THE UNIVERSITY OF QUEENSLAND
AUSTRALIA
CREATE CHANGE

Information Steward Handbook

Data Strategy and Governance

Handbook **content**

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- Roles and responsibilities
- Information domains
- What to expect
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Objective

To provide a high-level overview of data governance at UQ, and a summary of your responsibilities as an Information Steward.

Context

Daily life at UQ is increasingly data-centric

To maximise this potential, we need high-quality and reliable data. This is why we are continuing to invest in our data capabilities, to ensure it can be used to deliver value to the University, whilst upholding the highest ethical and privacy standards.

UQ's **data transformation** journey

"UQ's information is a **core strategic asset** that can be leveraged to deliver value. As the quantity and value of data grows, IT must continue to **develop a modern and proactive information management capability**.

In the **next three years**, our information management approach must ensure the **quality**, **reliability** and **integrity** of UQ's information, so that it can be **appropriately used** to **gain insights**, **make decisions** and **deliver value** for the University."

- Enterprise IT Strategy 2020

Definitions

Data **governance**

Data governance is a collection of **practices** and **processes**, which helps to ensure the formal **management of data assets** within an organisation.

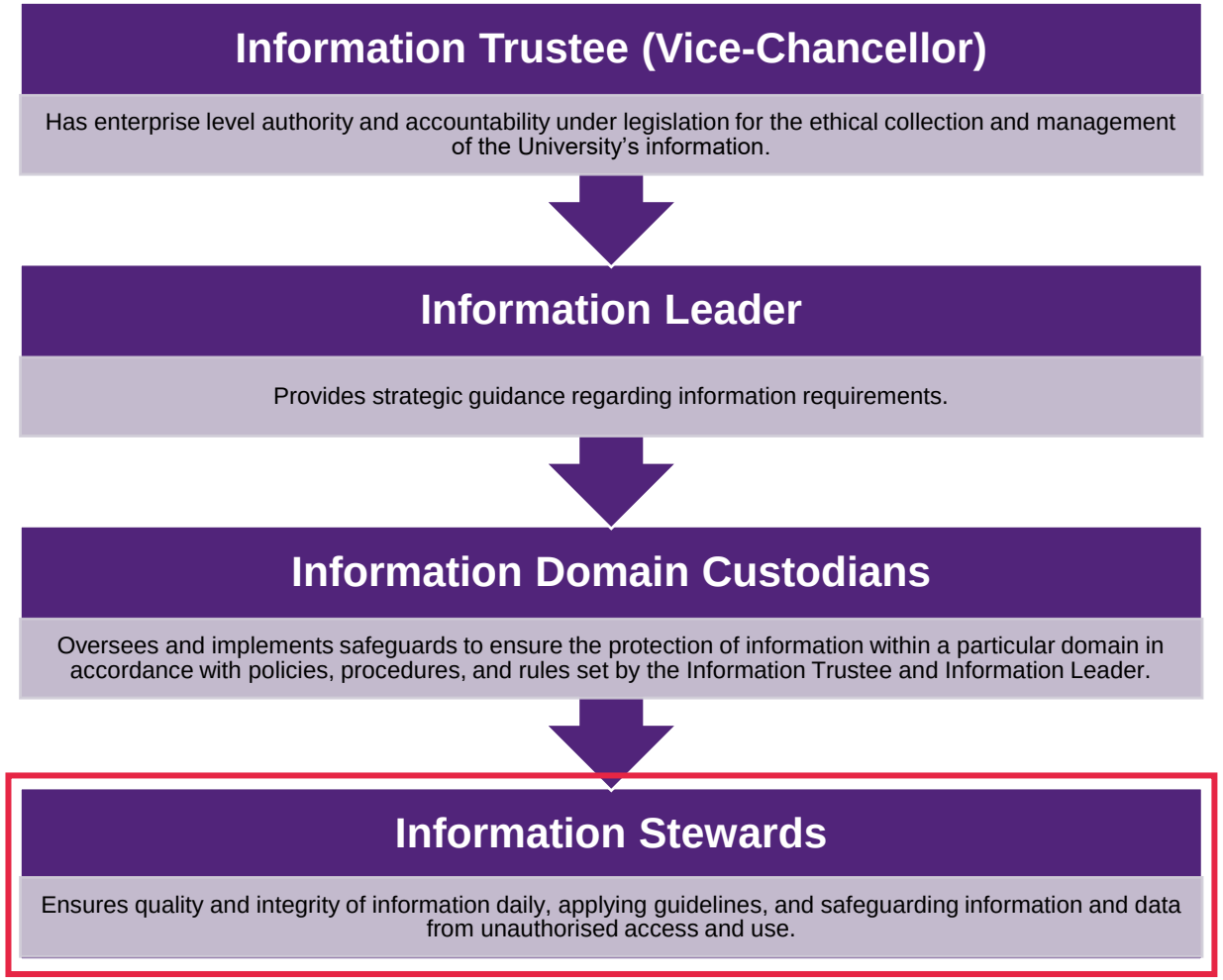
Data **management**

Data management is a **collection of capabilities** delivered through **people, processes and technology** to ensure the **confidentiality, integrity, availability, quality** and **security** of our information throughout the **Information lifecycle**.

Roles & responsibilities

Decision rights for data at UQ

Data Governance defines the roles and responsibilities, decision rights and controls, and processes used to manage UQ's data and information.



Roles

Everyone has a part to play in UQ's data landscape. Below is a quick overview of some of the key roles.

Information Creators
Information Creators capture or create information (eg. Admissions Officers using SI-Net).

Information Domain Custodian
Information Domain Custodians are responsible for defining and implementing safeguards to ensure the protection of information within their information domain (eg. the Chief Financial Officer is responsible for the Financial domain).

Information Service Providers
Information Service Providers (ISP) provide support to embed and implement governance controls and processes. This group includes the technical teams that provide system support and manage access to information including our information systems such as ITS, UQ library IT, UQ institutes IT, etc.

Information Consumers
Information Consumers use information. They select the best source of information to meet their requirements for use (eg. A Service Desk manager exporting information from their CRM system to report on how quickly service requests are resolved).

Information Leader
Information Leaders provide strategic guidance regarding information requirements within one or more information domains (eg. Deputy Vice Chancellor [Academic] is an Information Leader and is responsible for the information domains related to curriculum and teaching and learning).

Chief Information Officer
The Chief Information Officer (CIO) sets strategic direction of, and manages, IT at UQ.

Information Stewards
Information Stewards are responsible for the quality, integrity and use of information on a day-to-day basis (eg. The Director, Research Ethics is responsible for Human Ethics and Animal Ethics information assets).

Information Trustee
The Information Trustee at UQ is the Vice-Chancellor (VC). The VC has enterprise level authority and accountability under legislation for the collection and management of the University's information.

You can read more about these roles and responsibilities in the Information Governance and Management Framework, available on **data.uq.edu.au**

Your role as **Information Steward**

Ensures quality and integrity of information daily, applying guidelines, and safeguarding information and data from unauthorised access and use.

Maintain

Ensure metadata such as information security classifications and quality indicators are maintained.

Authorise

Review data access requests to ensure they are lawful and ethical.

Culture change

Promote training, awareness and change in behaviours to uplift data literacy and improve data quality and security.

Champion

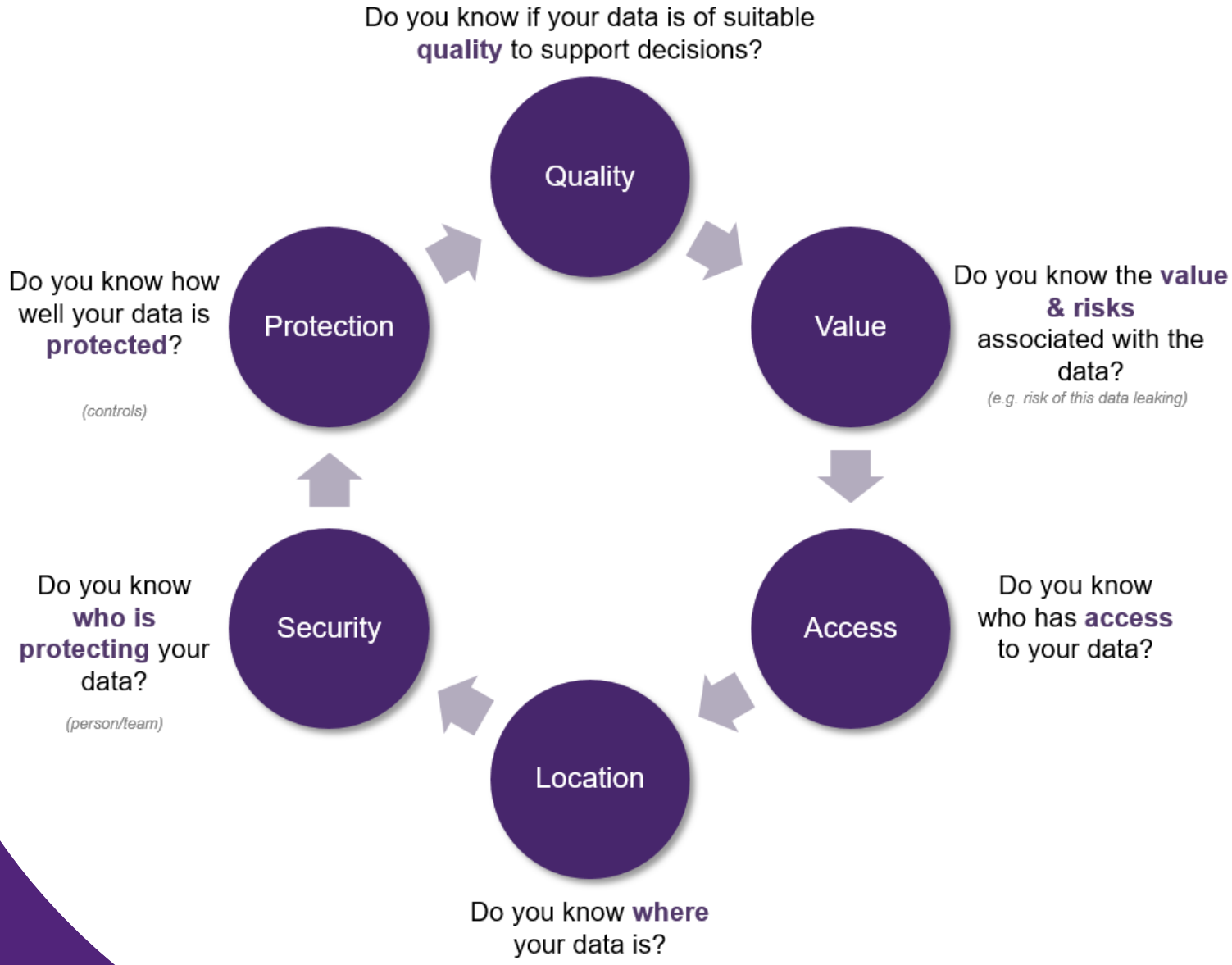
Champion data governance and related initiatives to improve quality and security of data.

The 6 Knows

'We like to frame data governance around 'The 6 Knows' - questions you should know.

This is especially pertinent for you as an information steward, as we can work through what you need to know about the data you are a steward for.

Find more information about this in the "Supplementary Information" at the end of this handbook (slide 29).



Information Management **Lifecycle**

When do we manage data?

The information lifecycle at UQ includes the following phases:

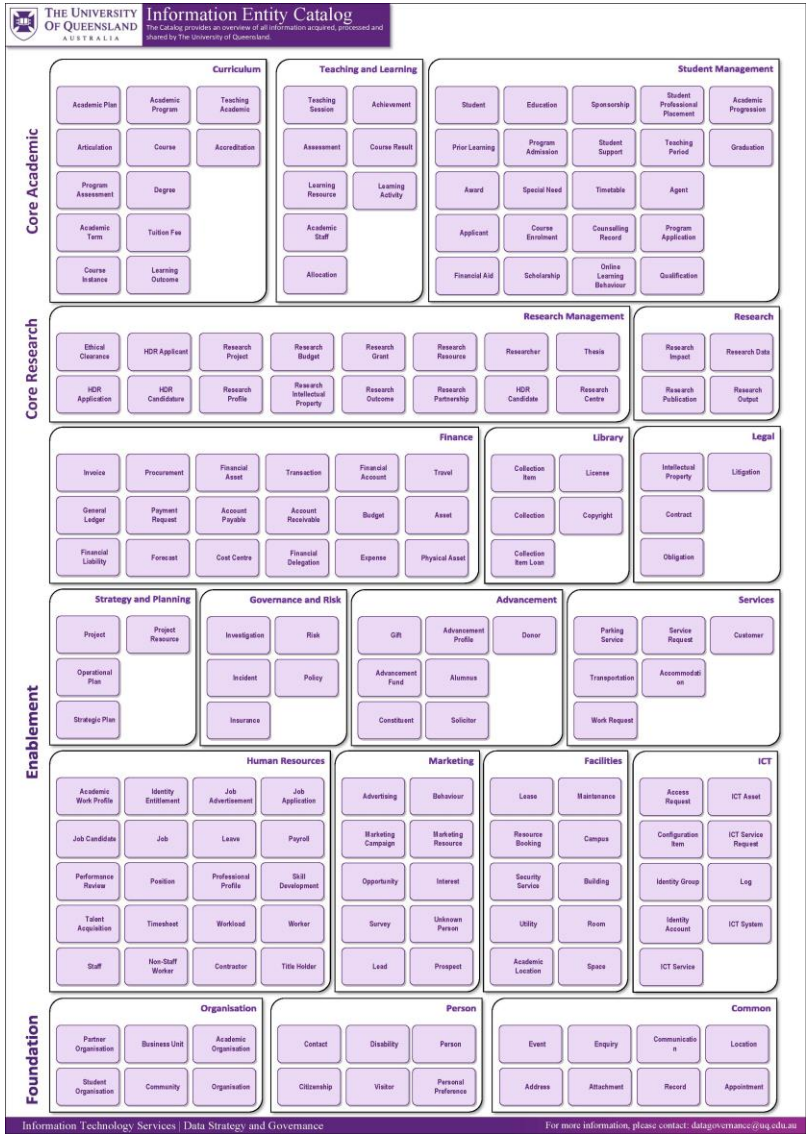
- **Plan and design** information appropriately;
- **Create, capture and classify** information adequately;
- **Store and secure** information appropriately and securely;
- **Manage and maintain** information in line with external and internal policies and expectations;
- **Share and reuse** information where appropriate;
- **Retain and archive** information for a minimum period; and
- **Dispose of and destroy** information correctly.

Information domains

Information **Domain**

UQ manages a vast amount of data and information. To organise and categorise this better, UQ has broken this down into ‘information domains’.

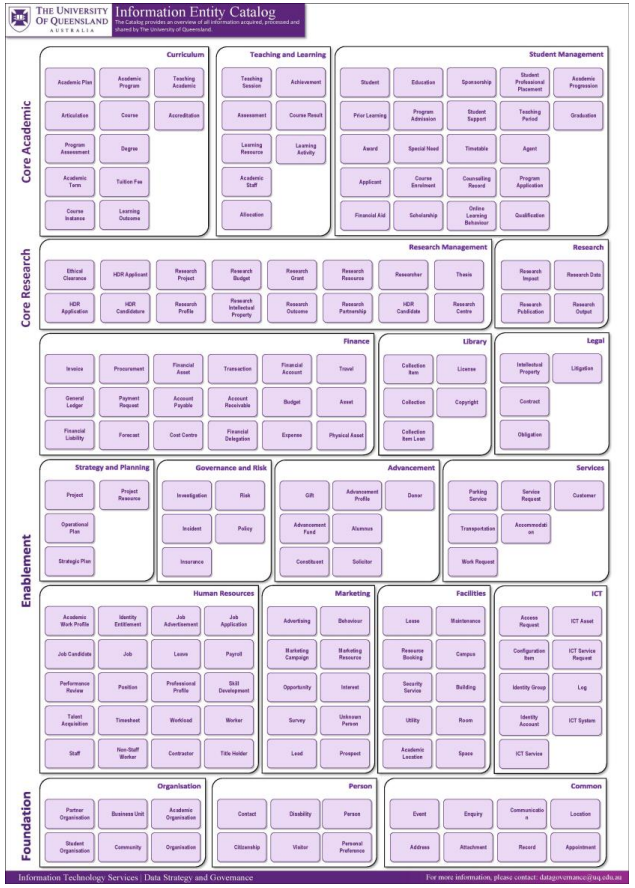
An Information Domain is a broad category or theme under which UQ information can be identified and managed.

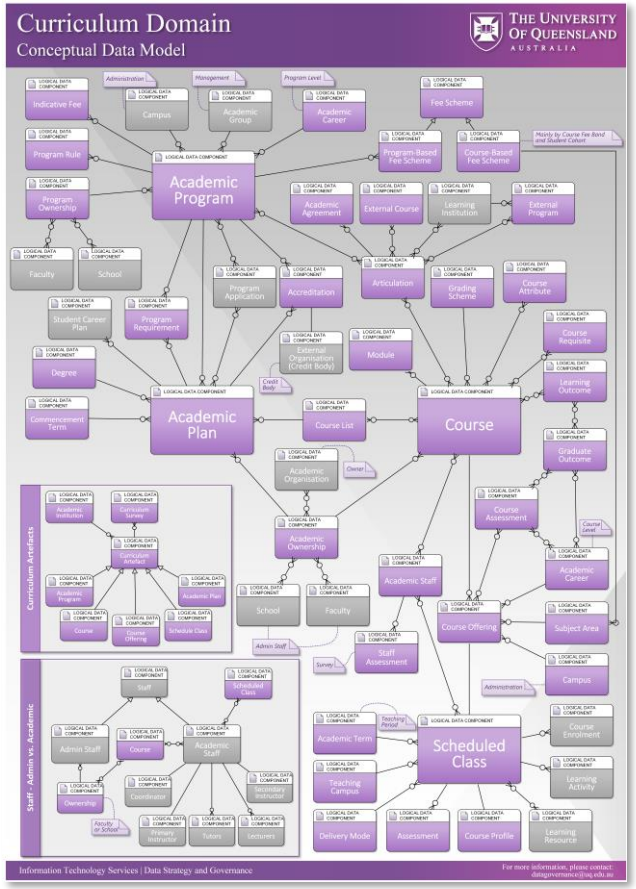


What to expect

Data modelling

Data models are visual representations of either a whole information system or parts of it to communicate connections between data points and structures. The objective is to illustrate the types of data that is collected, stored, and used within the system, the relationships among these data types, the ways the data can be grouped and organised and its formats and attributes.

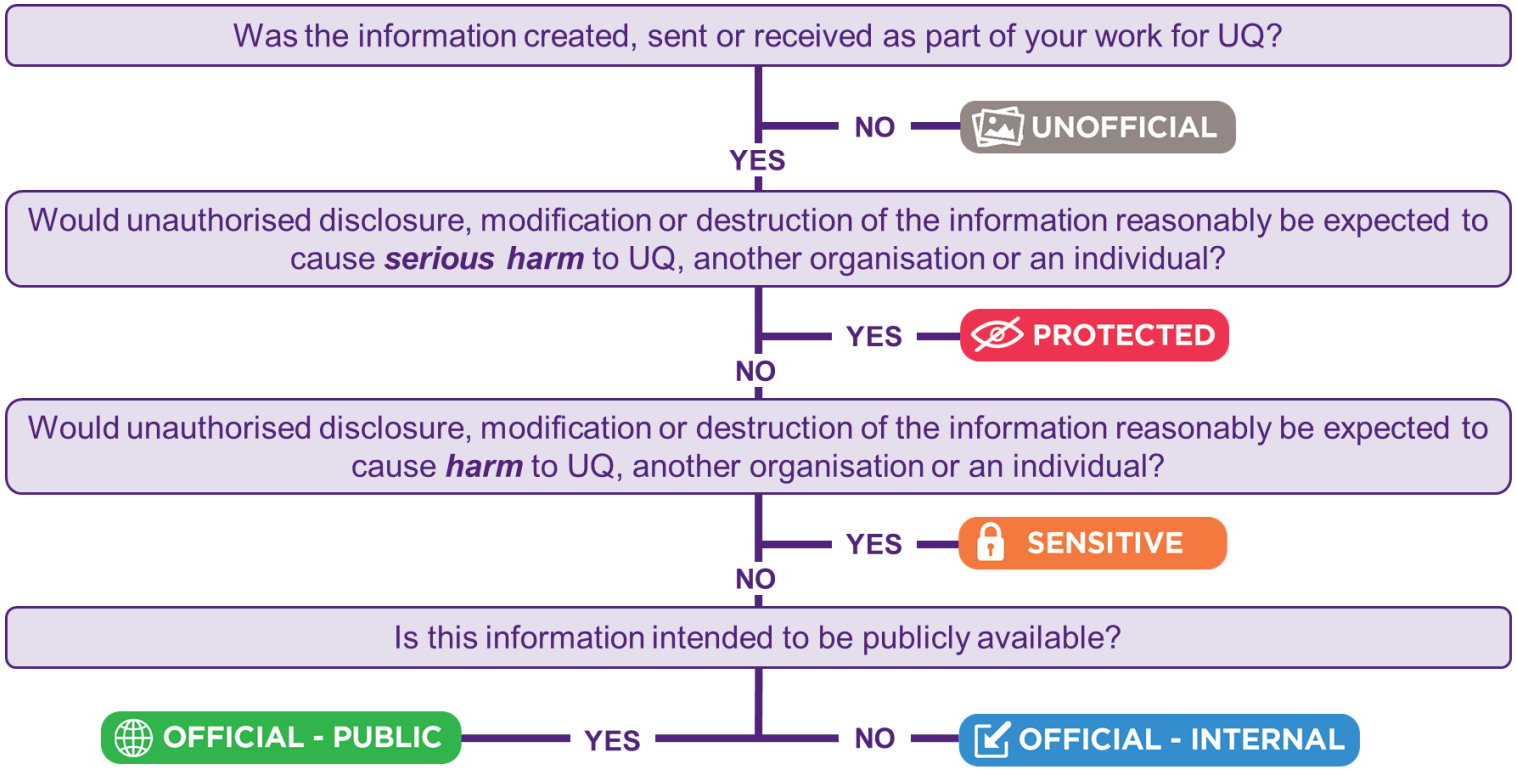




Information security classifications

Information security classifications are designed to categorise UQ's information assets (physical or digital) based on its confidentiality, availability and integrity needs.

A holistic, risk-based approach will consider the impact a compromise to the information asset might have on the University's broader profile.



- **Information Creators:** Must apply a security classification to the information they create.
- **Information Stewards:** Must ensure an appropriate information security classification has been assigned to the information within the respective information domain.
- **All UQ staff:** Must access, share and store information appropriately, as per their information security classification.

Data sharing agreements

The Data Sharing Agreement is a form that details requests for UQ data, and is used between Information Consumers (who request the data) and Information Stewards (who review the request for data).

Interview with Dr Greg Winslett,
a regularly user of the Data Sharing Agreements.

Office of the Chief Operating Officer
ITS Data Strategy and Governance

UQ Corporate Data Sharing Agreement

Data Sharing Agreements are being trialled within ITS Data and Identity Services for all corporate data sharing at The University of Queensland (UQ), both internal and external. This includes data from systems and platforms used to support UQ's administration, teaching and learning, and research administration.

The ITS Data Strategy and Governance Team will maintain a register of Data Sharing Agreements.

If you need any help completing this form, please contact the ITS Data Governance and Strategy Team by e-mail { HYPERLINK "mailto:datagovernance@uq.edu.au" }.

Requester details

Full name	Click or tap here to enter text.
Position title	Click or tap here to enter text.
UQ username	Click or tap here to enter text.
Email address	Click or tap here to enter text.
Date of request	Click or tap to enter a date.

For ITS use only

Unique ID	Click or tap here to enter text.	**Version**	Click or tap here to enter text.
Request received on	Click or tap to enter a date.		

The University of Queensland
Brisbane QLD 4072 Australia

T +61 7 3365 6000

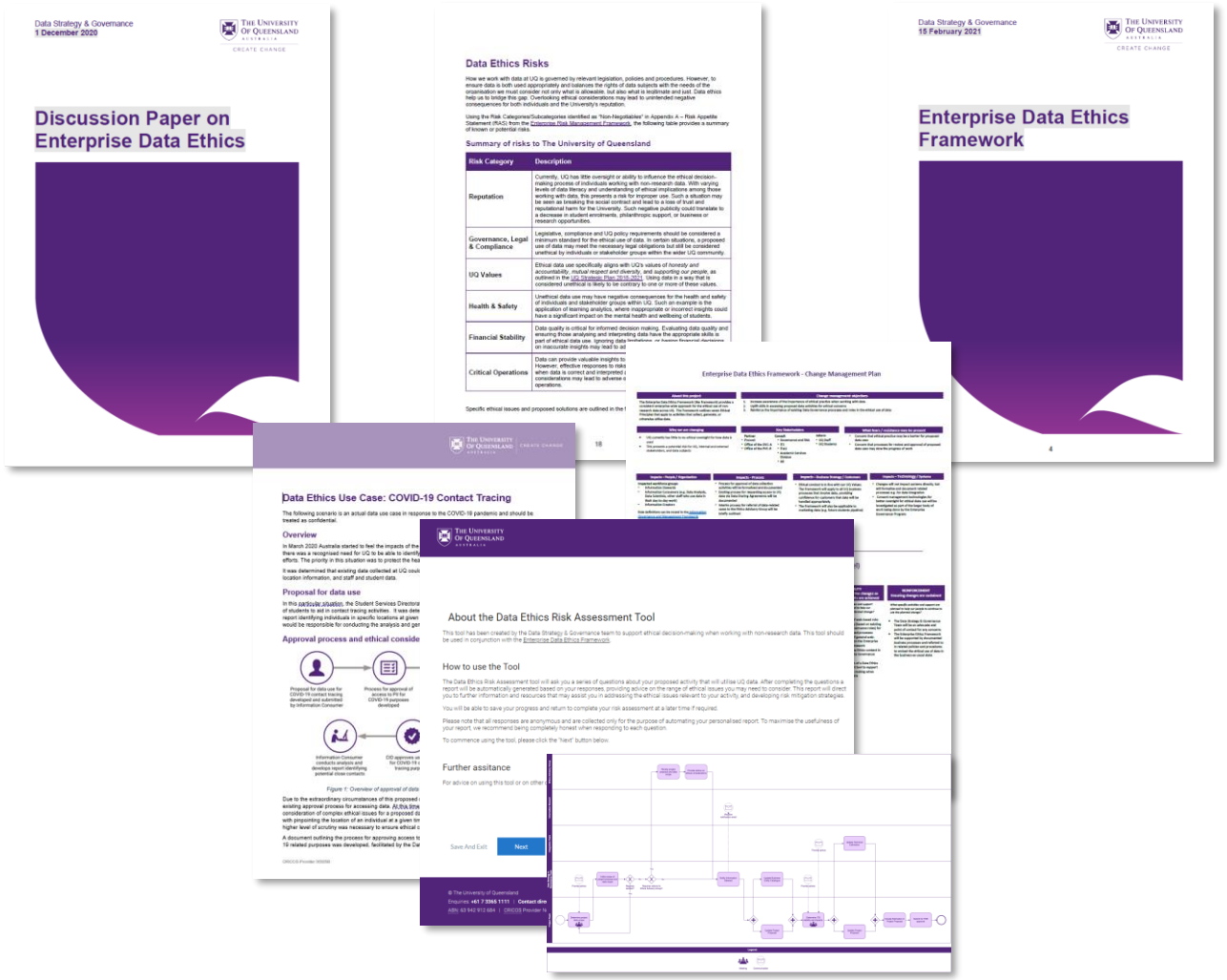
E gov.ds.io@its.uq.edu.au
W its { HYPERLINK "http://www.uq.edu.au" }

ABN: 63 942 912 684
CRICOS Provider 00025B

Data ethics

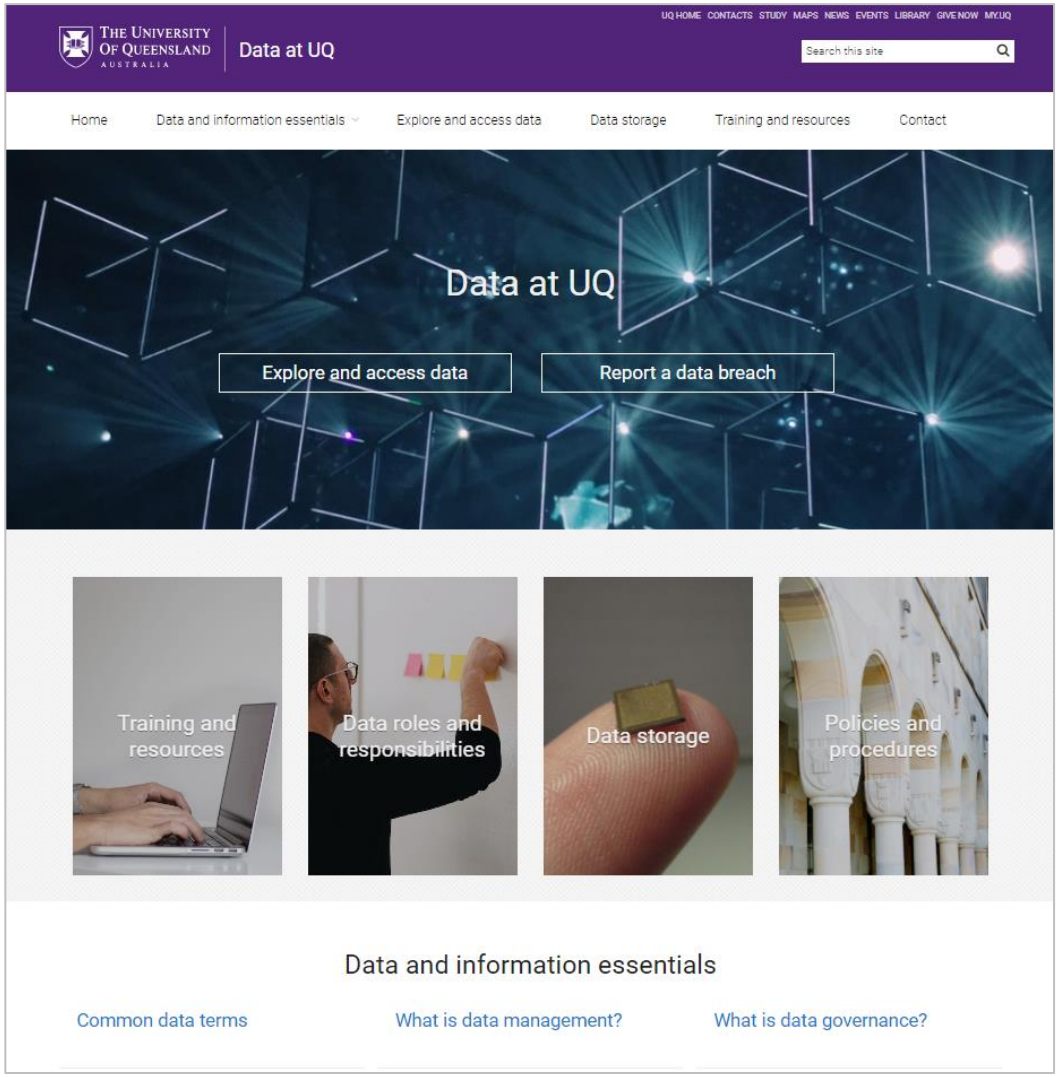
Data ethics is concerned with the moral standards applied, and assessments made when working with data.

Good data ethics facilitates privacy, transparency, fairness, and that those using the data are following all applicable regulations, and helps the UQ community to feel their data is safe.



Data website

A central location for the UQ community to find information on data and related resources, consequently increasing availability of information, and supporting data literacy in the wider UQ community.

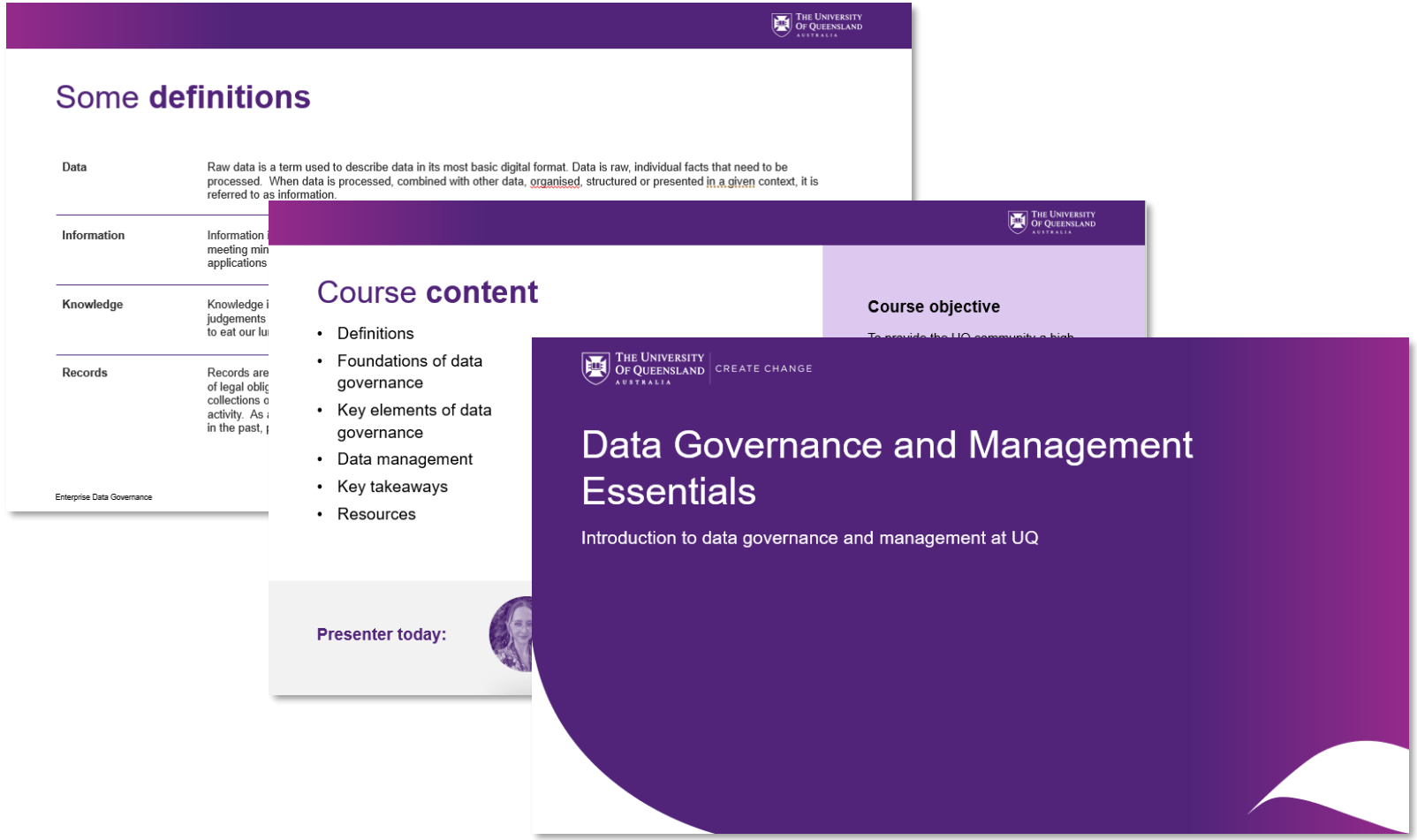


Training

Currently 2 training courses are available via the Staff Development Program.

[Data governance essentials]

[Data ethics: what does it mean for you?]



About us

Data Strategy & Governance
Who are we?

Assisting daily operations in UQ's data landscape.

Our goals:

- Responding to regulatory requirements,
- Increasing the discovery, findability, and controlled sharing of data,
- Enable improved management of the increasing volume and variety of data,
- Enhancing information security.

Useful links

Useful links

Enterprise Data Governance Program overview
https://coo.uq.edu.au/operational-areas/information-technology/its-projects-and-initiatives/enterprise-data-governance-program

Data at UQ Website
https://data.uq.edu.au/

Data Ethics
https://data.uq.edu.au/ethics

Roles and responsibilities
https://data.uq.edu.au/data-roles-and-responsibilities

Training and resources
https://data.uq.edu.au/training-and-resources

Applicable policies, procedures and frameworks
https://data.uq.edu.au/policies-and-procedures

Please reach out for further assistance

datagovernance@uq.edu.au

data.uq.edu.au

Supplementary information

Better understanding your responsibilities as an Information Steward

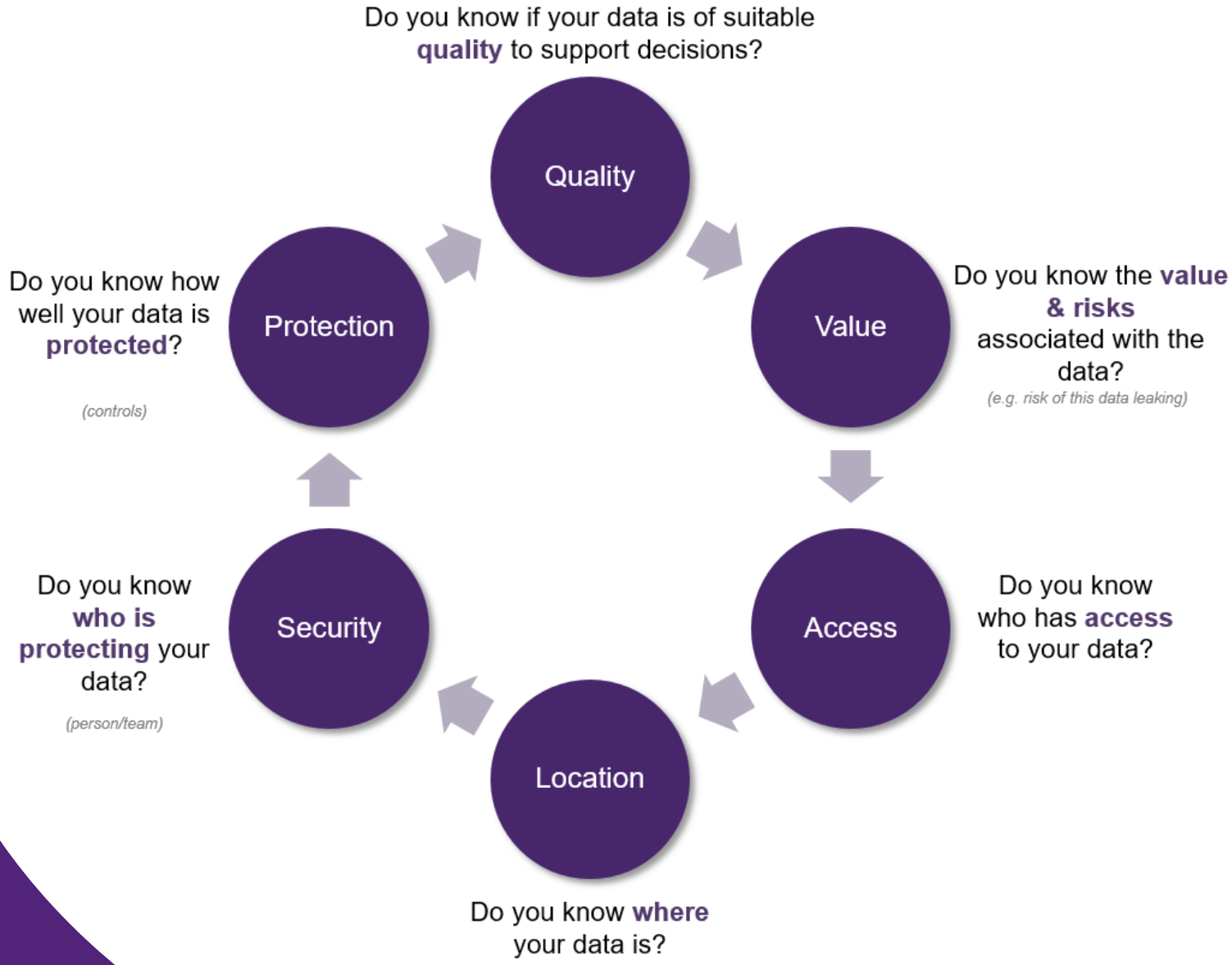
The 6 Knows

'We like to frame data governance around 'The 6 Knows' - questions you should know.

This is especially pertinent for you as an information steward, as we can work through what you need to know about the data you are a steward for.

It's important to emphasise that **improved information stewardship is a journey** – these are ideas to work towards, and it will be easier to answer these questions, with both time and help from the Data Strategy and Governance team.

What do you need to know about your data?



Know: Quality

Do you know if your data is of suitable quality to support decisions? Of course, it is hard to look back retrospectively at these things. However, we need to ensure that the above is adhered to with new data – if we are able to do that, we're one step towards better data governance.

You are responsible for:

- Ensuring information is consistent and accurate.
- Implementing strategies for quality improvement and resolving quality issues.
- Monitoring and continuously improving the quality of information in line with the University's data quality expectations.

Things to think about:

- Is the data complete and accurate?
- What will let you know that things are going well or poorly? (eg. feedback mechanisms)
- How do you know that people are following the right policies and procedures? (eg. compliance audits)
- Are you using standard terminology; have you developed logic on the naming convention? This is important, because data may span entities, making it important to have consistency on terms used.

Know: Value

Do you know the value & risks associated with the data?

You are responsible for:

- Applying an Information Security Classification.
- Providing advice on the proper use and interpretation of the information.

Things to think about:

- Metrics: continuously monitor and evaluate
- Is it clear to users, how to understand and interpret your data?
  - Categories, labels, support guides, etc.

Know: Access

Do you know who has access to your data?

You are responsible for:

- The application of security, confidentiality and privacy requirements.
- Reviewing and approving (or rejecting) requests for access to data and information.
  - Use data sharing agreements.

Things to think about:

- Do you know who is currently accessing your data?
  - Could be through PBI Portal, Data Services, etc.
- Do people have access to data they shouldn’t?
  - Security assessments.

Who needs access to your data?

Data provides extremely valuable insights for the University. Who wants access to your data will vary depending on the information, and can include:

- System users
  - Those who create the information
  - Those who use the information
- External areas may utilise your data for their purposes, e.g. Planning and Business Intelligence
- Your data may feed into other systems ('source systems' and 'downstream systems')
  - Data Services Central Integration Platform Team facilitate integrations between systems.
- If someone requires access to your data, they should request access to it.

Types of requests you may receive

1. Access to data from within the team
2. Access to data from outside the team
3. Access to data from outside UQ
4. Access to database from within UQ
5. Access to database from outside UQ

For more information, visit: https://data.uq.edu.au/explore-and-access-data/request-access-data

Know: Location

Do you know where your data is?

You are responsible for:

- Storing data in an appropriate, secure place (approved by the University).
- Reviewing and recommending decision for archiving and disposal requests of information and records.

Things to think about:

- Is your data saved in one location or across multiple systems?
  - Do you understand the access and security around these locations?
- Do you follow a naming convention?
- What happens if you need to retire your data?

Know: Security

Do you know who is protecting your data?

You are responsible for:

- Aligning with UQ's security, confidentiality and privacy requirements.

Things to think about:

- Know who is protecting your data.
  - ITS can protect the actual copy of the data (e.g. encrypting backups / database tables); however the Steward must protect access (be on top of access control).
- Know the processes, procedures, and automated methods in place to ensure the security of data.

Know: Protection

Do you know how well your data is protected?

You are responsible for:

- ITS can protect the actual copy of the data (e.g. encrypting backups / database tables); however the Steward must protect access (be on top of access control).

Things to think about:

- Security assessments:
  - Do people have access to data they shouldn't?
  - Is the data that is supposed to be protected, appropriately protected?
- Have you classified your data? (Information Security Classifications: PROTECTED, SENSITIVE, OFFICIAL – INTERNAL, OFFICIAL – PUBLIC, UNOFFICIAL). The Classification will help determine what sort of security controls are required.