

# Thank you for sharing my data

## New and Emerging Data Roles

A word cloud of data roles, including 'Privacy Officer', 'Chief Privacy Officer', 'Data Compliance', 'Enterprise', 'Manager', 'Data', 'Process', and 'Data'. The words are arranged in a circular pattern, with 'Privacy Officer' and 'Chief Privacy Officer' being the most prominent.

Privacy Officer  
Chief Privacy Officer  
Data Compliance  
Enterprise  
Manager  
Data  
Process  
Data

# Outline

1. Background
  - Olmstead Plan pilot work
2. National Governors Association
3. Traditional and emerging roles
4. What's Next



# Changing Behavior

Data is not governed, but peoples behavior around how data is managed and used IS governed



# Olmstead Plan Pilot

- A unique opportunity to pilot a cross-agency data sharing approach through data governance
- Goal to establish cross-agency data sharing and data strategy around employment for people with disabilities
- Participating Agencies
  - Minnesota IT Services
  - Department of Administration's Data Practices Office
  - Department of Human Services (DHS)
  - Department of Education (MDE)
  - Department of Employment and Economic Development (DEED)



# Olmstead Plan Pilot: Outcomes and Next Steps

## **Outcomes**

- Established cross-agency data governance for the Olmstead Plan in employment
- Developed a cross-agency data sharing agreement process
- Made recommendations on data sharing methods and approach

## **Critical Next Steps**

- Develop strategy to expand and operationalize data governance
- Establish a support framework for state agencies and IT
- Leverage and/or build on evidence-based policymaking framework

# Lessons Learned – SLEDs and DEED

## Lessons Learned from MN Agencies that Could be Adopted Statewide:

- MN Department of Education – Statewide Longitudinal Education Data System (SLEDs)
  - ✓ Well defined level of data access management and authority
  - ✓ Well defined governance process
  - ✓ Clear understanding of Family Educational Rights and Privacy (FERPA)
- Department of Employment and Economic Development (DEED) – Performance Management Program
  - ✓ Well defined level of data access management and authority
  - ✓ Well defined process for de-identifying data for the purpose of de-duplication
  - ✓ Roles within the division are a mixture of subject matter experts with technical background

# Example of Data gaps

## **Repeat Incarceration rate**

Increase in reoffenders for people with health or disabilities – due to gap in services

## **Employment**

- How long is it taking for people who want to work get employment
- Are they able to sustain employment over time
- Are they being paid at least minimum wage: many make below minimum wage, part time w/o full medical benefits

# Olmstead Plan Lessons Learned



- Not one agency had authority on its own to implement a cross agency data sharing agreement process
- Legal and privacy opinions varied across agencies
- Measurable goals were specific to programs and not multi-agency around employment



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National  
Governors  
Association

# NGA Project: Background

- Applied to NGA project focused on cross-sector data sharing in 2018  
– *Harnessing the Power of Data to Achieve State Policy Goals*
- One of eight states selected to participate: Arkansas, Colorado, Delaware, Indiana, Iowa, Minnesota, Vermont and Washington
- Project purpose: Build and execute a data strategy to enhance ability to use and analyze data to make programs more efficient and effective and inform the development of new policies

# NGA Project: State Focus Areas

## KEY FOCUS AREAS ACROSS STATES

### GOVERNANCE & POLICY

- Legal agreements
- Privacy
- Enterprise-wide change
- Identity management
- Infrastructure

### STAKEHOLDER ENGAGEMENT

- State agencies
- Legislature
- Local government
- Advocates
- Industry
- Vendors

### ANALYTICS

- Systems
- Capacity
- Research
- Dashboards

# NGA Project: MN Plan

## **Vision**

To advance and support data sharing maturity in legal, privacy and technical frameworks to support multi-agency service collaboration efforts.

## **Use Case**

Employment for individuals with disabilities (continue to build on Olmstead Plan).

## **Primary Goal**

Establish an implementable data sharing governance strategy that addresses legal and privacy concerns.

# 2

## C-Level Roles

# References: Data Sharing Research

## Federal

- **Commission Report Findings 2017**

The Promise of Evidence-Based Policymaking

Privacy and transparency frameworks

## National Governors Association

- Data-Driven Government
- Multi-state collaboration
- and more

## National

- National Association Chief Information Officers (NASCIO) Report
  - Perspective on Privacy



**Chief  
Information  
Officer**

***Adjusting:***

Focus often on  
back-office and  
technology  
service  
improvement



**Chief  
Data  
Officer**

***Emerging:***

Focus on  
information, its  
quality, its  
policy and its  
use



**Chief  
Technology  
Officer**

***Evolving:***

Operational/  
embedded  
technology  
focus



**Chief  
Digital  
Officer**

***Emerging:***

External  
customer  
interaction  
focus



**Chief  
Enterprise  
Architect**

***Evolving:***

Model,  
process and  
integration  
focus



Source: Gartner (October 2012)

# The Trifecta of Roles

- Chief Privacy Officer - CPO
- Chief Data Officer - CDO
- Chief Information Security Officer - CISO





## Key Roles

### **CHIEF INFORMATION SECURITY OFFICER**

- Secured Infrastructure
- Vendors on Requirements
- Prevents and manages data breached

### **CHIEF PRIVACY OFFICER**

- Consistent Privacy and Legal interpretation
- Legislature
- Industry
- Vendors

### **CHIEF DATA OFFICER**

- Strategic and operational data leader
- Analytics

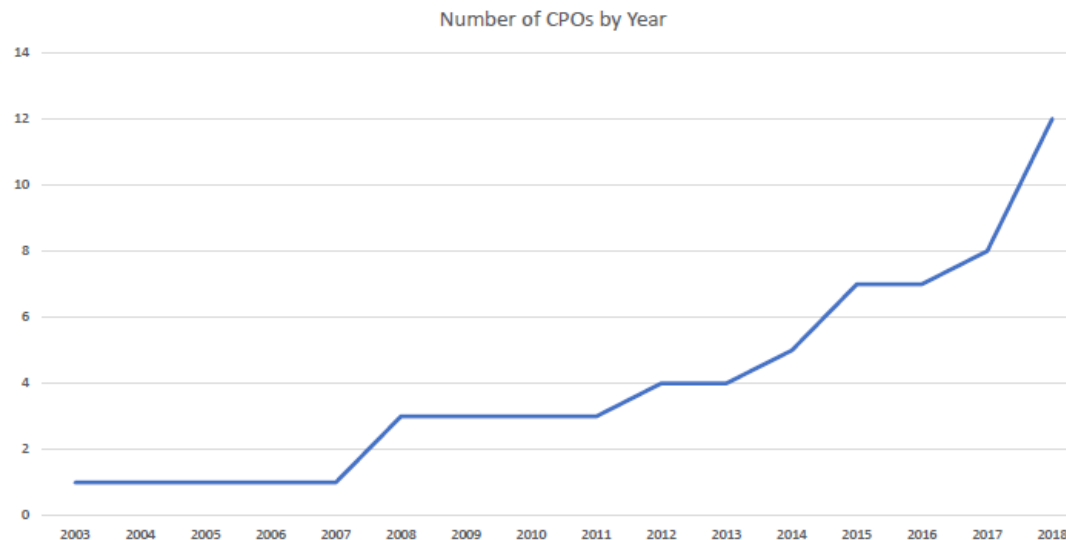
# Motivation for CPO

## Motivation for Hiring CPO

- Reaction to a data breach
- HIPAA
- Desire to use data as an asset
- Important complement to a CISO
- Improving privacy in the state

# Chief Privacy Officer National Trend

## State CPOs by Year



# Need for a Privacy Framework: Risk Mitigation

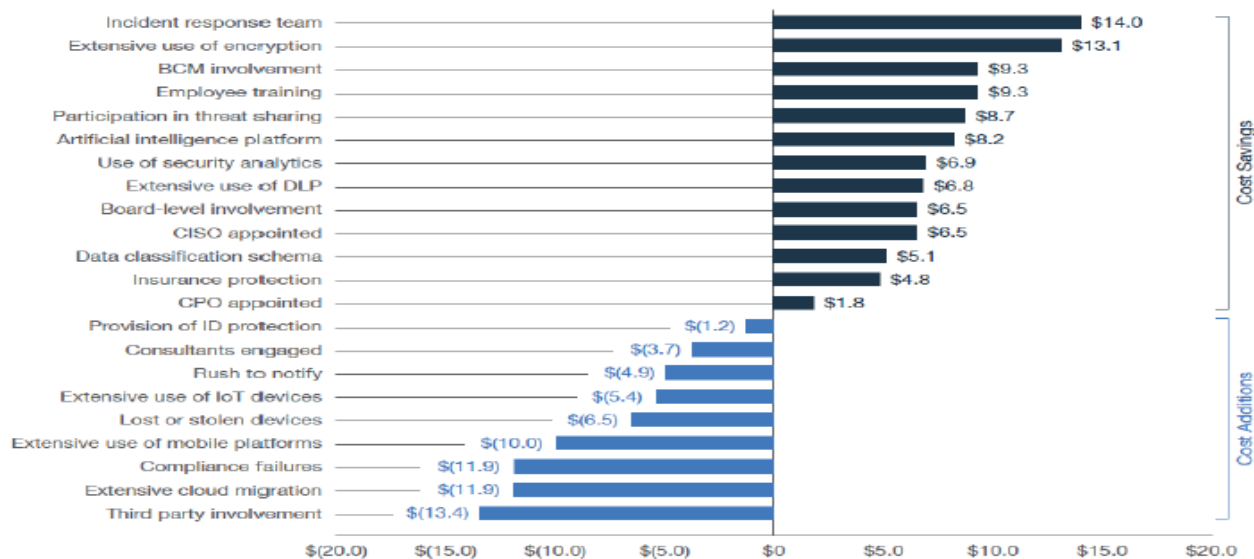


## Privacy governance lowers breach cost

Certain factors decrease or increase the cost of a data breach. Figure 12 provides a list of 22 factors that increase or decrease the per capita cost of a data breach.

Figure 12. Impact of 22 factors on the per capita cost of data breach

Measured in US\$



Ponemon Institute: 2018 Cost of a Data Breach Study: Global Overview, figure 12.

# Risk Factor - Cost

- **Cost Savings**

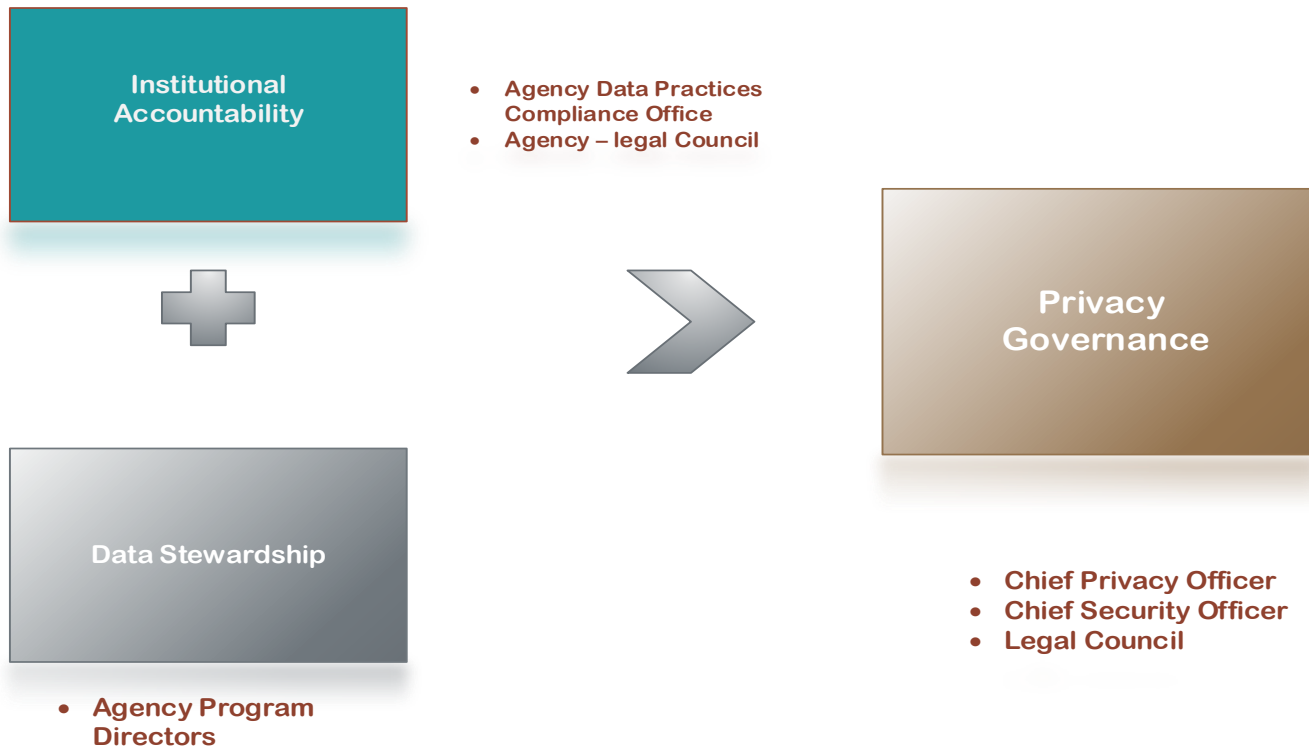
- CISCO Appointed \$6.5
- CPO Appointed \$1.8
- Boar or C-level participation \$6.5
- Data Classification Schema \$5.1

- **Cost Addition**

- Third Party Involvement \$13.4
- Compliance Failures \$11.9
- Extensive Cloud Migration \$11.9

# Privacy Framework Data Governance

## Privacy Governance



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Next

- Build your case for key roles
- Data Governance, Privacy and Stewardship
- Build a Roadmap
- Build relationships needed to move forward





# Three Year Roadmap



## Year 1

- Obtain leadership buy-in
- Establish CPO Role
- Establish Supporting team
- Build Relationships
- Adopt best practice framework



## Year 2

- Establish Chief Data Officer Role
- Set data strategy to support business and/or Governor's priorities
- Continue to build cross-function Framework
- Technical Framework to support data sharing, analytics



## Year 3

- Operationalize and continue to build
- Establish statewide process and function

# Build a Roadmap

## Three-Year Roadmap



### Year 1

- Leadership buy-in
- Establish CPO role
- Establish CDO role
- Establish implementation team
- Build relationships



### Year 2

- Set data strategy to support key priorities
- Adopt best practice framework
- Identify technical framework to support data sharing and analytics



### Year 3

- Operationalize and continue to build
- Establish statewide process and function

# Benefits

- Established Accountability
- Data Quality increases
- Data Stewards have a go to
- Build relationships needed to move forward



# Questions



# Thank You

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