Root Capital
PJMF Data Governance Roadmap

Appendix

The Details

Due Date	May 31, 2023 *(Note: Extended from original deadline of April 30, 2023.)*
Purpose	The Data Governance Roadmap is the first milestone deliverable of the Data Governance Accelerator. It is intended to be the primary guide for each Cohort member as they work to improve their organizational data governance, as it outlines key priorities and planned activities for the Accelerator program. The Roadmap is a living document that can be updated and revised during the implementation of data governance activities. It should be shared with all team members and will be used to set the agenda for technical check-ins during the life of the Accelerator.
Components	The Roadmap will serve as both a strategic and operational guide to data governance improvement activities. It is up to each organization to design the roadmap in a way to makes sense for their organization; however, each Roadmap should contain the following components: **Priority Goals:** Each organization will select up to ***three outcomes or goals*** that they hope to achieve during the Accelerator. ***Each goal should include***: ● *A description of the current challenge or problem the organization currently faces* ● *An outcome statement on what success will look like after working to improve the problem.* **Key Activities**: Key activities will help each organization achieve its priority goals. These priority activities should be listed as a work plan within the Roadmap and should focus on practical and achievable tasks that can be accomplished during the 9-month implementation period of the Accelerator. ***Each activity should include:*** ● An activity title ● A description of the activity ● Schedule and estimated level of effort (LOE) to complete the activity ● Roles of each team member

The Roadmap Framework

Priority Goals	Key Activities	
1. Description Outcome of success	Key Activity 1	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
	Key Activity 2	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
	Key Activity 3	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
2. Description Outcome of success	Key Activity 1	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
	Key Activity 2	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
	Key Activity 3	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
3. Description Outcome of success	Key Activity 1	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
	Key Activity 2	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member
	Key Activity 3	*Title*
		Description
		Schedule & Estimated LOE to Complete
		Roles of each team member

Priority Goals	Key Activities	
1. **Root Capital does not have a holistic Data Governance Framework or taxonomy of standard data policies that are documented and/or accessible across the organization.** ★ *Outcome of success:* Framework of key Data Governance policies available on IT intranet site, with status of policies in process.	Supporting Activity (Role Clarity)	*Title* **Data Governance Work Plan Assignments**
		Description Assign individual Root Capital staff as initiative leads for each 2023 Key Activity from the Data Governance Roadmap.
		***Deadline:** June 30th, 2023*
	Key Activity 1 (Short Term, Low Effort)	*Title* **Data Governance Policy Framework**
		Description Create an initial Data Governance Policy framework, as well as an inventory and gap analysis of existing relevant policies. This framework will also include review and revision mechanisms for future updates to our Data Governance Policies.
		Schedule & Estimated LOE to Complete ***Deadline:** July 31st, 2023*
		Roles of each team member
	Supporting Activity (Comms)	*Title* **Present Data Governance Roadmap to SLT & Key Collaborators**
		Description Present Data Governance Roadmap to SLT, full IT team, and staff in key operational and/or data-related roles, with the goals of soliciting feedback and increasing buy-in
		***Deadline:** August 4th, 2023*
	Key Activity 2 (Med Term, Med Effort)	*Title* **Data Governance Roles & Responsibilities**
		Description Update and clarify the role of the Data Governance Council, IT team, Data Owners, and Data Stewards in setting and implementing data governance policies and procedures, using the RAPID framework to clarify and codify roles and decision-making authority
		Schedule & Estimated LOE to Complete ***Deadline:** August 31st, 2023*
		Roles of each team member
	Supporting Activity (Collaboration)	*Title* **Relaunch the Data Governance Council**
		Description Hold first meeting of the reconstituted Data Governance Council to prepare for 2024 data governance goal setting and work planning as part of the 2024 Annual Planning process
		***Deadline:** September 30th, 2023*
	Key Activity 3 (Long Term, High Effort)	*Title* **Data Access and Control Policy**
		Description Draft Data Access and Control Policy to manage data changes, sensitive data, and user privileges in key systems. Clarity approach to defining access "rights" **per data type,** user role (e.g. employee vs. contractor) and data sensitivity. (**Contingent on 2.1**)

		Schedule & Estimated LOE to Complete ***Deadline: 2024 - Exact timing TBD during Annual Planning***
		Roles of each team member
	Parking Lot	● *Data Security Policy - important, plan to keep updated, but not as urgent, since it's in good shape* ● *Policy related to data rights of clients, producers, donors and investors*
	Relevant Resources (Internal)	● *Lending Policy Manual* ● *IT Policies Intranet Page* ● *Data Security, Data Retention, Disaster Recovery, and Privacy Plan*
	Relevant Resources (External)	● *Aapti - Policies Workshop - PJMF Session 6* ● *Aapti - Policies Workshop - List of Resources* ● *NAVEX, Definitive Guide to Policy and Procedure Management* ● *(Per system) Criticality analysis https://csf.tools/reference/nist-sp-800-53/r5/ra/ra-9/* ● *The 4 main roles of meta data* ● *UC Data Governance & Classification Policy* ● *Solita - Data Classification Methods for Data Governance*
2. **Root Capital does not have robust data documentation standards, including related procedures, to manage the creation, transformation, storage, and access of data across systems.** ★ *Outcome of success:* Creation of a landscape analysis, including a Root Capital Data Catalog with associated access rights, to be communicated widely across the organization, including senior leadership.	Key Activity 1 (Short Term, Low Effort)	*Title* **Data Inventory Standards**
		Description As a baseline, perform an inventory of minimum data documentation to facilitate data discovery, sharing, and integration across the system ecosystem. Assess creation of standards to support data-related activities by users.
		Schedule & Estimated LOE to Complete **Deadline: August 31, 2023**
		Roles of each team member
	Key Activity 2 (Med Term, Med Effort)	*Title* **Data Governance Roles & Access Rights to Data Sets**
		Description Assign data governance roles (e.g. data owner, data steward) for each data high-level set, as well as access rights for different data user roles. Established roles will also be leveraged to assign responsibility for helping to populate data catalog (next activity).
		Schedule & Estimated LOE to Complete **Deadline: September 30, 2023**
		Roles of each team member
	Supporting Activity (Role Clarity, Collaboration, Comms)	*Title* **Data Owner & Data Steward Kick-Off**
		Description Ensure there is role clarity and staff buy-in for the Data Owner and Data Steward Roles, through a combination of documented responsibilities, LMS content, and potentially a (virtual) kick-off for staff in these roles
		Deadline: October 31st, 2023
	Key Activity 3 (Long Term, High Effort)	*Title* **Root Capital Data Catalog**
		Description Create the initial version of a Root Capital data catalog to identify key organizational data sets, along with basic metadata related to source system, business purpose, and data sensitivity

		Schedule & Estimated LOE to Complete ***Deadline: 2024 - Exact timing TBD during Annual Planning***	
		Roles of each team member	
	Key Activity 4 (Long Term, High Effort)	*Title* **Process Mapping Department Pilot**	
		Description Pilot process mapping for one key business group and data process (e.g. Grants Management System), documenting the flow of information through all systems, user roles, data definitions, sensitive fields, and adherence to relevant data policies. Analyze results to determine if/how to make data-related process mapping part of our standard data documentations.	
		Schedule & Estimated LOE to Complete ***Deadline: 2024 - Exact timing TBD during Annual Planning***	
		Roles of each team member	
	Parking Lot	●	
	Relevant Resources (Internal)	● *Data Inventory* ○ *DSI-02: Data Inventory / Flows - CSF Tools*	
	Relevant Resources (External)	●	
3. **Root Capital does not have clear, centralized procedures for adding new data and/or changing existing data sets or information systems** ★ *Outcome of success:* Changes to Root Capital's data landscape are made in a more standard way, informed by relevant information regarding the business case and implications for other business processes	Key Activity 1 (Short Term, Low Effort)	*Title* **Design Initial Data Change Management Process**	
		Description Scope a data change management process for users to request changes in new and existing information systems, including the minimum details required to accompany submissions for new data or technology and/or changes to existing data and technology. Roles (approvers, requesters) and methods of communication also to be defined, leveraging the RAPID framework	
		Schedule & Estimated LOE to Complete ***Deadline: September 30th, 2023***	
		Roles of each team member	
	Supporting Activity (Role Clarity, Collaboration, Comms)	*Title* **Data Change Management Documentation & Training**	
		Description Develop documentation and related training materials / intranet content to support the Data Change Management Process roll out	
		Deadline: October 31st, 2023	
	Key Activity 2 (Med Term, Med Effort)	*Title* **Pilot Data Change Request Process**	
		Description Pilot process in one system (e.g. Salesforce) for both new and existing data sets. Gather feedback from users in requestor and approval roles to iterate the process for org-wide launch.	
		Schedule & Estimated LOE to Complete ***Deadline: 2024 - Exact timing TBD during Annual Planning***	
		Roles of each team member	
	Key Activity 3	*Title* **Organizational Launch**	
		Description	

	(Long Term, High Effort)	Formally disseminate and socialize new procedures through communication to all staff, including related training opportunities and ongoing support
		Schedule & Estimated LOE to Complete ***Deadline:** 2024 - Exact timing TBD during Annual Planning*
		Roles of each team member
	Parking Lot	●
	Relevant Resources (Internal)	●
	Relevant Resources (External)	●

Order:

2023:

- **1.1**
- **1.2**
- **2.1**
- **2.2**
- **3.1**

2024:

- **1.3**
- **2.3**
- **2.4**
- **3.2**
- **3.3**