

Contents

Acknowledgments		xiv
Introduction		xv
Part One	Principles of Information Quality Improvement	1
Chapter 1	The High Costs of Low-Quality Data	3
	Why Data Warehouses Fail	4
	The Information Quality Crisis	4
	But Our Information Quality Is Not So Bad . . .	5
	The Incredible Costs of Nonquality Data	6
	Information Quality and the Bottom Line	10
	Why Care about Information Quality?	13
Chapter 2	Defining Information Quality	15
	What Is Quality?	15
	Quality Is Not . . .	16
	Quality Is . . .	17
	What Is Data?	17
	Data	18
	Information	19
	Knowledge	19
	Wisdom	20
	What Is Information Quality?	22
	Inherent Information Quality	22
	Pragmatic Information Quality	22
	Information Quality Defined	24
	“Consistently”	24
	“Meeting”	25
	“Knowledge Worker and End Customer”	25
	“Expectations”	27
	Information Quality Components	27
	Data Definition and Information <i>Architecture</i> Quality	27

	Data Content Quality	29
	Data Presentation Quality	29
	Conclusion	30
Chapter 3	Applying Quality Management Principles to Information	33
	Customer Focus	34
	Understanding the Market	34
	Customer Satisfaction	36
	Continuous Process Improvement	39
	Create Customer-Focused Product Specifications	39
	Define Processes Across Their Value Chain	40
	Encourage Teamwork	40
	Establish Process-Improvement Processes	41
	Scientific Methods	42
	Statistical Quality Control	42
	Quality Approaches	43
	Deming's 14 Points of Quality	43
	The Juran Trilogy	44
	Ishikawa: Quality Control as a Movement	44
	Kaizen: The Art of Continuous Improvement	45
	Quality Function Deployment	46
	Crosby's Quality Is Free	47
	ISO 9000 and Repeatable Quality	48
	The Baldrige Quality Award	50
	Applying Quality Principles to Information	52
	Information Customer Focus	52
	Data as the Raw Material and	
	Information as the Finished Product	52
	Planning and Producing Information Quality	54
	Information Quality as Customer Service	60
	The Information Value Chain	60
	Customer Satisfaction of the Information Products	61
	Business Performance Excellence	
	through Information Quality	61
	Conclusion	65
Part Two	Principles for Improving Information Quality	67
Chapter 4	An Overview of Total Quality data Management (TQdM)	69
	Processes for Information Quality Improvement	70
	Process 6: Establishing the Information	
	Quality Environment	71
	Process 1: Assess Data Definition and	
	Information Architecture Quality	72

	Process 2: Assess Information Quality	74
	Process 3: Measure Nonquality Information Costs	76
	Process 4: Reengineer and Cleanse Data	77
	Process 5: Improve Information Process Quality	80
	Processes for Information Quality in the Data Warehouse	81
Chapter 5	Assessing Data Definition and Information Architecture Quality	83
	Data Definition Quality	84
	Data Definition as Information	
	Product Specification	84
	Data Definition as Meaning	84
	Data Definition as Information Architecture	85
	Information Product Specification Quality	87
	Data Standards Quality	90
	Data Definition Quality	91
	Information Architecture Quality Measures	106
	Physical Database Design to Support Operational Processes	115
	Assess Data Definition and Information Architecture Quality: Process Steps	118
	Step 1: Identify Data Definition Quality Measures	119
	Step 2: Identify Information Group to Assess	123
	Step 3: Identify the Information Stakeholders	125
	Step 4: Assess Data Definition Technical Quality	126
	Step 5: Assess Information Architecture and Database Design Quality	130
	Step 6: Assess Customer Satisfaction with Data Definition Quality	133
	Data Definition Certification	136
Chapter 6	Information Quality Assessment	137
	Objectives of Information Quality Assessment	138
	Pitfalls of Data Measurement Systems	139
	Measure the Right <i>Things</i>	139
	Measure with the Right <i>Measures</i>	140
	Measure at the Right <i>Place</i>	140
	Measure at the Right <i>Time</i>	140
	Information Quality Characteristics and Measures	141
	Inherent Information Quality Characteristics and Measures	143
	Pragmatic Information Quality Characteristics and Measures	151
	Applying Statistical Quality Control to Data	153
	Assess Information Quality: Process Steps	155

	Step 1: Identify an Information Group for Assessment	155
	Step 2: Establish Information Quality Objectives and Measures	158
	Step 3: Identify the Information Value and Cost Chain	160
	Step 4: Determine Files or Processes to Assess	164
	Step 5: Identify Data Validation Sources for Accuracy Assessment	164
	Step 6: Extract Random Sample(s) of Data	167
	Step 7: Measure Information Quality	177
	Step 8: Interpret and Report Information Quality	188
	Conclusion: Data Certification	196
Chapter 7	Measuring Nonquality Information Costs	199
	Value and Costs of Information	200
	The Universal Resource Life Cycle	200
	The <i>Information</i> Resource Life Cycle	203
	The Unmanaged Information Life Cycle	207
	Costs of Information Quality	209
	Nonquality Information Costs	209
	Assessment or Inspection Costs	212
	Process Improvement and Defect Prevention Costs	212
	Measure Nonquality Information Costs:	
	Process Steps	213
	Step 1: Identify Business Performance Measures	213
	Step 2: Calculate Information Costs	215
	Step 3: Calculate Nonquality Information Costs	221
	Step 4: Identify Customer Segments	225
	Step 5: Calculate Customer Lifetime Value	226
	Step 6: Calculate Information Value	231
	Conclusion	235
Chapter 8	Information <i>Product</i> Improvement: Data Reengineering and Cleansing	237
	Information <i>Product</i> Improvement	238
	Source Data Cleansing	238
	Cleansing for Data Conversion	239
	Cleansing and Reengineering for Data Warehousing	239
	Data Defects	242
	Data Definition and Architecture Defects	242
	Data Content Defects	244
	Reengineer and Cleanse Data: Process Steps	245
	Step 1: Identify Data Sources	247
	Step 2: Extract and Analyze Source Data	250
	Step 3: Standardize Data	252

	Step 4: Correct and Complete Data	257
	Step 5: Match and Consolidate Data	261
	Step 6: Analyze Data Defect Types	265
	Step 7: Transform and Enhance Data into Target	266
	Step 8: Calculate Derivations and Summary Data	274
	Step 9: Audit and Control Data Extract, Transformation and Loading	275
	How to Leverage Data	
	Reengineering and Cleansing	278
	Conclusion	282
Chapter 9	Improving Information Process Quality: Data Defect Prevention	285
	Why Make Information Process Quality Improvements?	286
	The Low Costs of Information Process Quality Improvement	286
	Defective Data Is a Symptom of Defective Processes	288
	Improve Information <i>Process Quality: Process Steps</i>	289
	Step 1: Select Process for Information Quality Improvement	289
	Step 2: Develop Plan for Information Quality Improvement	293
	Step 3: Implement Information Quality Improvements	298
	Step 4: Check Impact of Information Quality Improvements	299
	Step 5: Act to Standardize Information Quality Improvements	300
	Best Practices and Guidelines for Information Quality	302
	Data Definition and Information Architecture Best Practices	302
	Business Process and Application Design Best Practices	305
	Business Procedures and Data Capture Best Practices	306
	Management and Environment Best Practices	308
	Conclusion	310
Chapter 10	Information Quality Tools and Techniques	311
	Tools for Information Quality Management	312
	Information Quality Tool Categories	312
	Information Quality Analysis Tools	315
	Business Rule Discovery Tools	316

Application and Data Development	
Process Improvement	362
Point 6: Institute Training	
on Information Quality	364
Ramifications for Information Quality	365
Point 7: Institute Leadership	
for Information Quality	367
What Is Leadership?	368
Information Quality Leadership	370
Point 8: Drive Out Fear of Data Uncertainty	372
Fear Sabotages Information Quality	372
Point 9: Break Down Barriers between	
Information Systems and Business Areas	376
Teamwork for Information Systems	
and Database Quality	377
Teamwork for Business Information Quality	383
Point 10: Eliminate Slogans and Exhortations	385
Ramifications for Information Quality	387
Point 11: Eliminate Quotas of Productivity with	
Metrics of Quality	387
Ramifications for Information Quality	388
How to Replace Quotas with the Right Measures	390
Point 12: Remove Barriers to Pride	
of Workmanship	390
How to Remove Barriers of Quality	
Information Production	391
Point 13: Encourage Education and	
Self-Improvement	393
Ramifications of Self-Improvement	
on Information Quality	394
Point 14: Accomplish the Transformation for	
Information and Business Quality	395
How to Make the Transformation Happen	398
Conclusion	399
Chapter 12	
Information Stewardship: Accountability	
for Information Quality	401
Information Quality and Accountability	401
What Is Information Stewardship?	402
Information Stewardship Roles	403
Business Stewardship Roles	403
Information Systems Stewardship Roles	411
Information Stewardship Teams	413
Business Information Stewardship Team	413
Executive Information Steering Team	414
Data Definition Team	415
Support Tools for Information Stewards	416
Conclusion	419

Chapter 13	Implementing an Information Quality Improvement Environment	421
	Critical Success Factors for Sustainable Information Quality	422
	Why Quality Improvement, Business Process Reengineering, and Data Cleansing Initiatives Fail	422
	Critical Success Factors	425
	Implementing Information Quality: Where to Start	426
	Step 1: Conduct an Information Quality Management Maturity Assessment	427
	Step 2: Create a Vision, Mission, and Objectives	437
	Step 3: Identify and Empower an Information Quality Leader	438
	Step 4: Conduct an Information Customer Satisfaction Survey	438
	Step 5: Identify Other Business Transformation, Improvement Initiatives, or External Resources	438
	Step 6: Select a Small, Manageable Pilot Project	440
	Step 7: Define the Business Problem and Measures for Success	440
	Step 8: Define the Information Value Chain and Develop a Data Inventory	441
	Step 9: Perform an Information Quality Assessment	441
	Step 10: Calculate Customer Lifetime Value	441
	Step 11: Analyze Customer Complaints	441
	Step 12: Quantify the Costs of Nonquality Information	441
	Step 13: Develop Personal Rapport with Your Change Sponsor	442
	Step 14: Define Information Stewardship and Quality Roles	442
	Step 15: Define Information Quality Principles, Processes, and Objectives	442
	Step 16: Analyze the Systemic Barriers	442
	Step 17: Conduct an Information Quality Management Maturity Assessment and Provide Formal Education for Top Management	444
	Step 18: Conduct an Information Quality Improvement Project	444
	Step 19: Establish a Regular Mechanism of Communication, Education, and Involvement with Top Management	444
	Step 20: Keep Improving the Information Quality Improvement Processes—Next Steps	445

	Sustaining Information Quality: How to Keep It Going	449
	Organizing for Information Quality Information Quality Job Functions and Descriptions	450 451
	The Information Quality Organization Evolution	453
	Conclusion	454
Chapter 14	Epilogue: Reaping the Benefits of Quality Information	455
	You Get There by Beginning	455
	Quality Information: Differentiator for Business Success	456
	The Bottom Line: Information Quality Improvement Reduces Costs and Improves Business Effectiveness	457
Part Four	Appendixes	459
Appendix A	Glossary	461
Appendix B	Information Quality Recommended Reading and Bibliography	497
Index		509