

Introduction

Chief Data Officer's Council Survey - Summer 2023

Thank you for participating in the CDO Council's 2023 survey of its members. This survey is designed to help the Council address questions that our community has about ourselves as we learn more about how our situations as CDOs compare across government. We are expanding upon last year's survey and added a special topic on Enterprise Analytics. There are a total of **45** questions covering seven topics.

1. Your Position
2. Your Experience
3. Demographic Information
4. CDO Role in your Organization
5. CDO Office Structure and Responsibilities
6. CDO Support and Resources
7. Special Topic - Enterprise Analytics

Please answer as comprehensively as you can, and complete the survey by **Friday, August 11**. If you have any questions, please contact cdocstaff@gsa.gov.

Note – In addition to being made publicly available, anonymized responses will also be shared for academic research on public sector CDOs. We will remove identifying information (such as agency and CDO names) from any raw or aggregate data that we make available.

1. Name *Response required

2. Are you in a CFO Act Agency? ([list of CFO Act Agencies](#))

- CFO Act Agency
- Non-CFO Act Agency
- Unsure

3. Please select the agency where you work. *Response required

Please note that if your agency is not correctly included in the agency list, that you can use "Other" in order to respond. Then please contact cdocstaff@gsa.gov so that we can work to get this fixed.

3a. If you responded "Other" for your agency, please provide your agency name.

Section 1 - Your Position

4. Are you the Chief Data Officer for your agency?

- Yes
- No

5. What is your official title?

6. Is the CDO role your primary responsibility?

Yes

No

7. Are you serving in this position in an interim capacity?

Yes

No

8. Did you previously serve in this position in an interim capacity?

Yes

No

9. In addition to your CDO role, please select the other official titles that you have (check all that apply):

Chief Information Officer (CIO)

Chief Information Security Officer (CISO)

Senior Agency Official for Privacy (SAOP)

Senior Agency Official for Records Management (SAORM)

Senior Agency Official for Geospatial Information (SAOGI)

Geographic Information Officer (GIO)

Responsible Official for Artificial Intelligence (See section 8 of [EO 13960 of 12/3/2020](#))

- Evaluation Officer (EO)
- Statistical Official (SO)
- Other
- No other positions

10. If you are from a non-CFO Act Agency, which of the following roles has your agency assigned to a particular person (check all that apply):

- Chief Information Officer (CIO)
- Chief Information Security Officer (CISO)
- Senior Agency Official for Privacy (SAOP)
- Senior Agency Official for Records Management (SAORM)
- Senior Agency Official for Geospatial Information (SAOGI)
- Geographic Information Officer (GIO)
- Responsible Official for Artificial Intelligence (See section 8 of [EO 13960 of 12/3/2020](#))
- Evaluation Officer (EO)
- Statistical Official (SO)

Section 2 - Your experience

11. About how many years have you been in your current position?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 5 years
- At least 5 years but less than 10 years
- 10 years or more

12. About how many years have you been with this organization?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 5 years
- At least 5 years but less than 10 years
- 10 years or more

13. About how many years have you been in the public sector (e.g., federal, state, local, tribal governments)?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 5 years
- At least 5 years but less than 10 years
- 10 years or more

14. About how many total years of your career have been in the role of a CDO?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 5 years
- At least 5 years but less than 10 years
- 10 years or more

15. About how many total years of your career have been focused on data and analytics?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 5 years
- At least 5 years but less than 10 years
- 10 years or more

Section 3 - Demographic information

16. How would you describe your gender?

- Female
- Male
- Non-binary
- Prefer not to specify

17. What is the highest level of education that you have completed?

- High School
- Bachelor
- Masters
- PhD or other terminal degree

18. What was your field of study?

19. Do you have other professional data and analytics certifications?

- Yes

No

CDOs in Their Organizations

Section 4 - CDO role in your organization

20. About how long has the position of the CDO existed within your organization?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 5 years
- At least 5 years but less than 10 years
- 10 years or more
- Unsure

21. Who do you report to as CDO in your current agency structure? (check all that apply)

- Head or Deputy head of Agency
- Chief of Staff
- Head of Management
- Performance Improvement / Strategic Planning
- Chief Information Officer
- Chief Technology Officer
- Chief Operating Officer
- Chief Financial Officer
- Does not report internally

Unsure

Other

22. Does your agency have plans to change the reporting structure for the CDO?

Yes

No

Unsure

23. What is the current OPM series for your position as a CDO?

24. What is your current GS-level or equivalent?

25. Is there a separate Chief Analytics Officer / executive analytics role in your organization?

Yes

No

26. Is there a separate Chief Artificial Intelligence Officer role in your organization?

Yes

No

27. Do you have subcomponent CDOs at your agency?

- Yes
- No

27a. If your agency has subcomponent CDOs, to whom do they report in the subcomponent's structure? (If different subcomponents have different structures, check all scenarios that apply.)

- Head or Deputy head of sub-component
- Chief of Staff
- Head of Management
- Performance Improvement / Strategic Planning
- Chief Information Officer
- Chief Operating Officer
- Chief Technology Officer
- Does not report internally
- Chief Financial Officer
- Other
- Unsure

27b. If no, are you planning to establish subcomponent CDOs?

- Yes
- No

CDO Office Structure and Responsibilities

Section 5 - CDO Office Structure and Responsibilities

28. My CDO Office operates as a:

- Central data team
- Center of Excellence (CoE) to a larger group
- One person CDO Office

29a. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Data Governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Architecture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Integration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29b. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Open Data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Collections/Paperwork Reduction Act	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FOIA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Records Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
eDiscovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29c. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Data Engineering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Quality Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Manipulation/ETL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data modernization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29d. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Geospatial Data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data analytics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Visualization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artificial Intelligence (AI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29e. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Privacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Operations Research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29f. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Data Evangelism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambassador (for data sharing, evidence based policy making, data culture)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Monetization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Skills Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Does the organization have Key Performance Indicators (KPI) or other Performance Measures for the CDO Office?

- Yes
- No

31. What do you view as the greatest obstacle(s) to using data to support your agency's mission? (check all that apply):

- Data Governance Challenges
- Data Management Deemed not Relevant or Useful
- Limited Staff Skills or Workforce Hiring Challenges
- Knowledge Management

- Technological Barriers
- Limited Data Access/Sharing
- Lack of Direct Funding
- Privacy or Security Concerns
- Limited leadership support
- Cultural barriers
- Other
- None

32. What do you believe your agency's CDO role or data team needs to be successful? (check all that apply)

- Organizational Support
- Additional Directed Funding
- Additional Staff
- Additional Training
- More/Better Data
- Other

33. What are the current goals of your agency's CDO role or data team? (check all that apply)

- To Better Inform Strategic Priorities
- To Identify New Opportunities
- To Ensure Legal/Regulatory Compliance
- To Ensure Data Quality/Accuracy
- To Support Agency Data Infrastructure
- To Provide Data to the Public

Other

34. What data does your agency's CDO role or data team fundamentally work with? (check all that apply)

- Administrative Data
- Operational Data
- Statistical Data
- Scientific Data
- Geospatial Data
- Unstructured Data
- Mission Data
- Commercially Acquired Data

CDO Support and Resources

Section 6 - CDO Support and Resources

35. What type of support do you have to undertake the functions of a CDO? Please provide the number of FTE for each category that applies.

FTE's reporting to you?

Contractors?

Detailees?

Internal stakeholder staff you can leverage?

Other Support? Please list

If you have no support, indicate "No Support" here

36. Do you currently have any unfilled positions for data talent to support your CDO role?

How many Federal positions (if any)?

How many Contractor positions (if any)?

37. Does the CDO Office contain both business and technical people?

Yes

No

38. Has your agency hired consultants or other outside groups to perform any of the following? (check all that apply)

Establishing CDO Office

Data Maturity Assessment

Data Inventory Development

Data Skills Assessment

Data Skills Development

Data Strategy

Data Architecture

Data Engineering

Data Operations

Data Analytics

Data Product Design

Data Visualizations

Dashboards

Other

None

Special Topic - Enterprise Analytics

Section 7 -Enterprise Analytics

Federal Enterprise Analytics represent a set of cohesive and integrated strategies designed to enable agencies to holistically leverage data as a strategic asset to drive organizational health, performance, and mission outcomes. Enterprise Analytics programs include all of the following key components. They:

- are aligned with the agency strategy and performance plan
- invest in workforce capabilities that enable usage of data as a strategic asset
- leverage technologies to analyze and visualize data
- centralize and curate data and data products for access and use across the entire agency

These programs commonly include enterprise tools for common mission support functions (e.g., HR, IT, Finance) and integrate mission data across programs to answer key priority questions.

39. Please briefly describe your agencies approach to enterprise analytics.

40. To what extent does your role as CDO involve oversight of enterprise analytics for your agency?

Primary Accountable
Official

Manager
Responsibility

Partner

No Practical
Responsibility

41. Has your agency implemented an enterprise analytics platform for integrating and analyzing data across various components and functional silos?

Mature
Implementation

Pilot
Implementation

Experimental
Development

Planned
Implementation

No current plans

42. In your agency, how mature is the integration of mission-support data (e.g., HR, finance, IT) at the enterprise level?

Mature
Integration

Pilot
Integration

Experimental
Integration

Planned
Integration

No current plans

43. In your agency, how mature is the integration of mission-specific data across divisions or component agencies at the enterprise level?

Mature
Integration

Pilot
Integration

Experimental
Integration

Planned
Integration

No current plans

44. How mature is your agency's implementation of enterprise-wide analytics and data dashboards?

Mature
Implementation

Pilot
Implementation

Experimental
Implementation

Planning
Implementation

No current plans

45. How do you envision the future of enterprise analytics within your agency?



Thank you for completing the CDO Council Annual Survey!

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