

National Data Management Guidelines

Data Culture and Literacy



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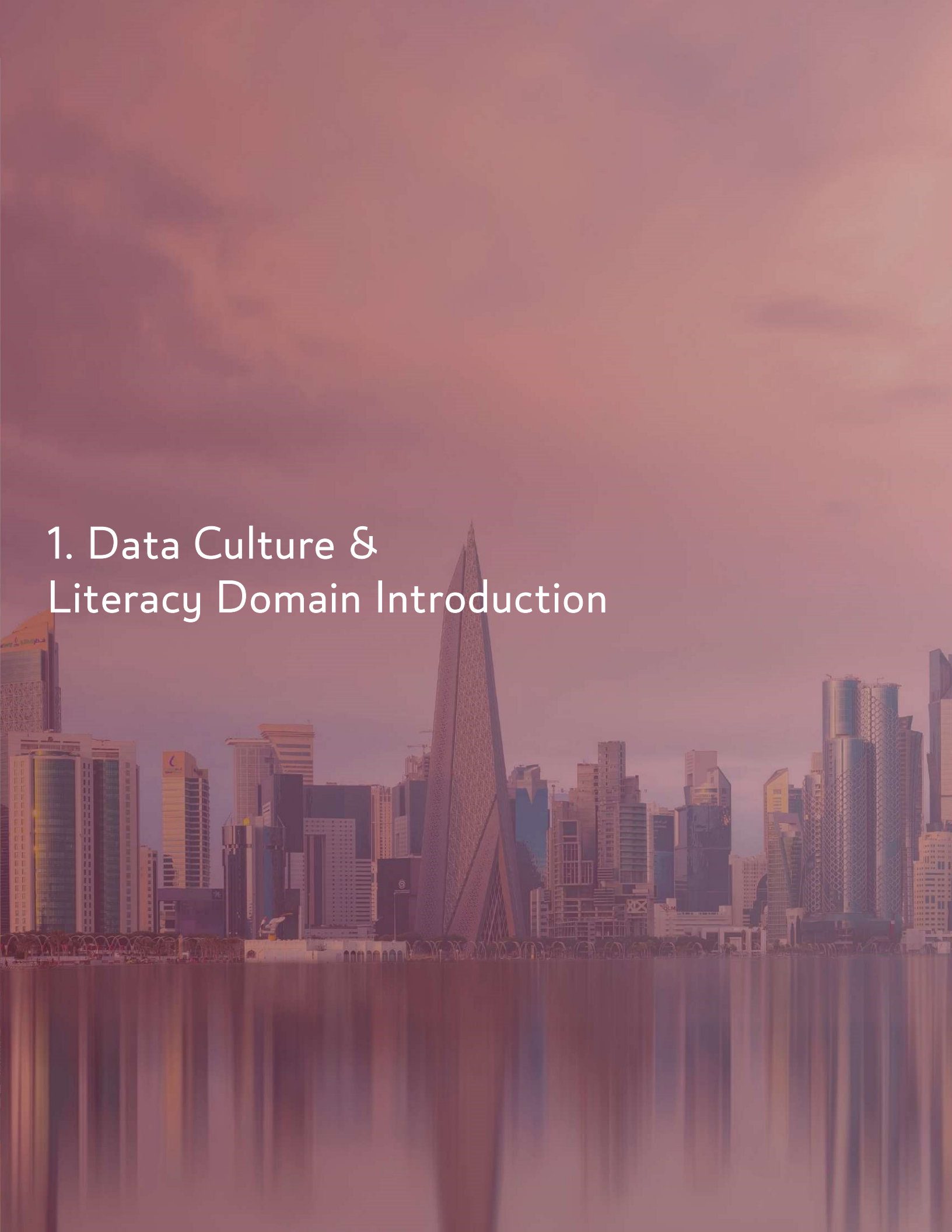
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A photograph of the Dubai skyline at sunset, featuring the Burj Khalifa and other skyscrapers reflected in the water. The sky is a mix of orange, pink, and purple hues.

1. Data Culture & Literacy Domain Introduction

1.1 Domain Overview

As Entities increasingly rely on data to drive decision-making and innovation, fostering a culture of data literacy across all levels of the Entity is essential. The Data Culture & Literacy domain enables employees to develop the skills and mindset needed to effectively manage, analyze, and leverage data while ensuring alignment with Entity goals and national priorities. By embedding data literacy into the organization, entities can empower their workforce to make informed decisions, enhance operational efficiency, and support a data-driven culture.

The purpose of the Data Culture & Literacy Guidelines is to provide entities with a structured approach to assess current literacy levels, design tailored learning paths and implement training programs that build foundational and advanced data competencies. Through these guidelines, entities can bridge skill gaps, promote collaboration, and ensure that their workforce is equipped to meet the challenges of an increasingly data-centric environment.

Key Components of the Data Culture & Literacy Domain

2. Data Culture & Literacy Assessment & Planning

Establishing a clear understanding of current data literacy levels and creating a structured plan to address gaps is a critical first step in fostering a data-driven culture. This section focuses on assessing data literacy competencies across the Entity and using these insights to develop a roadmap for implementing data culture and literacy initiatives.

- **Current State Data Literacy Skills Assessment:** The Entity conducts a detailed assessment of data literacy skills across organizational domains to establish a baseline understanding of employees' competencies. This includes administering a data literacy assessment, documenting existing educational tools, and identifying gaps in data literacy
- **Data Culture & Literacy Program Roadmap:** Based on the findings from the skills assessment, the Entity develops a data culture and literacy program roadmap. This roadmap outlines initiatives to address identified gaps, prioritizes and sequences these initiatives based on their impact and feasibility, and allocates resources—including budget, personnel, and technology—to ensure successful implementation

3. Data Culture & Literacy Program Design

Designing a structured program to uplift data literacy across the Entity is a crucial step in fostering a data-driven culture. This section outlines the development of a framework and learning paths tailored to the Entity's personas, ensuring alignment with roles, responsibilities, and organizational goals.

- **Program Framework:** The Entity establishes a Data Culture & Literacy Framework to define personas and their specific data roles and responsibilities. This framework also identifies appropriate training delivery modes, such as online, in-person, or hybrid sessions, to cater to different learning preferences
- **Learning Paths:** Building on the framework, the Entity designs and implements structured learning paths for each persona. These learning paths outline specific stages and durations, include a detailed curriculum aligned with the persona's roles in the data lifecycle, and encompass various training delivery modes

4. Data Culture & Literacy Program Implementation

This section focuses on deploying the program and integrating it into the Entity's human resources framework for sustainable growth.

- **Program Activation:** Deploy the data culture and literacy program in alignment with the roadmap, personas, and certification schemes. Coordinate training schedules and allocate necessary resources to ensure effective execution
- **Organizational Capability Integration:** Integrate data literacy achievements into HR processes such as promotions and performance reviews. Establish incentives to encourage employee participation, linking certifications to rewards and career advancement opportunities

5. Performance & Change Management

This section ensures the data culture and literacy program is effectively communicated, monitored, and continuously improved to align with the Entity's goals.

- **Communication & Awareness:** Design and execute a communication plan to promote the program's benefits. Use multiple channels like newsletters, intranet, and workshops to raise awareness, share success stories, and maintain engagement
- **Data Culture & Literacy KPIs:** Establish KPIs to measure program success, including participant satisfaction, improvement in literacy levels, and the percentage of participants completing their learning paths
- **Monitoring & Reporting:** Monitor program performance and report progress at predefined intervals using the established KPIs. Address any issues to ensure continuous alignment with objectives
- **Learning Path Review & Continuous Improvement:** Regularly review learning paths to ensure relevance and effectiveness. Gather feedback from participants and course instructors, update content based on feedback and advancements, and align learning paths with evolving business needs

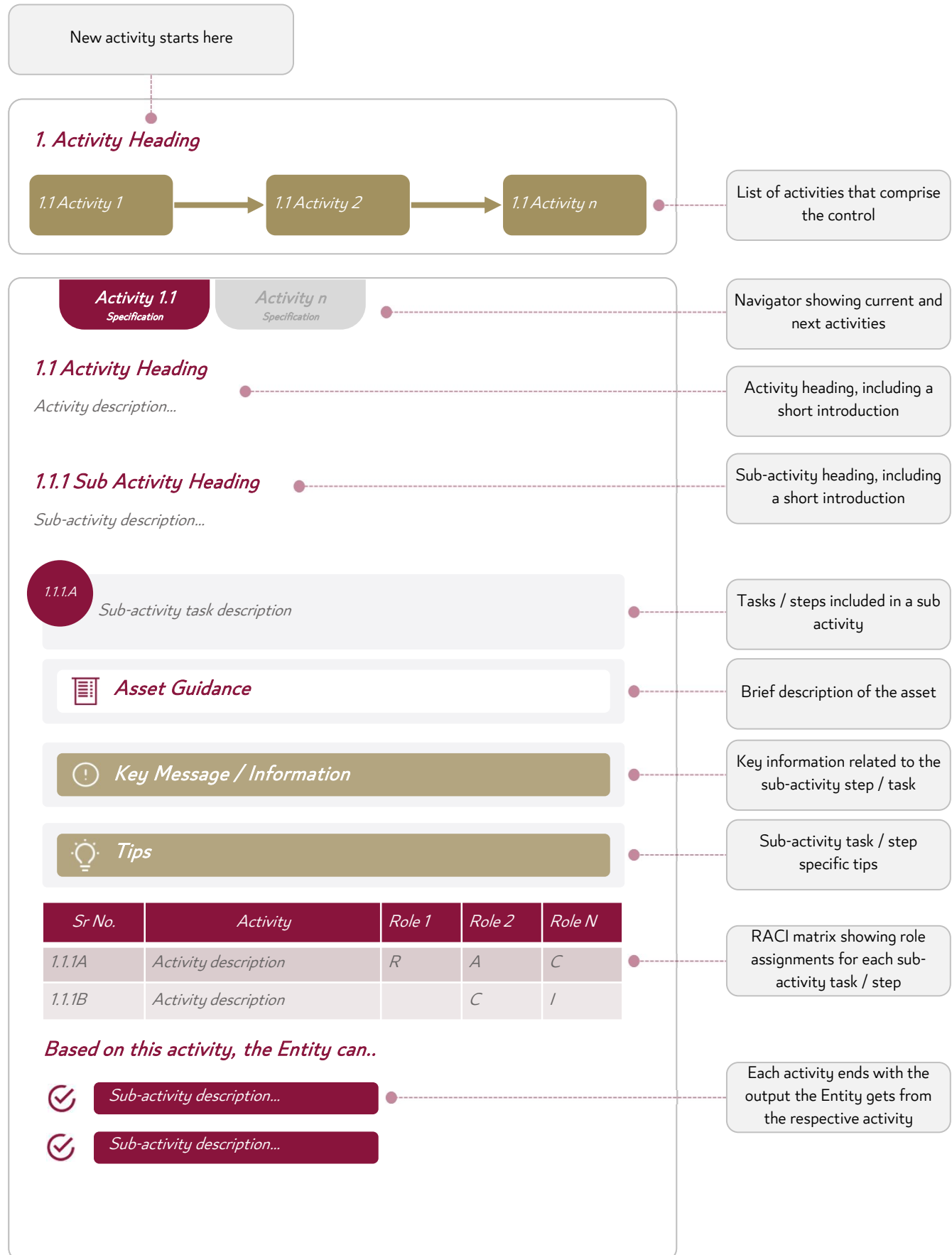
1.2 Target Audience

The Data Culture & Literacy Domain Guidelines are designed for leaders in data governance, HR heads, course instructors, or equivalent roles, depending on the size and organizational structure of the Entity. They are also relevant for team leads and any other roles responsible for fostering data literacy and implementing data culture & literacy initiatives. These guidelines serve as a comprehensive resource, offering practical guidance to establish, implement, and continuously improve data culture and literacy programs, ensuring employees are equipped with the skills needed to support the Entity's data-driven objectives.

1.3 Abbreviations and Glossary

Abbreviation/Term	Definition / Long Name
DCL	Data Culture & Literacy
DGO	Data Governance Office
HR	Human Resources
KPI	Key Performance Indicator
NDQ	National Data Quotient
SFIA	The Skills Framework for the Information Age
Advanced Training	In-depth courses aimed at developing specialized or advanced skills.
Certification Criteria	Requirements participants must meet to earn a certification, such as passing a quiz or completing a project.
Certification Scheme	A structured program that validates and recognizes employees' data literacy achievements.
Data Literacy	The ability to read, work with, analyze, and communicate with data effectively.
Data Literacy Assessment	A survey or evaluation tool designed to measure employees' current data literacy levels.
Feedback Mechanism	Structured systems to collect participant and course instructor input for continuous improvement of training programs.
Gamification	The use of game-like elements, such as leaderboards and rewards, to enhance engagement and learning.
In-House Training	Customized training sessions developed and delivered internally by the Entity to address specific needs.
Interactive Learning	Training methods that engage participants through quizzes, gamification, and scenario-based activities.
Learning Path	A structured sequence of training and educational programs designed to build competencies for specific personas.
Online Portal	A centralized platform hosting in-house training materials, recordings, and resources for employee access.
Personas	Defined roles within the Entity that require tailored learning paths to align with their responsibilities.
Training Modes of Delivery	The methods through which training is delivered, including online, in-person, hybrid, and on-the-job training.

1.4 Readability Guide



Note: Should an activity only contain one sub activity, this sub activity will be in the format of "1.1.A" instead of "1.1.1.A"

1.5 Stakeholders Involved

Below are the stakeholders and actors who contribute to the different processes outlined in the upcoming chapters.

Stakeholder	Role Description
Data Governance Office (DGO)	A Data Governance Office (DGO) is the centralized national body in the National Planning Council responsible for facilitating and coordinating data governance efforts within all associated government entities. It serves as the principal body overseeing the management of data as a strategic asset, ensuring that data-related processes align with the national objectives and comply with relevant policies and regulations.
Data Management & Security Director	The Data Management and Security Director is responsible for leading and overseeing the development and implementation of the data agenda within the government entity, ensuring alignment with strategic objectives and compliance with security regulations. This role promotes best practices in data management while ensuring robust security measures are in place to safeguard the Entity's data assets. The director bridges business and IT to support data-driven decision-making, elevate data as a strategic asset, and ensure data is managed and secured across its lifecycle. Additionally, the director fosters a culture of data security and literacy within the entity, supervises the value realization agenda for data, and ensures alignment with national security policies and standards, as well as the vision of executive leadership.
Data Management and Governance Section Head	The Data Management and Governance Section Head is responsible for leading, managing, and overseeing both data management and governance initiatives within the government entity. This role focuses on establishing and implementing best practices to ensure data governance and management align with the Entity's business requirements, strategic objectives, and compliance with national data standards. The Section Head collaborates with various teams across the Entity to develop and operationalize frameworks, policies, and processes for data governance and management. This includes improving data quality, accessibility, and protection, while also ensuring data lifecycle management practices are in place. The Section Head fosters a data-driven culture and ensures that data is treated as a strategic asset to drive decision-making and operational excellence.

Stakeholder	Role Description
Data Architecture and Analytics Section Head	The Data Architecture and Analytics Section Head oversees the data architecture and analytics agenda/initiatives within the government entity, ensuring alignment with strategic objectives and national data management standards. This role is responsible for designing and maintaining a secure, scalable data infrastructure that supports data integration, management, and accessibility, as well as Overseeing data modeling, database design, and system integration, developing advanced analytics, data visualization, and reporting solutions to enable informed decision-making. The Section Head collaborates with departments to identify key performance indicators (KPIs), analyze trends, and provide actionable insights that optimize processes, enhance service delivery, and support policy-making. By combining expertise in data architecture and analytics, this role drives a culture of data-driven innovation and operational excellence across the Entity.
Data Governance Specialist	The Data Governance Specialist oversees the frameworks, policies, and procedures of governance and ensures their implementation to guarantee the effective management and utilization of data and resources within the Entity. This role includes developing and maintaining governance structures, leading compliance initiatives, and fostering a culture of accountability and transparency.
Data Quality Specialist	The Data Quality Specialist is responsible for overseeing data quality management processes within the entity. This role involves implementing data quality standards, monitoring data quality, and ensuring data consistency and effective usage across the Entity. The Data Quality Specialist collaborates with various teams to address data issues and enhance overall data quality.
Business Data Analyst	The Business Data Analyst is responsible for analyzing data from multiple sources to provide actionable insights that drive strategic and operational decisions within the Entity. This role involves designing reports and dashboards to effectively communicate findings, collaborating with cross-functional teams to ensure data accuracy and relevance, and aligning analytics with business objectives. The Analyst plays a key role in enabling data-driven decision-making and identifying opportunities to improve processes and outcomes.
Data Strategy Expert	The Data Strategy Expert is tasked with developing and promoting a data management and analytics strategy to achieve broad acceptance across the government entity. The expert identifies innovative ways to utilize data to achieve strategic objectives and enhance effective decision-making. Additionally, they introduce frameworks and practices to deliver accurate, reliable, and actionable data insights.

Stakeholder	Role Description
Data Owners	Data Owners are responsible for their department's (or sub-department's) data and its quality throughout its lifecycle across systems and ownership boundaries. They are accountable for supporting, guiding, reviewing, correcting, and/or approving the work of the data stewards managing their data to ensure their datasets are maintained to the highest possible standards.
Data Stewards	Data Stewards are responsible for identifying datasets related to relevant subdomains for inventory purposes and monitoring data quality metrics within and across entities. They are nominated as a business representative with a deep understanding of a specific data subdomain and can identify functional data requirements and needs.

1.6 Key Success Factors

Executive Sponsorship: Strong executive sponsorship is critical for the successful implementation of data culture and literacy initiatives. Leadership must provide clear direction, oversight, and support to ensure these programs are prioritized and aligned with the Entity's strategic objectives. Ongoing engagement from executives reinforces the importance of data literacy and ensures the necessary resources are allocated.

Persona-Centered Design: Tailoring the program to specific personas ensures relevance and engagement. Clearly defined roles and responsibilities for each persona, along with targeted learning paths, enable employees to build the skills necessary for their roles within the data management lifecycle.

Structured Roadmap and Program Framework: A well-defined roadmap and program framework are essential to guide the development and activation of data culture and literacy initiatives. This includes detailed learning paths, curriculum, and certification schemes that cater to both foundational and advanced competencies. Proper sequencing and prioritization ensure the program remains actionable and scalable.

Effective Communication and Engagement: An impactful communication plan is key to driving awareness and participation in data literacy programs. Regular updates, success stories, and tailored messaging for different personas help maintain engagement and demonstrate the value of ongoing learning efforts across the Entity.

Integration with HR Processes: Embedding data literacy achievements into HR processes, such as promotions, and performance reviews ensures that data skills are recognized and rewarded. Incentives for completing certifications and training programs further motivate employees to engage with the initiatives.

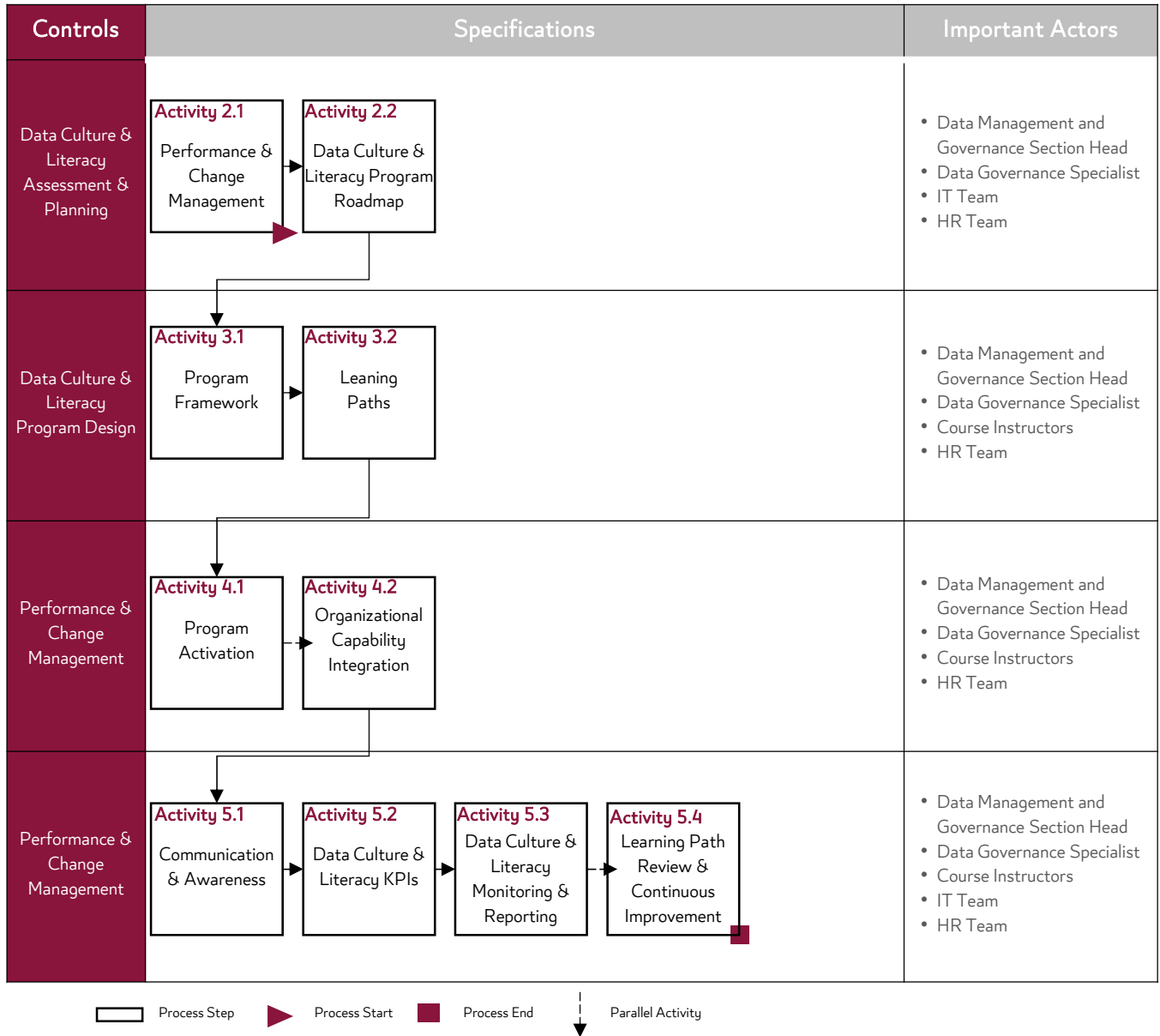
Commitment to Continuous Improvement: Regularly reviewing and updating learning paths, training content, and delivery methods ensures the program evolves to meet changing business needs and technological advancements. Feedback from participants and course instructors is integral to maintaining the relevance and impact of the program.

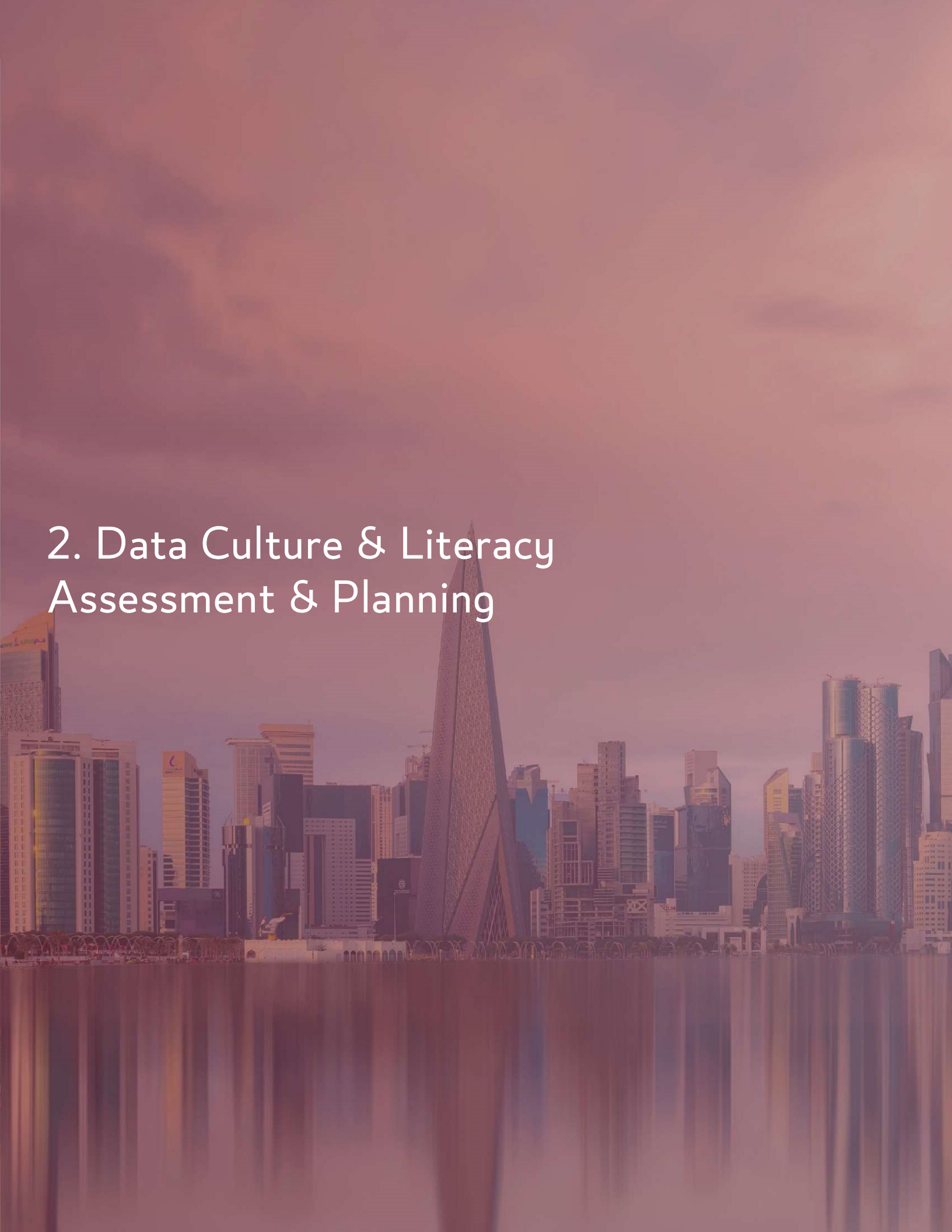
The following chapters provide detailed guidance on implementing these success factors, offering actionable steps to establish a sustainable data culture and literacy program within the Entity.

1.7 Compliance with National Data Standards

National Data Standards		QDKC
Control	Specification	Activity
DCL.1.1 Data Culture & Literacy Assessment & Planning	DCL.1.1.1 Current State Data Literacy Skills Assessment F	2.1 Current State Data Literacy Skills Assessment
	DCL.1.1.2 Data Culture & Literacy Program Roadmap F	2.2 Data Culture & Literacy Program Roadmap
DCL.2.1 Data Culture & Literacy Program Design	DCL.2.1.1 Program Framework F	3.1 Program Framework
	DCL.2.1.2 Learning Paths F	3.2 Learning Paths
DCL.2.2 Data Culture & Literacy Program Implementation	DCL.2.2.1 Program Activation F	4.1 Program Activation
	DCL.2.2.2 Organizational Capability Integration F	4.2 Organizational Capability Integration
DCL.3.1 Performance & Change Management	DCL.3.1.1 Communication & Awareness F	5.1 Communication & Awareness
	DCL.3.1.2 Data Culture & Literacy KPIs F	5.2 Data Culture & Literacy KPIs
	DCL.3.1.3 Data Culture & Literacy Monitoring & Reporting F	5.3 Data Culture & Literacy Monitoring & Reporting
	DCL.3.1.4 Learning Path Review & Continuous Improvement F	5.4 Learning Path Review & Continuous Improvement
	DCL.3.1.5 Learning Path Review & Continuous Improvement A	
	DCL.3.1.6 Learning Path Review & Continuous Improvement VA	

1.8 Domain Level Process Map



A wide-angle photograph of the Dubai skyline at sunset. The sky is a deep, hazy orange and pink. The city's skyscrapers are silhouetted against the sky, with some reflecting the warm light. The water in the foreground is calm, creating a clear reflection of the buildings and the sky. The overall mood is serene and modern.

2. Data Culture & Literacy Assessment & Planning

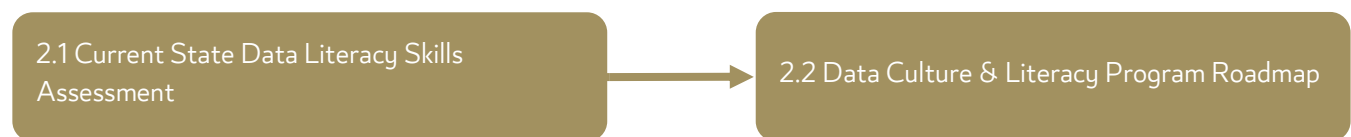
2. Data Culture & Literacy Assessment & Planning

What is Data Culture & Literacy Assessment & Planning and why does the Entity need it?

Data Culture & Literacy Assessment & Planning is the foundational process of evaluating the Entity's current data literacy levels and creating a structured plan to address identified gaps. This process establishes a baseline understanding of data literacy competencies across organizational roles and domains and sets the stage for activating initiatives that build a robust data-driven culture.

The assessment involves conducting a skills survey aligned with the SFIA Skills Framework, cataloging existing educational tools, and identifying gaps in data literacy. These insights are then used to develop a program roadmap that lists prioritized initiatives, aligns them with organizational objectives, and allocates necessary resources such as budget, personnel, and technology. This roadmap serves as a blueprint for implementing data literacy programs across the Entity.

The remaining sections of this chapter will detail the activities of the below process that will guide the Entity on executing Data Culture & Literacy Assessment & Planning:



Guiding Principles for Data Culture & Literacy Assessment & Planning

1. **Align with Organizational Goals:** Ensure that the data literacy assessment and roadmap align with the Entity's broader data strategy and business objectives, supporting a unified approach to fostering a data-driven culture.
2. **Comprehensive Survey Design:** Design the assessment survey to cover all relevant roles and domains within the Entity, ensuring that the collected insights represent the full scope of data literacy needs.
3. **Prioritize Gaps and Impact:** Identify and prioritize gaps in data literacy based on their impact on organizational performance and feasibility of resolution, focusing resources on the most critical areas.
4. **Realistic Roadmap Development:** Develop a roadmap with clear, actionable initiatives that include quick wins and longer-term goals. Ensure the roadmap is feasible, with realistic timelines, resource allocations, and dependencies accounted for.
5. **Engage Stakeholders:** Involve key stakeholders from HR, data governance, and department leads in the assessment and planning process to ensure alignment and commitment to the roadmap.
6. **Establish Accountability:** Assign ownership for executing the roadmap and tracking progress, ensuring that responsibilities for each initiative are clearly defined and monitored.

National Data Quotient

To support the national vision of fostering a data-driven culture, the National Data Governance Office (DGO) will release the National Data Quotient (NDQ), a comprehensive platform designed to guide government employees through structured learning material. This platform will offer a progressive approach to building data literacy skills, starting with foundational knowledge and advancing to more complex concepts, ensuring steady and thorough skill development. The Data Quotient Program covers key learning topics such as:

- Data Governance
- Data Privacy
- Data Security & Classification
- Data Quality
- BI & Analytics
- Open Data
- Statistics
- AI & Machine Learning
- Generative AI

Learners will deepen their expertise through interactive and engaging course content. The program accommodates diverse preferences by offering self-paced and instructor-led learning modes. To encourage engagement, participants will receive certificates of completion upon finishing the NDQ, providing recognition for their progress and achievements throughout their Data Quotient journey.

Entities are encouraged to leverage the National Data Quotient as a core training resource for building foundational and advanced skills across their workforce. For roles requiring specialized, entity-specific knowledge—such as Business Data Analysts, Data Stewards, or IT Specialists—entities can supplement the program by designing custom in-house courses or workshops tailored to their unique data management responsibilities and challenges. This blended approach ensures that all employees benefit from the National Data Quotient's resources, while data-focused roles receive additional targeted training that aligns with the Entity's specific goals and objectives.

Throughout the data culture & literacy guidelines, the Entity will find practical steps and templates to assess current data literacy levels, identify gaps, and integrate the National Data Quotient into its broader approach for fostering data literacy and a data-driven culture. This alignment ensures that the Entity is well-equipped to elevate its data capabilities in line with national efforts and the Entity's priorities.

2.1 Current State Data Literacy Skills Assessment

This activity will guide the Entity on the steps to create and conduct the data literacy assessment survey, document its existing educational tools, and identify and document gaps in data literacy across survey respondents.

Process - Current State Data Literacy Skills Assessment

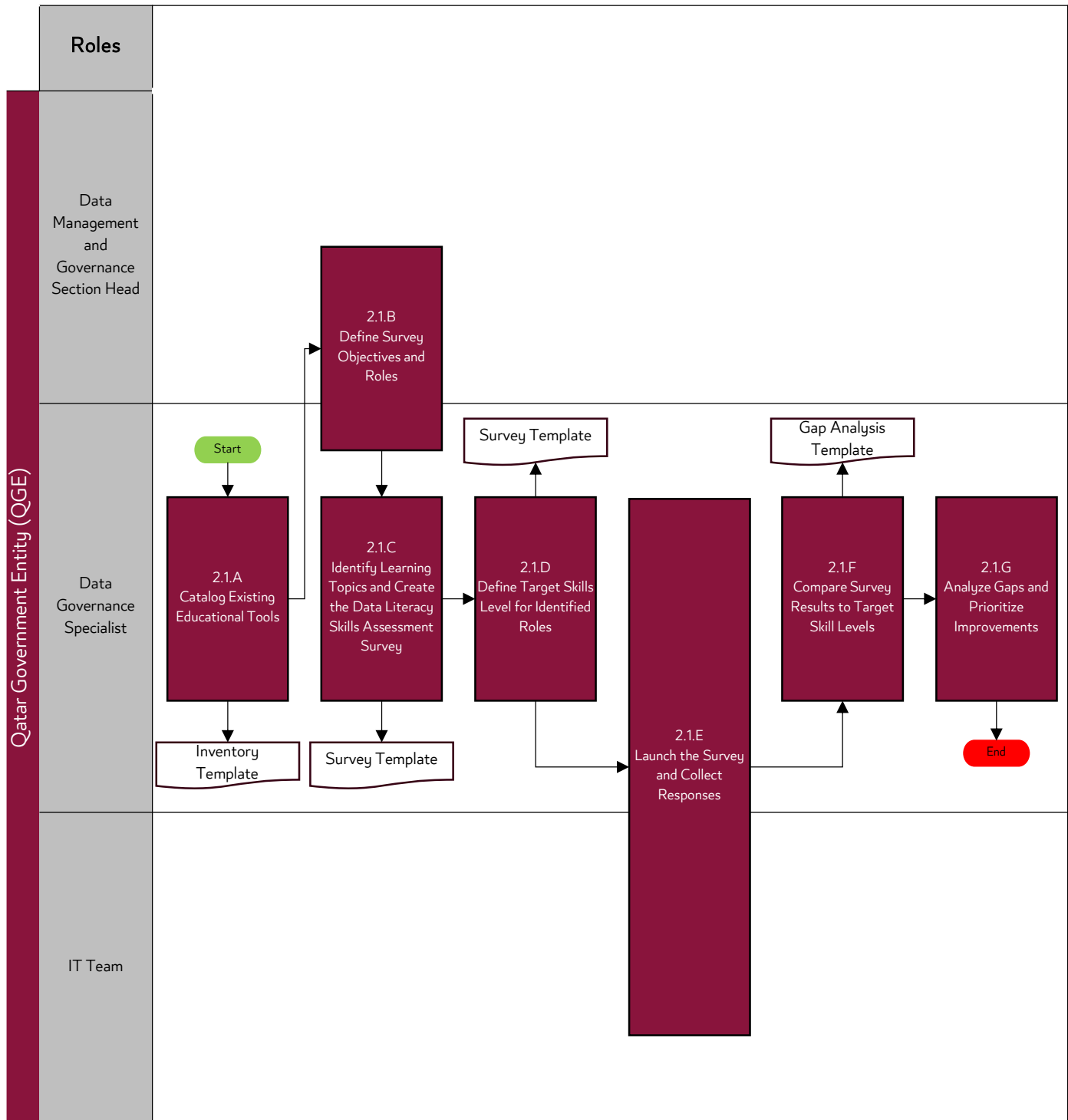


Figure 1: Current State Data Literacy Skills Assessment Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

2.1.A

Catalog Existing Educational Tools: Use the Educational Tools Inventory Template to document and evaluate all existing resources used for data literacy training, including online courses, workshops, and materials.

- For each tool, record the learning topics covered, delivery method, frequency, target audience, and effectiveness.
- Identify gaps in training topics or modalities.

Asset Guidance

The **Educational Tools Inventory Template** includes a table that the Entity can use to catalog its current educational tools (e.g., workshops and courses), the learning topics covered by these tools, the target audience, and any identified gaps for each tool.

Illustrative



Educational Tools Inventory Template

The following table contains the relevant information the Entity needs to collect on its current data literacy training efforts.

Field	Description
Tool ID	A unique identifier for each educational tool.
Tool Name	The name of the educational tool (e.g., "Introduction to Data Governance Workshop").
Type of Tool	The format of the tool (e.g., Online Course, Workshop, In-House Training Material).
Learning Topic(s)	The primary topic(s) covered by the tool (e.g., Data Governance, Data Quality, BI & Analytics).
Target Audience	The roles or personas for which the tool is intended (e.g., Data Analyst, Business User).
Delivery Mode	The method of delivery (e.g., Online, In-Person, Hybrid).
Provider	The provider or source of the tool (e.g., Internal Training Team, External Vendor).
Frequency of Use	How often the tool is used (e.g., Monthly, Quarterly, Annually, On Demand).
Gaps Identified	Any gaps or limitations identified in the tool (e.g., outdated content, lack of interactivity).
Notes/Recommendations	Additional notes or suggestions for improvement (e.g., "Update annually" or "Add advanced modules").

Tool ID	Tool Name	Type of Tool	Learning Topic(s)	Target Audience

Delivery Mode	Provider	Frequency of Use	Gaps Identified	Notes/Recommendations

2.1.B

Define Survey Objectives and Roles: To ensure the assessment delivers relevant insights, the Entity must first establish clear objectives and identify the data roles participating in the survey.

- Define the primary objectives of the data literacy skills assessment in alignment with the Entity's data strategy.
- Identify all relevant data-focused roles across the Entity to participate in the survey (e.g., Data Stewards, Business Data Analysts, Data Architects, Data Owners), ensuring alignment with NPC's recommended organizational archetypes when selecting these roles.

2.1.C
(1/2)

Identify Learning Topics and Create the Data Literacy Skills Assessment Survey: The Entity must design a customized assessment survey that aligns with the learning topics covered in the National Data Quotient and incorporates additional topics based on the Entity's specific learning needs.

- Identify key learning topics based on the Entity's data priorities and the National Data Quotient (e.g., Data Governance, Privacy, Analytics).

- ii. Use the Data Literacy Skills Assessment Survey Template, which includes SFIA-aligned questions by learning topic.
- iii. Augment the survey with additional entity-specific topics and questions as needed.

Asset Guidance

The **Data Literacy Skills Assessment Survey Template** provides a sample table with questions mapped to the learning topics currently covered under the National Data Quotient. The Entity should use this template to assess data literacy skills across its workforce and augment it with additional, entity-specific topics and questions as needed.

Illustrative

 Data Literacy Skills Assessment Survey Template			
The following table provides a list of suggested questions and potential responses (aligned with the SFIA Skills Assessment Framework) to evaluate data literacy competencies across the Entity on several learning topics.			
Skill Level	Description		
Level 1	Follow		
Level 2	Assist		
Level 3	Apply		
Level 4	Enable		
Level 5	Ensure		
Level 6	Initiate, Influence		
Level 7	Set Strategy, inspire, mobilise		

Question ID	Learning Topic	Assessment Question	Possible Responses (Aligned to SFIA)
Q001	Data Governance	How well do you understand and apply data governance principles in your work?	Level 1: Aware of governance concepts Level 2: Can describe basic principles Level 3: Applies governance frameworks Level 4: Manages initiatives Levels 5-7: Influences or defines governance strategies
Q002	BI & Analytics	How effectively can you use BI tools to create dashboards and analyze data?	Level 1: Aware of BI tools Level 2: Creates self-service reports Level 3: Independently builds dashboards Level 4: Guides others Levels 5-7: Advises or defines BI strategies
Q003	Data Security & Classification	How proficient are you in applying data classification rules to ensure compliance?	Level 1: Aware of classification rules Level 2: Can identify categories Level 3: Applies classification frameworks Level 4: Manages processes Levels 5-7: Develops or defines classification strategies
Q004	Data Culture & Literacy	How do you contribute to fostering a data-driven culture within your organization?	Level 1: Aware of its importance Level 2: Participates in promoting data culture Level 3: Leads data initiatives Level 4: Manages cultural change efforts Levels 5-7: Embeds data-driven practices across teams
Q005	Data Privacy	How effectively can you apply data privacy principles in your role?	Level 1: Aware of privacy principles Level 2: Applies basic practices Level 3: Manages compliance Level 4: Advises teams on privacy Levels 5-7: Defines privacy frameworks and strategies
Q006	Data Quality	How capable are you in identifying and addressing data quality issues?	Level 1: Aware of quality concepts Level 2: Identifies basic issues Level 3: Applies data quality checks Level 4: Manages quality frameworks Levels 5-7: Develops or advises on data quality standards
Q007	Open Data	How proficient are you in ensuring open data complies with accessibility and national regulations?	Level 1: Aware of open data principles Level 2: Participates in open data initiatives Level 3: Applies standards Level 4: Guides open data practices Levels 5-7: Defines strategic open data policies
Q008	Statistics	How effectively can you use statistical methods to analyze and interpret datasets?	Level 1: Aware of statistical basics Level 2: Uses simple methods Level 3: Applies techniques like regression Level 4: Guides teams Levels 5-7: Develops or advises on statistical methodologies
Q009	AI & ML	How well can you use AI/ML tools to generate insights and predictions?	Level 1: Aware of AI/ML concepts Level 2: Uses prebuilt models Level 3: Applies models independently Level 4: Leads implementations Levels 5-7: Defines AI/ML strategies for the Entity
Q010	Gen AI	How do you incorporate Generative AI tools into your workflows to enhance productivity?	Level 1: Aware of Gen AI tools Level 2: Uses them for basic tasks Level 3: Applies tools independently Level 4: Guides implementations Levels 5-7: Develops strategic use cases
Q011	Custom Topic	[Entity-defined question to address specific needs]	[Define responses aligned to SFIA levels as needed]

2.1.D

Define Target Skills Level for Identified Roles: To conduct a gap analysis, expected skill levels must be defined in advance for each role and learning topic.

- Use the Target Skills Level Sheet in the assessment template to define the expected skill level for each data-focused role across all learning topics.
- Align expected skills with the responsibilities of each role across the data lifecycle.
- Validate the defined targets with HR and functional stakeholders.

 Asset Guidance

The **Data Literacy Skills Assessment Survey Template** includes a **Target Skills Level Sheet**, which the Entity can use to list all roles participating in the survey and set target skill levels for each learning topic covered in the assessment. The sheet has been populated with an illustrative example for reference.

Illustrative

Target Skills Level			
The following table can be used to document all roles within the Entity and specify the target/expected level for each question by role. The table includes illustrative values as examples.			
Skill Level	Description		
Level 1	Follow		
Level 2	Assist		
Level 3	Apply		
Level 4	Enable		
Level 5	Ensure		
Level 6	Initiate, Influence		
Level 7	Set Strategy, inspire, mobilise		

Role	Q001 Target Level (Data Governance)	Q002 Target Level (BI & Analytics)
Data Analyst	Level 3: Apply	Level 4: Enable

Q003 Target Level (Data Security & Classification)	Q004 Target Level (Data Culture & Literacy)	Q005 Target Level (Data Privacy)
Level 3: Apply	Level 3: Apply	Level 3: Apply

Q006 Target Level (Data Quality)	Q007 Target Level (Open Data)	Q008 Target Level (Statistics)
Level 3: Apply	Level 2: Assist	Level 3: Apply

Q009 Target Level (AI & ML)	Q010 Target Level (Gen AI)	Q0XX Custom Question
Level 3: Apply	Level 2: Assist	XX

2.1.E

Launch the Survey and Collect Responses: Distribute the survey across the Entity and ensure participation from all relevant employees.

- Distribute the survey through digital tools such as Microsoft Forms or Google Forms.
- Conduct introductory briefings to explain the survey's purpose and importance.
- Share clear instructions, timelines, and follow-up reminders to ensure completion.

2.1.F

Compare Survey Results to Target Skill Levels: Analyze the survey results by comparing the indicated skill level with the target skill level for each role to identify gaps in key learning topics.

- Organize survey data by role, topic, and indicated skill level.
- Use the Data Culture & Literacy Gap Analysis Template to compare actual vs. target levels and flag gaps.
- Categorize gaps by severity (Low, Medium, High) based on the deviation from target levels.

Asset Guidance

The **Data Culture & Literacy Gap Analysis Template** includes a table that the Entity can use to compare employees' current skill levels across learning topics with the target levels, identifying any gaps and their severity. The template has been populated with illustrative values for reference. The sheet has been populated with an illustrative example for reference.

Illustrative

 Gap Analysis Template				
The following table contains the relevant information the Entity needs to collect to determine gaps in data literacy across the survey assessment respondents. The template has been populated with illustrative examples.				
Field	Description			
Employee Name	The name of the individual being assessed.			
Role	The employee's role (e.g., Data Analyst, Data Steward).			
Question ID	Links the response to a specific question from the assessment survey.			
Learning Topic	The learning topic being assessed (e.g., Data Governance, BI & Analytics).			
Target Level	The expected level for the role and topic.			
Current Level	The level the employee indicated during the survey assessment.			
Gap Identified	Whether there is a gap between the target and achieved levels (e.g., Yes/No).			
Gap Severity	A ranking of the gap's severity (e.g., Low, Medium, High).			
Proposed Actions	Actions to address the identified gap (e.g., data quotient, workshops, mentoring, certifications).			

Employee Name	Role	Question ID	Learning Topic	Target Level
Mohammad Mohsen	Data Analyst	Q001	Data Governance	Level 3: Apply
Mohammad Mohsen	Data Analyst	Q002	Data Quality	Level 4: Enable

Current Level	Gap Identified	Gap Severity	Proposed Actions
Level 2: Assist	Yes	Medium	Attend Data Governance Workshop
Level 4: Enable	No	N/A	None

2.1.G

Analyze Gaps and Prioritize Improvements: Based on the analysis, the Entity must determine which skill gaps are most critical to address.

- Prioritize gaps based on role criticality (e.g., Data Stewards, Business Analysts) and severity.
- Cross-reference gaps with the Educational Tools Inventory to identify which can be addressed with current resources.
- Produce a summary report highlighting:
 - Critical roles with significant gaps
 - Learning topics requiring urgent upskilling
 - Departments, roles, or individuals most affected
 - Recommendations for upskilling pathways and interventions
- Submit an anonymized report to the DGO to keep them informed of the current findings.

RACI Matrix - Current State Data Literacy Skills Assessment

Indicative

Sr No.	Activity	Data Management and Security Director	Data Management and Governance Section Head	Data Governance Specialist	IT Team	HR Department
2.1.A	Catalog Existing Educational Tools		A	R		
2.1.B	Define Survey Objectives and Roles	A	R	R		C
2.1.C	Identify Learning Topics and Create the Data Literacy Skills Assessment Survey	I	A	R		
2.1.D	Define Target Skills Level for Identified Roles		A	R		C
2.1.E	Launch the Survey and Collect Responses	I	A	R	R	
2.1.F	Compare Survey Results to Target Skill Levels		A	R		
2.1.G	Analyze Gaps and Prioritize Improvements		A	R		I

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Define Survey Objectives and Launch Survey



Analyze Gaps and Prioritize Improvements

2.2 Data Culture & Literacy Program Roadmap

This activity will guide the Entity on the steps to identify and create the list of data culture & literacy initiatives, prioritize and sequence the initiatives, and allocate resources, personnel and technology to the initiatives

Process – Data Culture & Literacy Program Roadmap

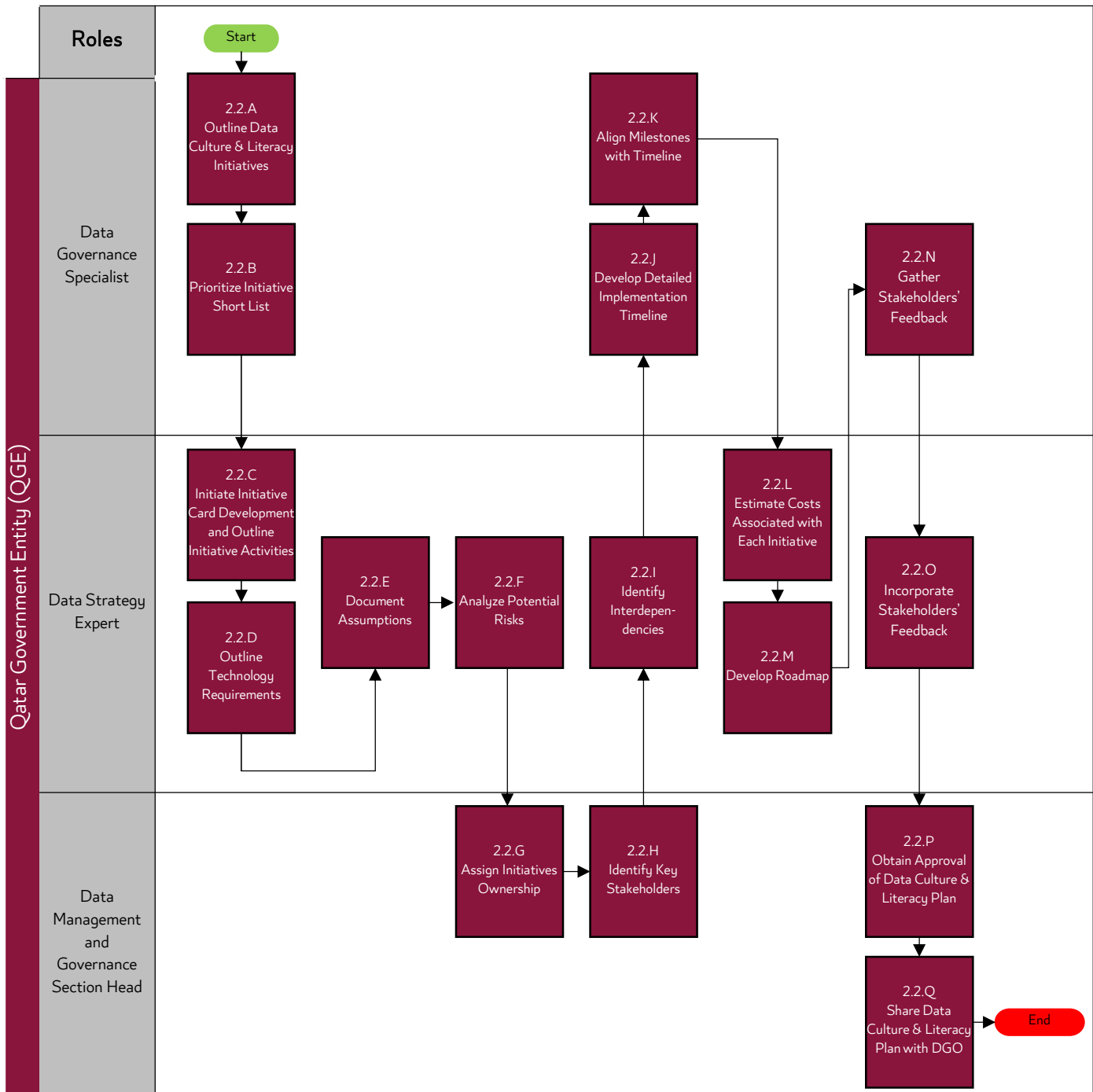


Figure 2: Data Culture & Literacy Program Roadmap Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

2.2.A

Outline Data Culture & Literacy Initiatives: Identify and document a comprehensive list of data culture and literacy initiatives, covering both short-term and long-term objectives. Initiatives may include foundational efforts such as conducting introductory data literacy workshops, introducing the National Data Quotient, designing role-based learning paths to address the gaps from the data literacy assessment, and launching certification programs, as well as larger-scale projects like integrating data literacy achievements into HR processes or creating a centralized online portal for in-house courses. Ensure these initiatives are aligned with the Entity's broader data strategy to enable efficient resource allocation and address the identified critical gaps in data literacy.

2.2.B

Prioritize Initiative Short List: Use the long list of data culture and literacy program initiatives to identify and prioritize a short list based on their potential impact and feasibility. Focus on high-impact areas where improving data literacy can significantly enhance decision-making, operational efficiency, and alignment with the Entity's goals. Additionally, identify quick wins—initiatives that can be implemented rapidly with minimal resources—to deliver immediate benefits and showcase the value of investing in data culture and literacy improvements.

2.2.C

Initiate Initiative Card Development and Outline Initiative Activities. Develop initiative cards for each prioritized initiative in the short list, capturing essential details to guide implementation. For each initiative, outline the key activities by breaking them into specific steps and sub-activities that need to be completed in sequence (if applicable). Include clear descriptions of each step, providing guidance on execution and specifying any required tools, techniques, or methodologies. This ensures a structured approach to implementing data culture and literacy initiatives.

Asset Guidance

An **Initiative Card Template** provides a structured format to document key information related to prioritized initiatives, such as initiative overview, key activities, sponsor, owner, stakeholders, timeline, key milestones, budget, technology requirements, dependencies, assumptions, risks, and milestones. The initiative cards provide a structured overview of proposed projects, allowing stakeholders to quickly understand each initiative's purpose, expected impact, and resource requirements.

Illustrative

OVERVIEW xxx		SPONSOR xxx	STAKEHOLDERS xxx
		OWNER xxx	
KEY ACTIVITIES		TIMELINE	BUDGET (IN QAR)
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		EXPECTED BENEFITS	
		• xxx	
		KEY MILESTONES	
		A. xxx B. xxx C. xxx	
		TECHNOLOGY REQUIREMENTS	
		• xxx	

OVERVIEW xxx		SPONSOR xxx	STAKEHOLDERS xxx																																																																																																									
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2.2.D

Outline Technology Requirements: Identify and document the technology requirements necessary to support each prioritized data culture and literacy initiative. This includes detailing the tools, software, platforms, or systems required to deliver effective training programs, enable learning paths, and facilitate the deployment of data literacy initiatives across the Entity.

2.2.E

Document Assumptions: Record assumptions regarding resource availability, stakeholder engagement, and initiative complexity to ensure transparency and guide decision-making.

2.2.F

Analyze Potential Risks: Clearly identify and assess the risks associated with data culture and literacy program initiatives. This includes:

- i. **Technical Risks:** Challenges such as platform or tool limitations that may hinder effective delivery of training programs.
- ii. **Operational Risks:** Issues such as low participation or engagement due to lack of awareness, motivation, or perceived relevance of the training initiatives.
- iii. **Financial Risks:** Budget overruns caused by unanticipated costs for developing customized courses or extending program timelines.

2.2.G

Assign Initiatives Ownership: The Data Management and Governance Section Head will be the owner of all data culture & literacy program initiatives. This designation ensures that the initiatives have a dedicated leader who can oversee progress and resolve roadblocks that may arise.

2.2.H

Identify Key Stakeholders: Recognize individuals and groups with a vested interest in data culture and literacy initiatives, including HR teams, data governance staff, IT specialists, and department managers. Engaging these stakeholders ensures effective collaboration, streamlined communication, and support for program implementation, ultimately enhancing the success of data literacy efforts across the Entity.

2.2.1

Identify Interdependencies: Analyze how data culture and literacy initiatives may impact or be influenced by other planned initiatives or existing processes to improve resource allocation and coordination. This step involves:

- i. **Reviewing Dependencies:** Assess how the implementation of data literacy programs could affect or be affected by other organizational workflows, such as HR training schedules or IT system upgrades
- ii. **Identifying Resource Overlaps:** Highlight shared resources, such as teams, tools, or platforms, that may be engaged in multiple initiatives, to prevent overcommitment
- iii. **Ensuring Coordination:** Collaborate across departments to align efforts and avoid conflicts or delays, ensuring smooth execution of the data culture and literacy initiatives.

2.2.J

Develop Detailed Implementation Timeline: Break down each activity in an initiative into actionable steps with start and end dates, ensuring the timeline is realistic and achievable. Each step should have a clear description of the required task, dependencies on other activities, and allocated resources. Ensure that the timeline accounts for potential delays or risks identified earlier, so adjustments can be made without derailing the project.

2.2.K

Align Milestones with Timeline: Set specific checkpoints or milestones throughout the implementation to assess progress. These milestones allow the evaluation of whether the initiative is proceeding as planned and provide opportunities for course corrections.

Asset Guidance

The **Data Management Domain Plan Template** helps the Entity capture an overview of each identified initiative, detail its sub-activities, owners, stakeholders, and activity timeframe

Illustrative

[illegible]

2.2.L

Estimate Costs Associated with Each Initiative: Consider expenses related to tools, technology, personnel, and training required for effective implementation. Break down costs based on the needs of each task, such as acquiring software, hiring additional staff, or providing necessary training for existing teams. This step ensures the budget is well-planned, realistic, and includes all critical aspects to enable smooth implementation of the initiatives.

2.2.M

Develop Roadmap: Create an overall roadmap that outlines timelines, phases, and key milestones for implementing the prioritized data culture & literacy initiatives. Sequence the initiatives based on dependencies, resource availability, and alignment with the Entity's goals. The roadmap should also include projected timelines for each initiative, allowing stakeholders to monitor progress and allocate resources effectively over time.

2.2.N

Gather Stakeholders' Feedback: Present the draft plan to all relevant parties, inviting input and suggestions to enhance its effectiveness. This feedback process helps surface any potential issues or overlooked areas, improving the plan's effectiveness and ensuring all voices are heard. Engaging stakeholders early also builds buy-in and commitment to the plan's success.

2.2.O

Incorporate Stakeholders' Feedback: Actively gather and incorporate constructive feedback from key stakeholders to refine the plan and ensure it aligns with their needs and expectations. This collaborative approach helps to address concerns early, fine-tune the details, and strengthen the overall effectiveness of the plan.

2.2.P

Obtain Approval of Data Culture & Literacy Plan: After incorporating all feedback, the Data Management and Security Director will be presented with the finalized Data Culture & Literacy Plan for review and approval. This ensures alignment with the Entity's priorities and secures the necessary support for successful implementation. Once approved, the plan can be formally adopted and published.

2.2.Q

Share Data Culture & Literacy Plan with DGO: Submit the finalized Data Culture & Literacy Plan to the National Data Governance Office (DGO) for review. The DGO will review the plan and provide recommendations, allowing the Entity to ensure their plan aligns with the broader national data program agenda and best practices.

RACI Matrix - Data Culture & Literacy Program Roadmap

Indicative

Sr No.	Activity	DGO	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	Data Stewards	Data Strategy Expert
2.2.A	Outline Data Culture & Literacy Initiatives		A	C	R	C	C
2.2.B	Prioritize Initiative Short List		A	C	R	C	C
2.2.C	Initiate Initiative Card Development and Outline Initiative Activities			A	C		R
2.2.D	Outline Technology Requirements			A	R	C	C
2.2.E	Document Assumptions			A	C	C	R
2.2.F	Analyze Potential Risks			A	C		R
2.2.G	Assign Initiatives Ownership		A	R			
2.2.H	Identify Key Stakeholders		A	R	C	C	
2.2.I	Identify Interdependencies			A	C		R
2.2.J	Develop Detailed Implementation Timeline			A	R		C
2.2.K	Align Milestones with Timeline			A	R		C
2.2.L	Estimate Costs Associated with Each Initiative			A	C	C	R
2.2.M	Develop Roadmap			A	C		R
2.2.N	Gather Stakeholders' Feedback			A	R		
2.2.O	Incorporate Stakeholders' Feedback			A			R
2.2.P	Obtain Approval of Data Culture & Literacy Plan		A	R			
2.2.Q	Share Data Culture & Literacy Plan with DGO	C/I	A	R			

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can



Outline Data Culture & Literacy Initiatives



Develop and Review Data Culture & Literacy Plan

A photograph of the Dubai skyline at sunset, featuring the Burj Khalifa and other skyscrapers reflected in the water. The sky is a mix of orange, pink, and purple hues.

3. Data Culture & Literacy Program Design

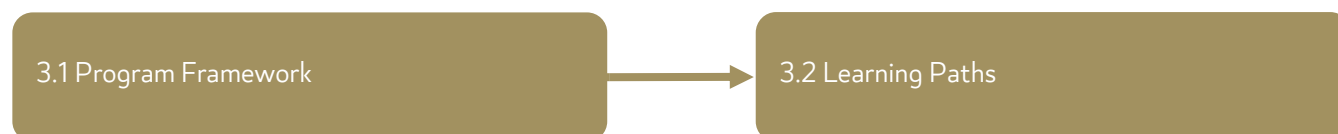
3. Data Culture & Literacy Program Design

What is Data Culture & Literacy Program Design and why does the Entity need it?

Data Culture & Literacy Program Design is the structured process of creating and implementing a framework to promote data culture and literacy across the Entity. This process is aimed at fostering a data-driven environment by equipping employees with the knowledge, skills, and tools required to effectively engage with data in their roles. It ensures a consistent approach to enhancing data competencies, aligned with the Entity's strategic objectives and operational needs.

The program design establishes a foundation by defining personas within the data management lifecycle. It also incorporates diverse training delivery methods and certification schemes to accommodate varying learning preferences and validate acquired skills. By implementing structured learning paths tailored to these personas, the Entity ensures targeted skill development that is relevant and impactful.

The remaining sections of this chapter will detail the activities of the below process that will guide the Entity on executing Data Culture & Literacy Program Design:



Guiding Principles for Data Culture & Literacy Program Design

1. **Alignment with Organizational Objectives:** Ensure that the program framework and learning paths align with the Entity's broader data strategy and business goals, enabling a cohesive approach to building a data-driven workforce.
2. **Persona-Centric Design:** Develop program components tailored to the specific needs of defined personas, ensuring relevance to their roles and responsibilities within the data management lifecycle.
3. **Inclusivity in Learning Modalities:** Offer diverse training delivery methods (online, in-person, hybrid) to accommodate different learning preferences and logistical constraints, fostering equitable access to data literacy resources.
4. **Scalability and Sustainability:** Design the program to be scalable across all functional areas and adaptable to future organizational needs, ensuring its long-term viability and impact.
5. **Stakeholder Engagement and Ownership:** Actively involve stakeholders, including HR, department leads, and data governance teams, to drive alignment, secure commitment, and ensure seamless execution of the program.
6. **Continuous Improvement and Feedback:** Incorporate mechanisms for regular feedback and updates to the program, allowing it to evolve based on user input, organizational changes, and technological advancements.

3.1 Program Framework

This activity will guide the Entity on the steps to establish a data culture & literacy framework that specifies the list of defined personas, the training modes of delivery, and the structured certification schemes to recognize employees.

3.1.A

Define Personas: To ensure the Entity's data culture and literacy efforts are tailored and relevant, a diverse set of personas must be identified and mapped to specific data roles and responsibilities. This step focuses on defining key personas aligned with the Entity's organizational structure, responsibilities in the data lifecycle, and learning needs.

- Analyze the list of data-focused roles that participated in the data literacy skills survey (e.g., Business Data Analysts, Data Stewards, IT Team). Review their associated target skill levels and learning topics to determine if roles with similar competency needs and focus areas can be logically grouped into a single user persona.
- Define a persona name and document its description with a focus on responsibilities across the data management lifecycle (e.g., data analysis, governance enforcement, data quality assurance).
- For each persona, outline the required competencies, learning topic focus areas, and target skill levels per area—ensuring alignment with the National Data Quotient learning topics and incorporating any gaps identified during the data literacy assessment phase.

Asset Guidance

The **Data Culture & Literacy Framework Template** includes a **Personas Template Sheet** that the Entity can use to list all identified personas, specify their role descriptions, highlight key competencies, define learning focus areas, and record the target skill levels for relevant learning topics identified earlier. The sheet has been populated with an illustrative example for reference. *Illustrative*

Field		Description
Persona ID	A unique identifier for each persona (e.g., P001, P002)	
Persona Name	The persona name (It could be the same as the role name or something that covers multiple roles if there are overlaps).	
Relevant Role(s)	Role name(s) within the Entity that falls under the persona	
Role Description	A brief description of the role's primary responsibilities and contribution to data management.	
Key Competencies	The baseline set of skills and knowledge required for the persona (e.g., Data Governance, BI).	
Learning Topic	Specific topics the persona should focus on to develop their key competencies as aligned with the relevant role's target learning topics and levels.	
Target Level Per Learning Topic	The skill level expected for each persona's learning topic (e.g., Level 3: Apply, Level 4: Enable) as aligned with the relevant role's target learning topics and levels.	

Persona ID	Persona Name	Relevant Role(s)	Persona Description
P001	Data Analyst	Business Data Analyst	Collecting and analyzing data from various sources to extract valuable insights that support strategic decision-making within the Entity.

Key Competencies	Learning Topic	Target Level Per Learning Topic
Data Analysis, BI Tools, Statistics	1. BI & Analytics 2. Statistics	1. Level 3: Apply 2. Level 3: Apply



Key Message / Information

The persona could be the same as the role, or it could cover multiple roles if there are overlaps in competency needs and focus areas.

3.1.B

Identify Courses and Certification Schemes: To close identified data literacy gaps, the Entity must design and document a targeted curriculum supported by certification schemes.

- Revisit the Gap Analysis Report to identify severe or recurring gaps across the organization.
- Map each gap to specific courses and certifications—starting with those provided under the National Data Quotient and adding any necessary entity-specific content for advanced or role-specific learning.
- Clearly specify which courses correspond to which gaps and outline expected outcomes and certifications to be awarded upon completion.

Asset Guidance

The **Data Culture & Literacy Framework Template** includes a **Courses and Certifications Scheme Template Sheet** that the Entity can use to document all courses required to address data literacy gaps across the Entity, as well as any certifications awarded to recognize course achievements. The sheet has been populated with an illustrative example for reference. *Illustrative*

 Courses and Certification Schemes		
The following table contains the relevant information the Entity needs to collect to list the courses and certification schemes to upskill its perosonas and track their updated skill level as a result of successfully completing the course.		
Field	Description	
Certification ID	A unique identifier for each certification (e.g., C001, C002).	
Course Name	Name of the course tied to the certification	
Certification Name	The name of the certification program (e.g., Data Governance Essentials, Advanced BI Certification).	
Learning Topic(s) Covered	The learning topics covered by the certification.	
Target Persona(s)	The personas for whom the certification is applicable.	
Level	The certification level (e.g., Foundational, Intermediate, Advanced).	
Training Mode of Delivery	The method of training delivery (e.g., Online, In-Person, Hybrid, On-the-Job).	
Resources Required	Identify any required resources to give this course (for example an instructor)	
Assessment Method	The method used to assess competency (e.g., Online Quiz, Practical Project Submission, Workshop).	
Cours Duration	The estimated time required to complete the certification (e.g., 4 hours, 1 week).	
Award Criteria	The criteria for earning the certification (e.g., score thresholds, project completion).	
Updated Skill Level	The new skill level expected after successful completion of the certification (e.g., Level 3: Apply → Level 4: Enable).	
Certification ID	Course Name	Certification Name
C001	Data Governance Foundations	Data Governance Essentials
C001	Gen AI Course	As specified in the National Data Quotient
Learning Topic(s) Covered	Target Persona(s)	Level
Data Governance, Data Quality	Data Stewards	Foundational
Gen AI	All Personas	As specified in the National Data Quotient
Training Mode of Delivery	Resources Required	Assessment Method
In-Person	Data Governance SME	Online Quiz
Online	National Data Quotient	As specified in the National Data Quotient
Course Duration	Award Criteria	Updated Skill Level
4 Hours	Score of 75%+	Level 3: Apply
As specified in the National Data Quotient	As specified in the National Data Quotient	Level 3: Apply



Key Message / Information

Certification Schemes link each completed course to a formal recognition of achievement, such as a certificate of completion, a badge, or a credential. They provide tangible evidence of data literacy progression, incentivize participation, and ensure skills development is formally acknowledged within the Entity's HR and performance management systems.

RACI Matrix – Program Framework

Indicative

Sr No.	Activity	Data Management and Governance Section Head	Data Governance Specialist	HR Department
3.1.A	Define Personas	A	R	C
3.1.B	Identify Courses and Certification Schemes	A	R	C

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Define Personas and their Description



Develop and Review Data Culture & Literacy Plan

3.2 Learning Paths

This activity will guide the Entity on the steps to define and implement structured learning paths for enhancing data culture & literacy, tailored to the defined personas.

3.2.A

Define Learning Path Objectives: Learning paths must be purpose-driven and persona-specific. Establish clear objectives for each learning path in alignment with the Entity's data strategy and the personas identified in the program framework.

- Review the defined personas in the Personas Template Sheet from the Data Culture & Literacy Framework Template.
- For each persona, define the primary learning path objective—e.g., building foundational literacy, advancing technical depth, or enabling governance leadership.
- Ensure the objectives are aligned with the competencies required for the persona's role in the data management lifecycle and the Entity's overall data strategy.



Key Message / Information

A learning path refers to a structured sequence of training activities, courses, and development milestones designed to progressively build the data literacy skills required for a specific persona. Each learning path is tailored to the persona's role in the data management lifecycle

3.2.B

Identify Learning Path Stages: To facilitate a structured learning journey, each learning path should be segmented into stages with realistic timelines.

- For each persona, break the learning path into logical stages such as "Data Literacy Foundations," "Intermediate Data Analytics," or "Advanced Governance & Ethics."
- Prioritize stages that address high-severity skill gaps identified in the Gap Analysis Report.

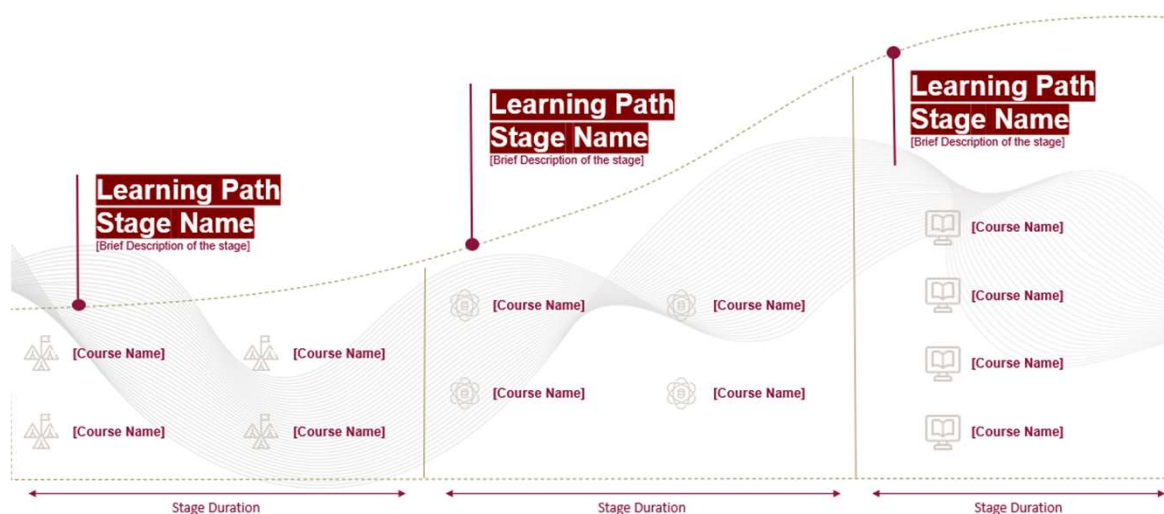


Asset Guidance

The **Learning Path and Curriculum Template** includes a **Learning Path Template** that the Entity can use to document the learning path for each persona, including the various stages within each path.

[Persona Name] Learning Path

Illustrative



3.2.C

Develop a Detailed Curriculum for Each Learning Path: Create a curriculum that ensures that learning paths deliver the right skills using the right methods for each persona.

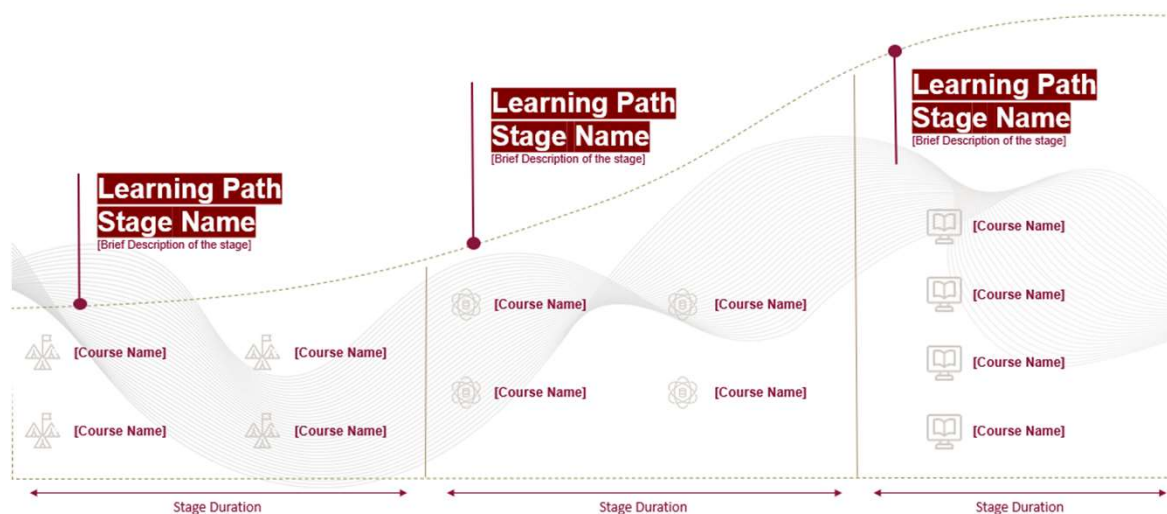
- Select relevant courses from the Courses and Certifications Scheme Template Sheet and map them to each persona's learning path.
- Assign courses to the appropriate stage based on learning progression and complexity.
- Ensure each course aligns with the persona's role-specific competencies and learning focus areas.
- Include a blend of in-house training (where applicable) and online courses from the National Data Quotient.
- Assign appropriate durations to each stage, factoring in the complexity of the courses within each stage, stage criticality, and organizational timelines.

Asset Guidance

After naming the various stages within the **Learning Path Template**, the Entity can list the courses and the overall duration for each stage. The **Learning Path and Curriculum Template** features an illustrative learning path designed for the Data Steward persona.

Illustrative

[Persona Name] Learning Path



3.2.D

Detail the Plan for In-House Training and Courses: In-house training must be clearly planned and structured to complement National Data Quotient offerings.

- i. For each course or training not covered by the National Data Quotient, develop a structured plan outlining its purpose and implementation approach.
- ii. Define key components such as target persona, learning outcomes, mode of delivery, duration, and content outline.

Asset Guidance

The **Learning Path and Curriculum Template** includes a **Training/Course Plan Template** that the Entity can use to document the purpose, target persona, mode of delivery, duration, and other key details for each in-house training or course intended for a specific learning path that is not part of the National Data Quotient.

Illustrative

Training/Course Plan Template

	Session X
Purpose	Purpose of the Session
Persona	Personas Relevant to the Session
Mode of Delivery	Training Mode of Delivery
Duration	Session Duration
Key Topics	Key Topics Covered in the Session
Agenda	Session Agenda in Alignment with the Duration
Post Session Evaluation	Post Session Evaluation Method
Certification (If Any)	Name of the Certificate Awarded for Completing the Session
Related Learning Path	List of all the Learning Paths Relevant to this Session

3.2.E

Review Learning Paths and Training/Course Plans with Stakeholders: Stakeholder validation ensures that learning paths and courses are fit for purpose and aligned with the Entity's priorities.

- i. Present all learning paths and course plans to relevant internal stakeholders, including HR, data governance leads, and executive sponsors.
- ii. Validate alignment with strategic priorities, resource capacity, and each persona's literacy needs.
- iii. Capture feedback to refine learning paths, adjust curriculum content, or re-prioritize rollout based on feasibility and impact.

RACI Matrix - Learning Paths

Indicative

Sr No.	Activity	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	HR Department
3.2.A	Define Learning Path Objectives		A	R	C
3.2.B	Identify Learning Path Stages		A	R	C
3.2.C	Develop a Detailed Curriculum for Each Learning Path				
3.2.D	Detail the Plan for In-House Training and Courses		A	R	C
3.2.E	Review Learning Paths and Training/Course Plans with Stakeholders	I	A	R	C

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Identify Learning Paths for each Persona



Detail the Plan for In-House Training and Courses

A photograph of the Dubai skyline at sunset, featuring the Burj Khalifa and other skyscrapers reflected in the water. The sky is a mix of orange, pink, and purple hues.

4. Data Culture & Literacy Program Implementation

4. Data Culture & Literacy Program Implementation

What is Data Culture & Literacy Program Implementation and why does the Entity need it?

Data Culture & Literacy Program Implementation is the structured process of executing a data literacy program that has been designed to align with the Entity's roadmap, framework, and learning paths. This process ensures the deployment of training initiatives, certification schemes, and resources to enhance data culture and literacy across the Entity. It establishes a practical and scalable approach for equipping employees with the competencies required to engage with data effectively in their roles, supporting the Entity's strategic goals.

By integrating data culture and literacy efforts into Human Resources processes, the implementation ensures sustained organizational capability development. It aligns data literacy achievements with performance evaluations, promotions, and incentives, creating a system that motivates employees to actively participate in upskilling efforts. This integration fosters a data-driven environment where learning and development are rewarded and reinforced.

The remaining sections of this chapter will detail the activities of the below process that will guide the Entity on executing Data Culture & Literacy Program Implementation:



Guiding Principles for Data Culture & Literacy Program Implementation

1. **Alignment with Roadmap, Framework, and Learning Paths:** Ensure that program activation follows the roadmap, framework, and learning paths established during the planning phase, creating a seamless transition from planning to implementation.
2. **Resource Optimization:** Allocate human, financial, and physical resources efficiently, ensuring adequate support for training, certification, and program execution without straining organizational capacity.
3. **Integration with HR Processes:** Align data literacy achievements with HR workflows, such as promotions, and annual reviews, embedding data literacy into the core of employee performance and development frameworks.
4. **Motivational Incentives:** Establish clear incentives, such as career progression opportunities or recognition awards, to encourage active participation in data literacy upskilling and certification programs.
5. **Effective Communication:** Maintain regular communication with employees about program goals, training schedules, and expected outcomes to drive awareness, engagement, and participation.

4.1 Program Activation

This activity will guide the Entity on the steps to deploy the program in accordance with the identified personas, coordinate and document training schedules, and allocate the necessary resources to support the effective execution of the program.

4.1.A

Initiate Program Activation: Begin the activation process by revisiting the data culture and literacy roadmap, program framework, and learning paths to ensure alignment with the Entity's strategic goals and priorities.

- i. Appoint the Data Governance Specialist as the program manager responsible for overseeing the activation process.
- ii. Conduct a kickoff meeting with stakeholders such as HR, functional leaders, and department heads to clarify roles, responsibilities, and expectations.
- iii. Review the roadmap to confirm timelines, initiative interdependencies, and milestones.
- iv. Communicate the activation plan and its objectives to all stakeholders, outlining major phases and expected outcomes.

4.1.B

Coordinate and Document Training Schedules: An organized training calendar ensures efficient delivery of in-house sessions and supports alignment with learning paths.

- i. Develop detailed schedules for all in-house training sessions, aligning with the learning paths of each persona.
- ii. Document the schedule by specifying session dates, times, delivery modes (in-person, hybrid, virtual), instructors, and certification deadlines.
- iii. Share the proposed schedules with instructors for validation of their availability and commitment.

4.1.C

Allocate Resources for Program Execution: Ensure the necessary human, financial, and physical resources are in place to support the program.

- i. Confirm the availability of instructors for delivering in-house courses and share the relevant Training/Course Plan Template to assist them in developing course content.
- ii. Secure training venues, tools, and digital platforms (e.g., Microsoft Teams, Zoom) based on the delivery mode of each session.
- iii. Ensure budget is allocated for:
 - Training materials and kits
 - Technology platforms
 - External licenses or subscriptions
 - Certification exam costs (if applicable)
- iv. Prepare a contingency plan to mitigate potential resource risks—such as backup instructors, alternative venues, or extended training slots.

4.1.D

Deploy Program: Roll out the training programs according to the identified personas and their respective learning paths.

- i. Assign employees to learning paths based on their defined roles, responsibilities, and the personas identified in the program framework.
- ii. Communicate learning path assignments to each participant, including:
 - In-house course dates
 - Courses to be completed via the National Data Quotient
 - Certification expectations
 - Support contacts for technical or learning-related queries
- iii. Ensure all assignments and instructions are accessible and clearly communicated via internal channels (e.g., email, HR platform, team portals).

4.1.E

Monitor Program Rollout: To maintain program momentum and ensure successful execution, tracking and feedback mechanisms must be in place throughout rollout.

- i. Monitor training activity using dashboards or project management tools to track participation rates, course completions, and certification progress.
- ii. Conduct mid-program check-ins with learners and instructors to gather early feedback and proactively address issues.
- iii. Provide regular progress reports to stakeholders, summarizing achievements, identifying bottlenecks, and proposing any necessary adjustments.

4.1.F

Gather Feedback and Adjust: To ensure continuous improvement and relevance of the data culture and literacy program, the Entity must actively collect feedback from participants, instructors, and stakeholders, and implement necessary adjustments based on the insights gathered.

- i. Distribute post-session feedback forms or surveys to participants after each training session (in-house) to capture immediate reactions, satisfaction levels, and suggestions for improvement.
- ii. Facilitate structured feedback sessions or interviews with course instructors to assess learner engagement, delivery challenges, and content effectiveness.
- iii. Organize focus groups or quick interviews with selected learners from different personas to explore deeper insights into what's working and what needs improvement.
- iv. Analyze the feedback and identify common themes, such as clarity of content, technical challenges, learning pace, or platform usability.
- v. Refine course delivery methods, materials, or schedules based on feedback. This may include rescheduling certain sessions, adding support materials, adjusting session durations, or updating in-house content.
- vi. Communicate changes to stakeholders and participants, emphasizing that feedback has been considered, and improvements are being implemented to enhance the learning experience.

RACI Matrix – Program Activation

Indicative

Sr No.	Activity	Data Management & Security Director	Data Management and Governance Section Head	Data Architecture and Analytics Section Head	Information Security and Risk Management Section Head	Data Governance Specialist	Course Instructor	HR Department
4.1.A	Initiate Program Activation	I	A	I	I	R		I
4.1.B	Coordinate and Document Training Schedules		A			R	C	C
4.1.C	Allocate Resources for Program Execution		A			R	C	C
4.1.D	Deploy Program	I	A			R	I	I
4.1.E	Monitor Program Rollout		A			R	I	
4.1.F	Gather Feedback and Adjust		A			R	C	I

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Initiate Program Activation and Select Course Instructors



Deploy Training Program and Gather Feedback

4.2 Organizational Capability Integration

This activity will guide the Entity on the steps to integrate data culture and literacy upskilling into human resources processes to enhance organizational capabilities and incentivize employees to attend online and in-person training courses.

Process - Organizational Capability Integration

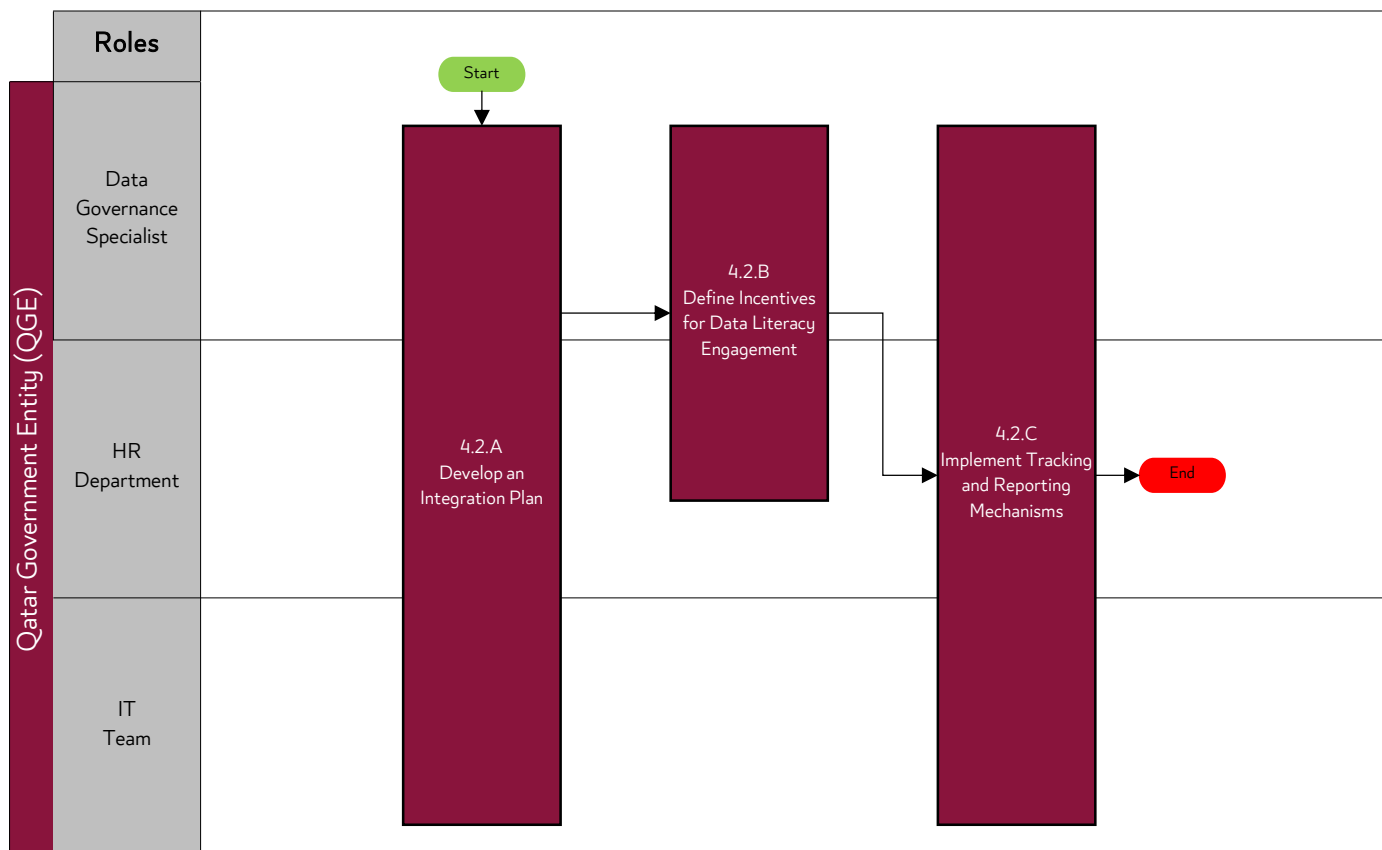


Figure 3: Organizational Capability Integration Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

4.2.A

Develop an Integration Plan: To institutionalize data literacy within the Entity, a formal plan must be developed to embed data literacy achievements into existing Human Resources (HR) processes. This ensures that data upskilling efforts contribute directly to talent development and are recognized within the broader performance framework.

- i. Review the Entity's current HR processes—such as promotions, annual performance reviews, and development plans—to identify opportunities for integrating data literacy indicators.
- ii. Define measurable criteria that demonstrate data literacy progress, including certification achievements, course completion, and participation in data literacy workshops.
- iii. Collaborate with HR teams to embed these criteria into appraisal frameworks, linking data skills acquisition with career development.
- iv. Document the integration plan, clearly outlining how employee literacy progress will be tracked, evaluated, and reported for HR decision-making.
- v. Ensure the plan aligns with the Entity's workforce development objectives and long-term data maturity goals.

4.2.B

Define Incentives for Data Literacy Engagement: Establish a system of incentives to encourage employees to participate in data literacy programs and link their achievements to tangible rewards.

- i. Work with HR to design an incentive program that rewards employees for their engagement in the data literacy program.
- ii. Identify meaningful incentives—such as promotion eligibility, performance bonuses, recognition awards, or access to strategic projects.
- iii. Define clear criteria for earning each reward (e.g., completing an advanced certification or successfully finishing an entire learning path).
- iv. Communicate the incentive framework through internal platforms to ensure transparency and promote participation.
- v. Regularly review the effectiveness of the incentive structure and adjust it based on feedback, participation trends, and program impact.

4.2.C

Implement Tracking and Reporting Mechanisms: To operationalize the integration with HR systems, mechanisms must be implemented to track, report, and manage employee learning achievements effectively.

- i. Leverage existing Learning Management Systems (LMS), HRIS platforms, or reporting dashboards to track training participation, certification completion, and other relevant learning milestones.
- ii. Develop standardized reports to be shared with HR, highlighting individual and team-level progress across learning paths.
- iii. Ensure these reports are linked to performance review timelines and talent planning cycles.
- iv. Periodically assess the overall effectiveness of tracking and reporting in influencing HR decisions, adjusting metrics and frequency as needed.
- v. Use insights from this tracking to refine future learning paths and integration strategies based on actual organizational outcomes.

Organizational Capability Integration

Indicative

Sr No.	Activity	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	IT Team	HR Department
4.2.A	Develop an Integration Plan	I	A	R		R
4.2.B	Define Incentives for Data Literacy Engagement	I	A	R		R
4.2.C	Implement Tracking and Reporting Mechanisms	I	A	R	R	R

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can



Develop an Integration Plan and Define Incentives



Track Employee Data Literacy Upskilling

5. Performance & Change Management



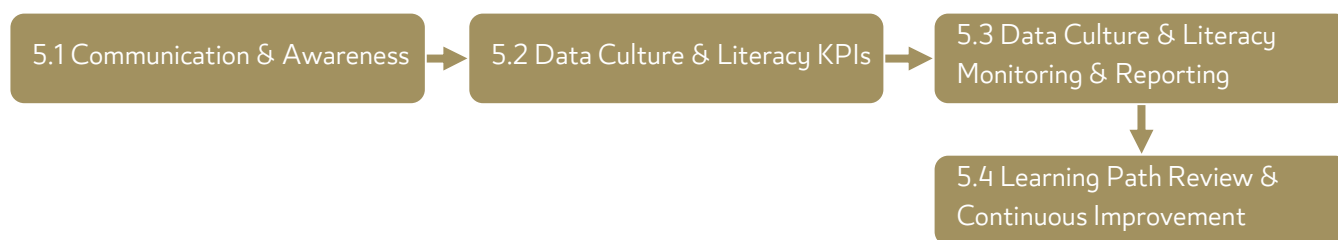
5. Performance & Change Management

What is Performance & Change Management and why does the Entity need it?

Performance & Change Management is the structured process of monitoring, evaluating, and continuously improving the data culture and literacy program to ensure its effectiveness and alignment with organizational goals. This process encompasses key activities such as designing communication plans to raise awareness, establishing KPIs to track program success, and implementing mechanisms for ongoing learning path review and enhancement.

By maintaining robust communication and awareness, the Entity ensures sustained engagement and participation in the program. Monitoring progress through clearly defined KPIs allows for data-driven decision-making and timely identification of areas for improvement. Additionally, continuously refining learning paths based on feedback and advancements ensures the program remains relevant and impactful.

The remaining sections of this chapter will detail the activities of the below process that will guide the Entity on executing Performance & Change Management :



Guiding Principles for Performance & Change Management

- 1. Effective Communication and Awareness:** Develop and maintain a robust communication plan to promote the program's benefits, engage employees, and highlight success stories. Use diverse channels and tailored messaging to ensure consistent and widespread awareness.
- 2. Data-Driven Monitoring:** Establish and track KPIs that measure program effectiveness, participant satisfaction, and progress in literacy levels. Use these metrics to make informed decisions and adjustments as needed.
- 3. Scalability and Accessibility:** Ensure that the program's resources, such as training materials and recordings, are easily accessible across the Entity, promoting scalability and equitable access for all employees.
- 4. Innovative Learning Enhancements:** Incorporate advanced learning techniques such as gamification, interactive elements, and scenario-based training to maintain engagement and foster deeper understanding.
- 5. Proactive Issue Management:** Use monitoring tools to track progress, identify bottlenecks, and address challenges promptly, ensuring program continuity and effectiveness.

5.1 Communication & Awareness

This activity will guide the Entity on the steps to design and implement a communication and awareness plan to promote the benefits of the data culture and literacy program.

5.1.A

Define Objectives and Broaden the Target Audience: Define the objectives of the data literacy communication plan, focusing on raising awareness about the importance of data literacy skills across the entire Entity, including roles that are not traditionally data-heavy that can still leverage the National Data Quotient to build foundational data skills.

- i. Define the primary objectives of the communication plan, including raising awareness of data literacy as a core skill for all roles.
- ii. Position foundational data literacy as essential for supporting effective decision-making, operational excellence, and digital transformation.
- iii. Emphasize the role of the National Data Quotient as an upskilling resource, especially for areas like Data Governance, Privacy, and Gen AI.
- iv. Ensure the plan targets both technical and non-technical audiences to foster an inclusive and organization-wide culture of data awareness.

5.1.B

Develop Inclusive Key Messages: Craft inclusive and clear messages emphasizing the benefits of data literacy for all employees, regardless of their role.

- i. Tailor messaging to different audience groups—highlight foundational skill benefits for general staff and advanced competencies for data practitioners.
- ii. Emphasize how improving data skills can enhance job performance, decision-making, and collaboration.
- iii. Use relatable examples (e.g., improving reporting accuracy, reducing rework, or enabling faster decisions) to show how data literacy benefits day-to-day work.
- iv. Align messages with organizational goals to reinforce the strategic value of engaging with the program.

5.1.C

Create a Timeline and Implementation Plan: Develop a timeline for communication activities that ensures consistent and widespread messaging across the Entity.

- i. Develop a timeline of communication touchpoints, including initial announcements, training launches, reminders, and milestone celebrations.
- ii. Align the communication schedule with the rollout of the National Data Quotient and internal training sessions.
- iii. Define the roles and responsibilities for content creation and message delivery (e.g., HR, internal communications team, program manager).
- iv. Specify delivery cadence (weekly, monthly) and ensure communications are timed to maintain engagement at key points of the program rollout.

5.1.D

Utilize Multiple Communication Channels for Maximum Reach: Leverage a variety of communication channels to ensure broad awareness across the Entity.

- i. Use email newsletters, announcements, and the intranet to share key program updates and available training opportunities.
- ii. Conduct informational workshops or interactive sessions to introduce the program and address questions.
- iii. Adapt messaging and format to different employee groups, including those in operational or support roles with limited screen time.
- iv. Leverage the Change Management Communication Plan Email Template to streamline and standardize announcements across business units/departments.

Asset Guidance

The **Change Management Communication Plan Email Template** is a sample email template the Entity can leverage to announce the data literacy training opportunities.

Illustrative

Subject: [IMPORTANT] Notification of [Change Description] – Please Review

Dear [Recipient Name/Team],

We would like to inform you of an important change that will take effect as of [Date]. This change relates to [briefly describe the change, e.g., a new data governance policy, system update, or process change] and is part of our ongoing efforts to improve [mention the purpose of the change, e.g., data quality, compliance, or operational efficiency].

What Is Changing?

- [Clearly state what is being changed, e.g., "We are updating our data governance framework to include new privacy regulations."]
- [If applicable, include any specific systems or processes affected by the change.]

Why Is This Change Happening?

- This change is necessary to [explain the reason, e.g., "align with new regulatory requirements," "improve data accuracy and reporting," or "support our data management strategy"].

How Does This Impact You?

- [Clearly explain how the change will affect the recipient's role, team, or department, e.g., "You will need to follow the updated policy for handling customer data."]
- [If applicable, mention any new responsibilities, processes, or systems the recipient needs to be aware of.]

What Do You Need to Do?

- [Provide clear instructions on what actions the recipient should take, e.g., "Review the updated policy by [Date]" or "Attend the training session on [Date]."]
- [If no immediate action is required, state that clearly, e.g., "No action is required from you at this time."]

Support and Resources

We have provided the following resources to assist you with this change:

- [Link to any documents, training materials, or guides]
- [Provide contact information for any support teams or help desks that can assist with questions.]

Next Steps

- [Outline the next steps, e.g., "We will follow up with a training session on [Date]" or "Please reach out to [Support Contact] if you have any questions."]
- [If applicable, remind the recipient of key deadlines, e.g., "Please ensure you complete the necessary steps by [Date]."]

Thank you for your cooperation in ensuring a smooth transition. Your understanding and collaboration are crucial to the success of this change.

If you have any questions or concerns, please don't hesitate to contact [Support Contact/Your Team's Name] at [email/phone number].

Best regards,
[Your Name]
[Your Position]
[Your Department]
[Contact Information]

5.1.E

Publish Updates and Success Stories: Regularly publish updates on the program's progress.

- Regularly share program metrics, such as number of participants trained or certified, via infographics, or newsletters.
- Highlight success stories of individuals or teams whose work has improved due to enhanced data skills.
- Use storytelling to humanize the impact of the initiative—emphasize both performance benefits and personal growth.
- Encourage peer-to-peer recognition to promote engagement with the program and reinforce its value across the Entity.

RACI Matrix – Communication & Awareness

Indicative

Sr No.	Activity	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	HR Department
5.1.A	Define Objectives and Broaden the Target Audience	I	A	R	C
5.1.B	Develop Inclusive Key Messages		A	R	C
5.1.C	Create a Timeline and Implementation Plan	I	A	R	C
5.1.D	Utilize Multiple Communication Channels for Maximum Reach		A	R	C
5.1.E	Publish Updates and Success Stories	I	A	R	C

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Publish Updates and Data Literacy Success Stories

5.2 Data Culture & Literacy KPIs

As part of the Data Culture & Literacy KPIs specification, the Entity shall establish key performance indicators (KPIs) to measure and report on its Data Culture & Literacy Program. KPIs shall include, at minimum, the following:

- Percentage satisfaction with the program among participants
- Percentage improvement of data culture & literacy within the Entity, guided by the periodic skills assessment
- Percentage of participants who fully complete their respective learning path

5.2.A

Establish Key Performance Indicators (KPIs) for the Data Culture & Literacy Program: Identify and set KPIs that will measure and report on the Data Culture & Literacy Program in line with the requirements specified in the National Data Standards. Once KPIs are defined, set target values for each metric, and track progress over time.

Asset Guidance

The Data Management KPIs Register Template includes a table that provides a brief overview of identified KPIs. The Entity can use this template to define each KPI, along with its calculation methodology, target value, and current status. *Illustrative*

Data Management KPIs Register Template								
The following table is a template containing what is needed to provide a brief overview of the performance of data management initiatives								
Field	Description							
KPI ID	A unique identifier assigned to each Key Performance Indicator (KPI)							
KPI Name	A short, descriptive name that summarizes what the KPI measures							
KPI Type	Operational or Strategic KPI (if applicable)							
Calculation Methodology	The formula / approach (if any) used to calculate the KPI value							
Target Value	The predefined value or benchmark to achieve for the KPI							
Last Updated Date	The date when the KPI's current value was last recorded or updated							
Status	On Track/Off Track							
Comments	Additional notes or explanations regarding the KPI's performance							
Owner	Outlines whether the business or IT is the owner of the KPI							
KPI ID	KPI Name	KPI Type (if applicable)	Calculation Methodology	Target Value	Last Updated Date	Status	Comments	Owner

RACI Matrix – Data Culture & Literacy KPIs

Indicative

Sr No.	Activity	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	HR Team
5.2.A	Establish Key Performance Indicators (KPIs) for the Data Culture & Literacy Program	I	A	R	I

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can



Establish DCL KPIs

5.3 Data Culture & Literacy Monitoring & Reporting

This activity will guide the Entity on the steps to monitor and report on its Data Culture & Literacy Program by generating reports that detail performance against the established KPIs.

5.3.A

Establish Monitoring and Reporting Frequency: Define the frequency for monitoring and reporting on the program's progress, ensuring it aligns with the Entity's needs and timelines. Determine whether reports will be generated monthly, quarterly, or at another suitable interval, and ensure this frequency supports timely decision-making and accountability. Communicate the agreed schedule to stakeholders, including HR, department leads, and course instructors, to align expectations.

5.3.B

Generate Data Culture & Literacy Program Scorecards: Develop and implement a scorecard report that compares the program's performance against pre-established KPIs. Use visual indicators (e.g., red-yellow-green) to highlight metrics such as participant satisfaction, learning path completion rates, and skill improvement levels, making it easy to identify areas that require attention or further action.

5.3.C

Share Data Culture & Literacy Program Scorecards with DGO: Share the Data Culture & Literacy Program Scorecards with the National Data Governance Office (DGO), enabling the DGO to monitor progress, track improvements, and ensure alignment with National Data Standards.

RACI Matrix – Data Culture & Literacy Monitoring & Reporting

Indicative

Sr No.	Activity	DGO	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	Course Instructor	HR Team
5.3.A	Establish Monitoring and Reporting Frequency			A	R	C	C
5.3.B	Generate Data Culture & Literacy Program Scorecards		I	A	R	C	C
5.3.C	Share Data Culture & Literacy Program Scorecards with DGO	I	I	A	R		C

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Establish Data Culture & Literacy Program Scorecards

5.4 Learning Path Review & Continuous Improvement

This activity will guide the Entity on the steps to review and continuously improve on the designed learning paths.

Process - Learning Path Review & Continuous Improvement

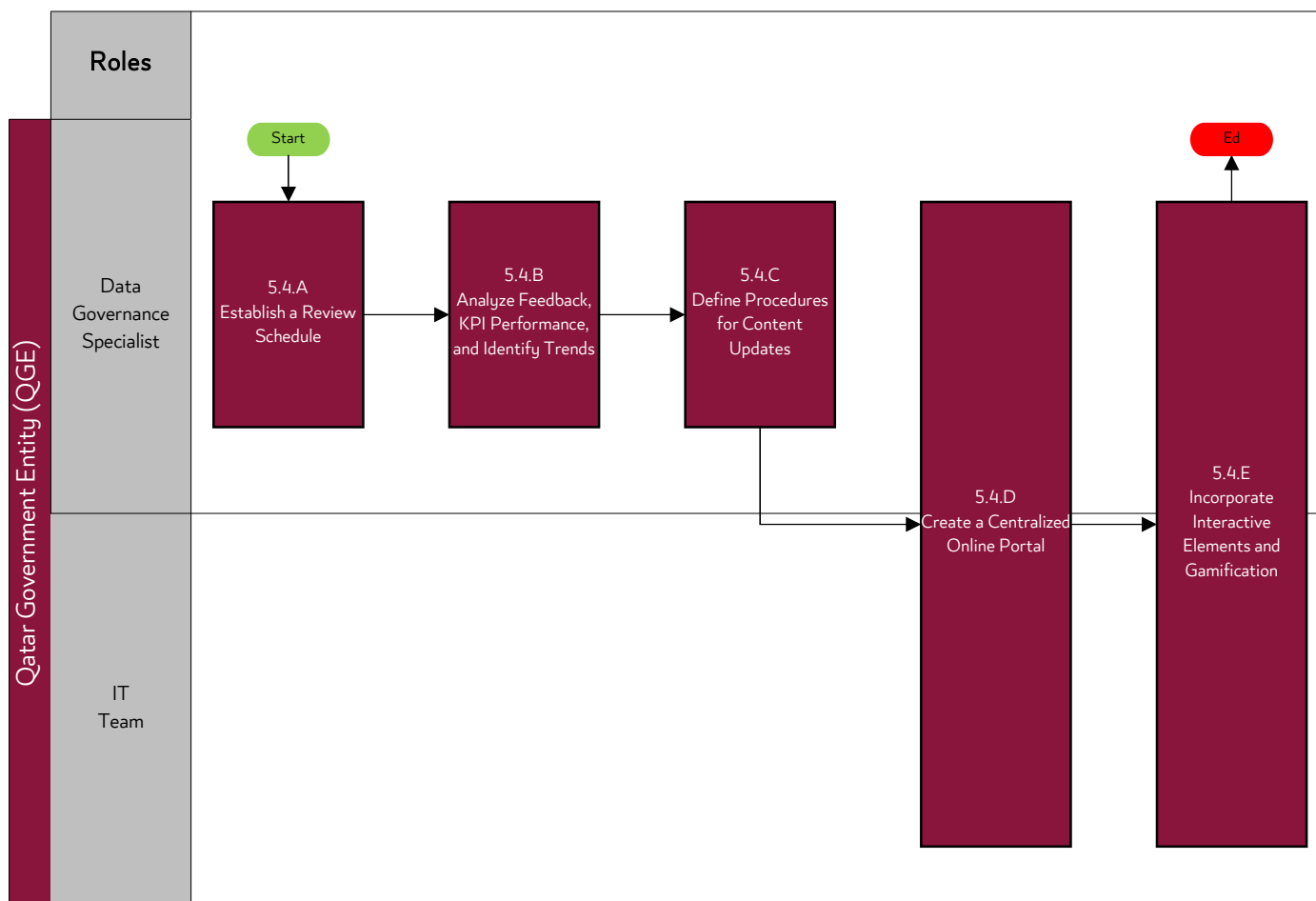


Figure 4: Learning Path Review & Continuous Improvement Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

5.4.A

Establish a Review Schedule: Ensure that learning paths remain aligned with evolving business needs and employee development priorities, the Entity must formalize a regular review cycle.

- i. Define a schedule to periodically review the effectiveness and relevance of all learning paths (e.g., quarterly, biannually, or annually).
- ii. Align the review frequency with major organizational planning or performance review cycles to ensure maximum impact.
- iii. Communicate the review schedule to all relevant stakeholders, including HR, department leads, and program sponsors, to align expectations and facilitate active participation.
- iv. Ensure that reviews are planned well in advance to allow for proper preparation and feedback collection.

5.4.B

Analyze Feedback, KPI Performance, and Identify Trends: Continuous improvement of learning paths must be driven by empirical evidence gathered from program metrics and participant feedback.

- i. Aggregate participant and instructor feedback into a centralized repository for easy tracking and analysis.
- ii. Identify recurring trends and patterns, such as requests for more interactive elements, unmet learning needs, or challenges with course delivery.
- iii. Evaluate program performance against KPIs such as:
 - a. Participant satisfaction levels
 - b. Learning path completion rates
 - c. Skill improvements relative to initial assessments
- iv. Segment findings by persona to uncover role-specific insights.
- v. Prioritize identified improvements based on their potential organizational impact and alignment with the Entity's strategic objectives.
- vi. Use combined feedback and KPI analysis to inform targeted updates to learning content, methods, and delivery formats.

5.4.C

Define Procedures for Content Updates: Establish a structured process to manage ongoing content updates, ensuring that learning paths remain relevant, accurate, and impactful.

- i. Assign responsibility for content updates to designated roles or teams, such as Training Coordinators.
- ii. Define clear triggers for content updates, such as feedback trends, technological shifts, or strategic realignments.
- iii. Establish timelines and deadlines for updating learning paths and associated training materials after a review cycle.
- iv. Implement version control to maintain a documented history of content changes, ensuring transparency and traceability.

5.4.D

Create a Centralized Online Portal: Provide employees with on-demand access to learning resources.

- i. Develop a centralized internal portal to host all materials, recordings, and additional resources related to in-house courses (excluding National Data Quotient materials).
- ii. Organize materials by persona and learning path for intuitive navigation and user experience.
- iii. Regularly update the portal with new recordings, refreshed content, and supplementary resources from in-house sessions.
- iv. Ensure access control mechanisms are in place to maintain data security and content relevance.

A

5.4.E

VA

Incorporate Interactive Elements and Gamification: Enhance the learning experience for in-house courses to make data literacy programs more impactful and enjoyable for participants.

- i. Introduce interactive elements such as scenario-based exercises, role-playing simulations, and real-world data problem-solving activities.
- ii. Incorporate gamification techniques like leaderboards, achievement badges, and rewards to motivate learners and create a sense of accomplishment.
- iii. Tailor interactive enhancements to align with the nature of the learning content (e.g., gamify workshops focused on Data Governance or Analytics).
- iv. Continuously refine interactive strategies based on feedback and KPI analysis to maximize learning effectiveness and learner satisfaction.

RACI Matrix – Learning Path Review & Continuous Improvement

Indicative

Sr No.	Activity	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	Course Instructor	IT Team	HR Team
5.4.A	Establish a Review Schedule		A	R	C		C
5.4.B	Analyze Feedback, KPI Performance, and Identify Trends		A	R	C		C
5.4.C	Define Procedures for Content Updates		A	R			
5.4.D	Create a Centralized Online Portal	I	A	R	C	R	C
5.4.E	Incorporate Interactive Elements and Gamification	I	A	R	C	R	C

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can



Review and Update In-House Courses

6. Appendix



6.1 Templates and Frameworks

Asset No.	Asset Name	Description	File Name
1	Data Literacy Skills Assessment Survey Template	Template containing illustrative questions to assess data literacy skills across the Entity and set target skill levels for employees.	NPC_DGO_QDKC_DCL_Data Literacy Skills Assessment Survey Template
2	Educational Tools Inventory Template	Template to catalog current educational tools (e.g., workshops and courses) used within the Entity.	NPC_DGO_QDKC_DCL_Educational Tools Inventory Template
3	Data Culture & Literacy Gap Analysis Template	Template to compare employees' current skill levels across learning topics with the target levels, identifying any gaps and their severity.	NPC_DGO_QDKC_DCL_Data Culture & Literacy Gap Analysis Template
4	Initiative Card Template	Template used to outline and track the details of a specific initiative.	NPC_DGO_QDKC_General_Initiative Card Template
5	Data Management Domain Plan Template	Template that helps the Entity capture an overview of identified initiatives, detail their sub-activities, owners, stakeholders, and activity timeframe.	NPC_DGO_QDKC_General_Data Management Domain Plan Template
6	Data Culture & Literacy Framework Template	Template to document the different personas within an Entity, the training modes of delivery, and courses and certification schemes.	NPC_DGO_QDKC_DCL_Data Culture & Literacy Framework Template
7	Learning Path and Curriculum Template	Template to create the learning paths and curriculum for the identified personas and detail the plan for in-house courses.	NPC_DGO_QDKC_DCL_Learning Path & Curriculum Template
8	Change Management Communication Plan Email Template	Sample email template the Entity can leverage to announce changes across the Entity.	NPC_DGO_QDKC_General_Change Management Communication Plan - Email Template
9	Data Management KPIs Register Template	Template containing a table that helps the Entity define KPIs.	NPC_DGO_QDKC_General_Data Management KPIs Register Template



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