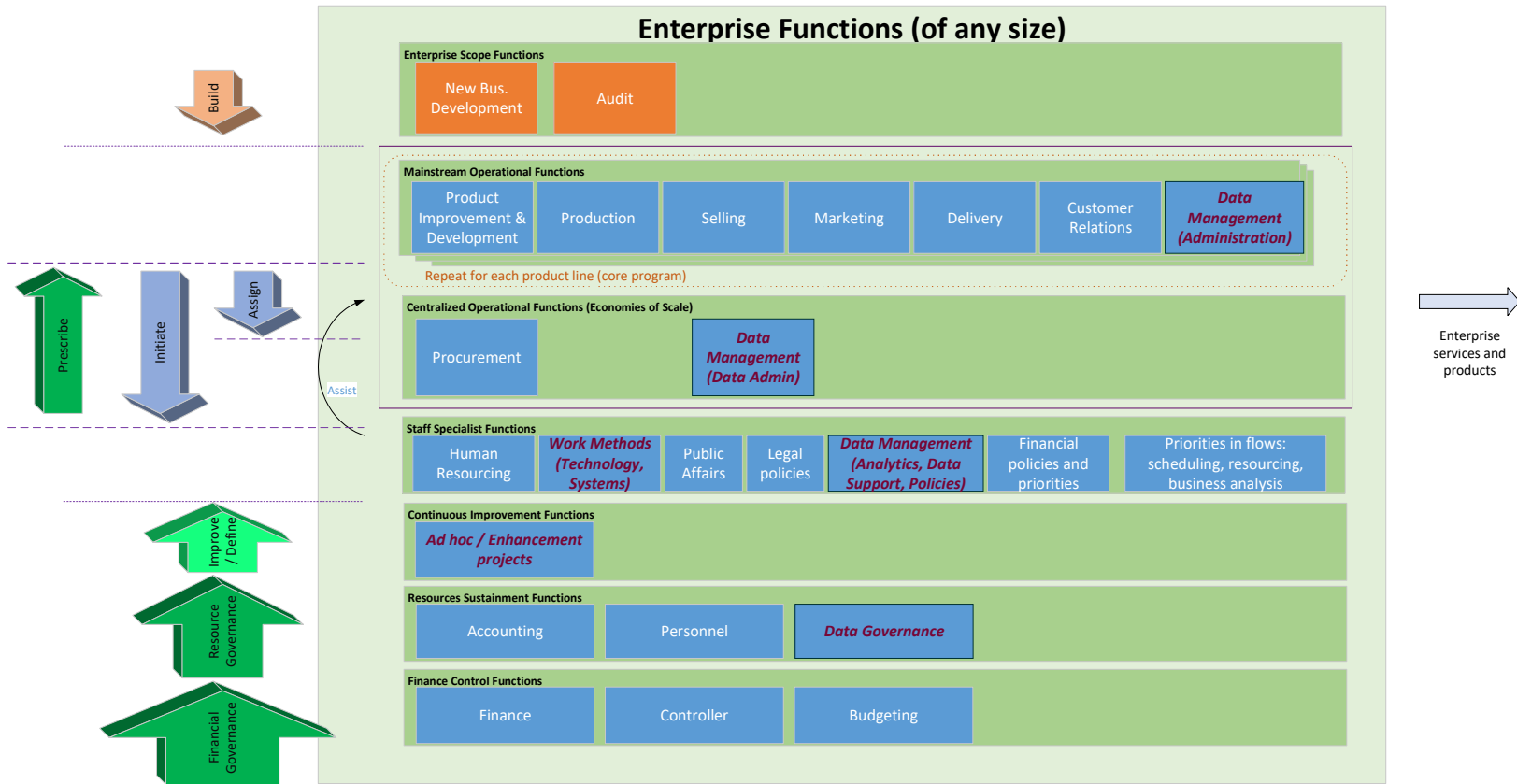


# THE MANY FACES OF DATA MANAGEMENT WITHIN THE BUSINESS FUNCTIONS



## FUNCTIONS

**Enterprise Scope Functions** at CEO/COO level encompassing organization.  
**Mainstream Operational Functions** are customer focused, meeting the needs that define what the organization is about. Organized into Core Programs, each function can be through corporate service (example procurement) or within program.  
**Staff Specialist Functions** assisting operational managers in the major dimensions of their work.  
**Continuous Improvement Functions** address improving any function.  
**Resources Sustainment Functions** Functions concerned with ensuring that human, financial, capital and technical resources are well maintained and not allowed to deteriorate.  
**Financial Control Functions** measure/control resources within organization.

**Mainstream Operational Functions** group repeats for each product line (core program). These Functions may be consolidated to serve multiple core programs for 'economies of scale' as **Centralized Operational Functions** (corporate service).

### Assign vs. Initiate:

Assign vertically, Assigner is accountable for deliverable.  
 Initiate horizontally, Manager of initiatee is accountable for deliverable.

### Description:

These represent the needed functions of any organization large or small -- a one person company still must accomplish each function. The mainstream operational functions and support functions may be repeated for multiple product lines, business units, or lines of business (depending on how the organization is structured), or centralized as shown above.

Functions (excluding Data Management, Governance) Adapted from *Requisite Organization* by Elliott Jaques

## DATA MANAGEMENT ROLES

- **Within each core program:** Updating data, creation/update of datasets, reporting on data. Meets the needs of the core program, direct output of each core program. May be assisted by staff specialist function.
- **As a product / core program:** Updating master data (spans multiple core programs), creation/update of enterprise (spans multiple core programs) datasets, reporting on enterprise data. Meets the needs of external customers, direct output of the data management core program.
- **As a Work Methods Technology, Systems** shared services component: providing backup, storage, security. Meets the needs of all functions.
- **As a component of Enterprise Architecture within Work Methods Technology, Systems:** Enterprise data architecture, enterprise data modeling and design, data integration & interoperability design of solutions changes. Meets the needs of organization. Direct project output of enterprise scope.
- **Staff Specialist Function** (shared service to all functions): Centralized service provided to core programs for updating data, creation/update of datasets, reporting on data, program data design. Defines policies and priorities. Meets the needs of each core program, assists in output.
- **Continuous Improvement Function** New opportunity assessments; define requirements within projects; Data Architect role at design stage.
- **As a Resources Sustainment Function: Data Governance** applied across all functions; includes data management, data quality, data warehousing and business intelligence, metadata, reference and master data; center of excellence for standardizations of tools and approaches; setting standards and definitions for all data management related activities.