



# CDO Council Public Meeting

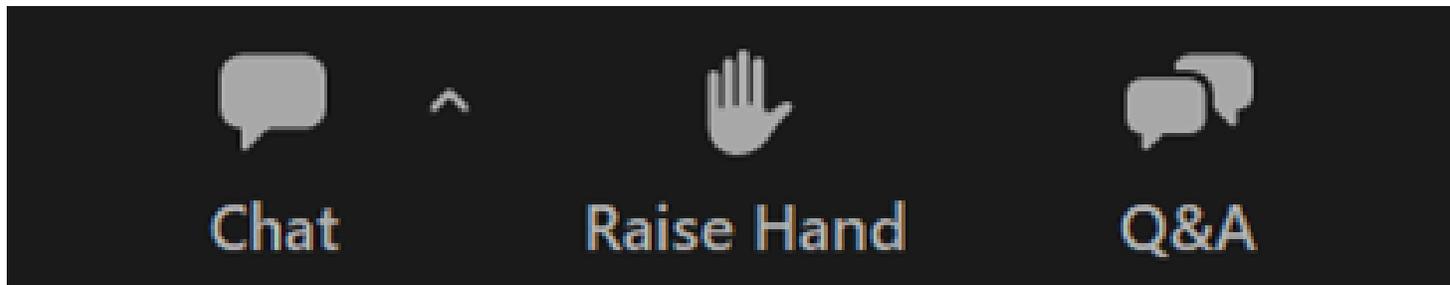
February 10th, 2023





## Meeting Logistics

- This meeting is being recorded
- ASL and captioning are available
- The Chat and Raise Hand features are not enabled for this webinar
- Questions can be submitted using the “Q&A” feature in Zoom





# CDO Council Public Meeting Agenda

Topic	Time
Call to Order and Logistics	5 min
Welcome and CDO Council Accomplishments	15 min
CDO Council Efforts to Strengthen Federal Evidence-based Policymaking	10 min
Federal Data and the Evolving Role of the Federal CDO	10 min
Panel: Driving Results for the People	30 min
Public Comments and Questions	15 min
From Open Data to Equitable Data	20 min
Panel: Teamwork Makes the Dream Work - Collaboration Driving Success	25 min
Panel: Supporting Operational Relevance	25 min
The Power of Data for Improving Diversity, Equity, Inclusion, and Accessibility	20 min
Closing Remarks	5 min

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# **Welcome and CDO Council Accomplishments**



# About the Chief Data Officers Council

## Background

Established by the Foundations for Evidence-Based Policymaking Act

## Vision

To lead **transformational change** that improves the nation's ability to **leverage data as a strategic asset**

## Membership

All agency-level CDOs are members (including CFO Act and non-CFO Act agencies)  
OMB (OIRA and OFCIO)  
Ex-officio representatives

# Accomplishments



**Data Skills**  
**Case Studies**



**CDO**  
**Playbook**



**Cross Agency**  
**Data Scientist**  
**Hiring Actions**



**Federal**  
**HR**  
**Dashboards**



**Wildland**  
**Fire Fuels**



**Awards**  
**Program /**  
**Podcast**



**Public**  
**Comment**  
**Analysis**  
**Pilot**



**Data Sharing**  
**and Inventory**  
**Reports**



## CDO Council Survey of Agency CDOs

- Significant experience in data and analytics
- Long tenures in the public sector
- Organizational structures vary across agencies and are changing over time
- Increasing focus on data analytics
- CDOs have a range of resources from large enterprise teams to small groups

# Themes For Our Meeting Today





**Chief Data Officers  
Council Efforts to  
Strengthen Federal  
Evidence-Based  
Policymaking**

# GAO's Role in the Federal Government



## Mission

GAO exists to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

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# Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act)

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- Created a framework intended to strengthen the federal government's capacity to build and use evidence
- Established agency CDOs and the interagency CDO Council, with requirements to
  1. Establish data management best practices
  2. Promote data sharing agreements between agencies
  3. Identify ways for agencies to improve evidence-building activities
  4. Consult with stakeholders to improve access to government data
  5. Evaluate new technologies to improve data collection and use

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## Evidence Act Requirements for GAO

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- GAO is to report on different aspects of Evidence Act implementation at several points in time.
- To date, GAO has issued seven products related to Evidence Act implementation.
  - Most recently, a December 2022 report addressed a provision for GAO to report on whether the duties of the CDO Council have improved the use of evidence in the federal government.

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# GAO Findings: Federal Evidence Building

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In 2020, GAO surveyed nearly 4000 federal managers and found mixed results across evidence-building topics.

- **Availability.** Nearly all managers reported having at least one type of evidence (data, research, etc.) for their programs.
- **Use.** Generally half to two-thirds of managers who had evidence reported using it in different decision-making activities (e.g., when allocating resources).
- **Capacity.** Only about one-third of managers reported that different aspects of capacity (e.g., staff with relevant skills) were present in their agencies.

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## GAO Findings: CDO Council Actions

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The Council has taken one or more actions related to each of its statutory requirements, which have informed similar efforts at selected agencies. For example:

- The **CDO Council** released a toolkit in June 2021 to help agencies assess staff data skills and develop training programs to improve those skills.
- To help address data skills gaps it identified, the **General Services Administration** began offering training courses in February 2022 tailored to its employees' roles and responsibilities.

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## GAO Findings: CDO Council Actions

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The Council has also taken actions to ensure continued progress in strengthening federal evidence building.

- Based on a December 2020 GAO recommendation, the Council developed performance measures to monitor and report on progress toward its goals.
- In August 2022, the Council aligned its goals, activities, and measures with its statutory requirements, which will help the Council ensure it sufficiently addresses each requirement before its authorization expires.

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# **Federal Data and the Evolving Role of the Federal CDO**

## The Landscape Continues to Rapidly Evolve

- Policy Framework
  - OPEN Government Data Act enacted in 2019 as part of Evidence Act
  - Federal Data Strategy launched in 2019, with action plans every year until 2022
- Growing expectations and recognition for CDOs in Congress, among Executive Branch agencies, and external partners

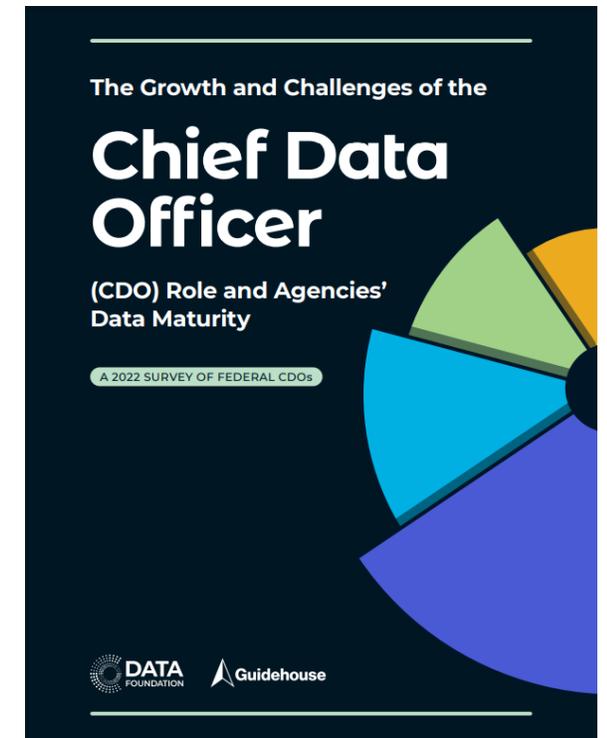
## Early CDO Impacts are Paying Off

- Expectations driven from early successes:
  - State Dept Data Driven Diplomacy
  - SEC Data Analytics and Report Streamlining
  - Education Dashboard, Linkage, Literacy efforts
- Continue to imagine possibilities for future improvements:
  - Customer Experience Improvements
  - Efficiencies in Data Sharing, Access, and Use

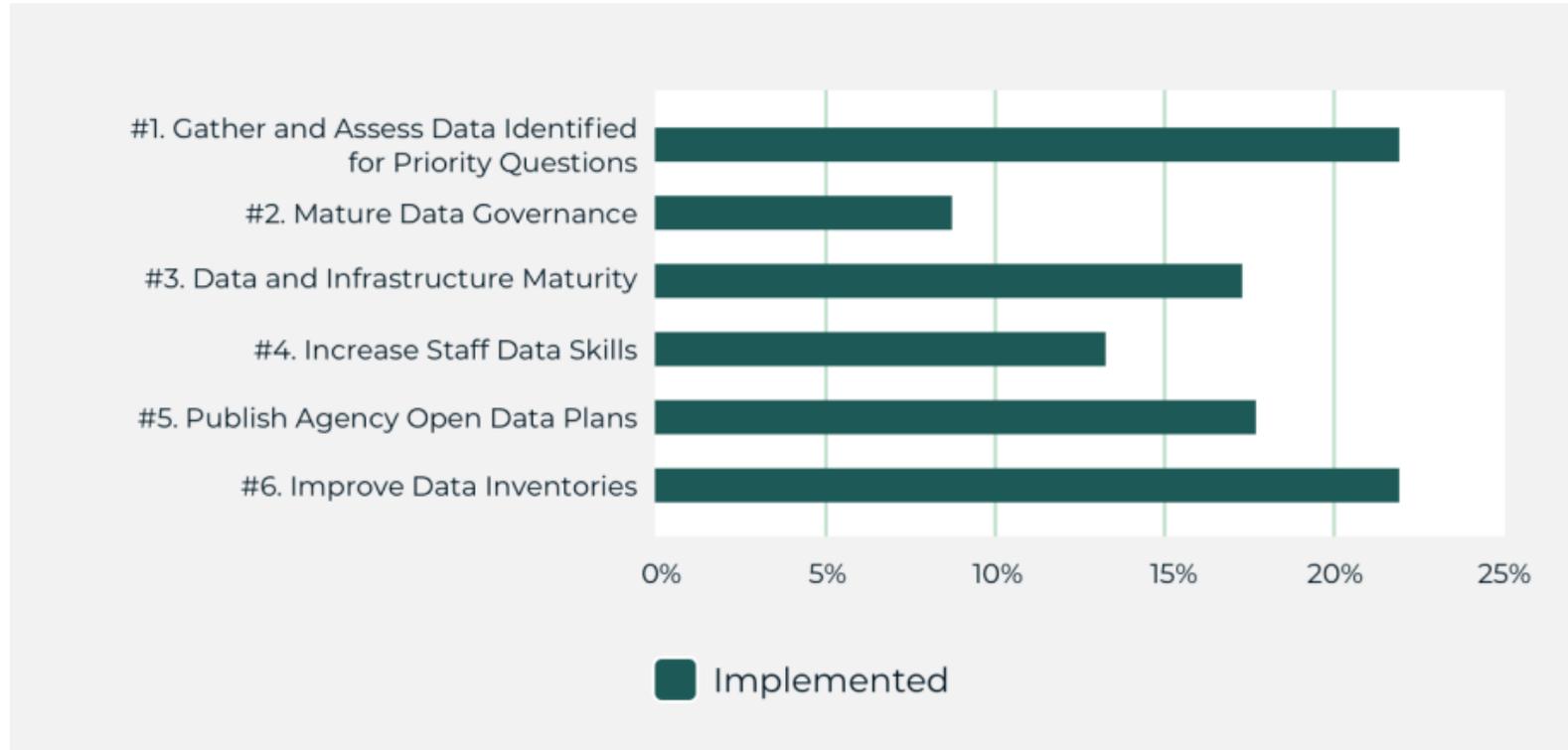


# Key Findings from our 2022 CDO Survey

- CDOs are making progress on the Federal Data Strategy priority action items.
- The typical CDO has significant federal experience and occupies a leadership position in their agencies.
- CDOs play a key role in their organization's data culture.
- CDOs play a key role in their organization's customer service experience.
- Challenges to CDOs' success remain.

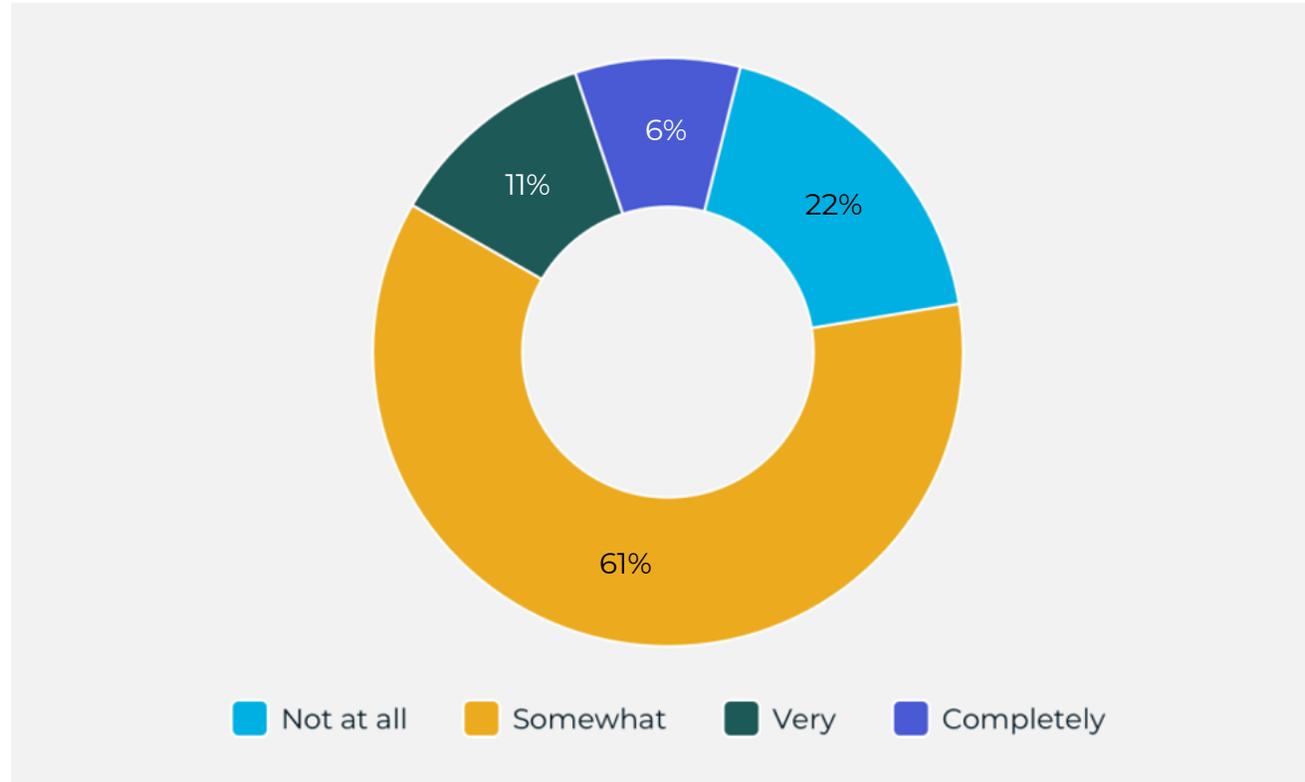


# CDOs Report Progress on the 2021 Federal Data Strategy Action Plan



*Which of the six Action Items from the 2021 Federal Data Strategy Action Plan have been implemented?*

# CDOs Lack Resources Needed to Achieve their Mission

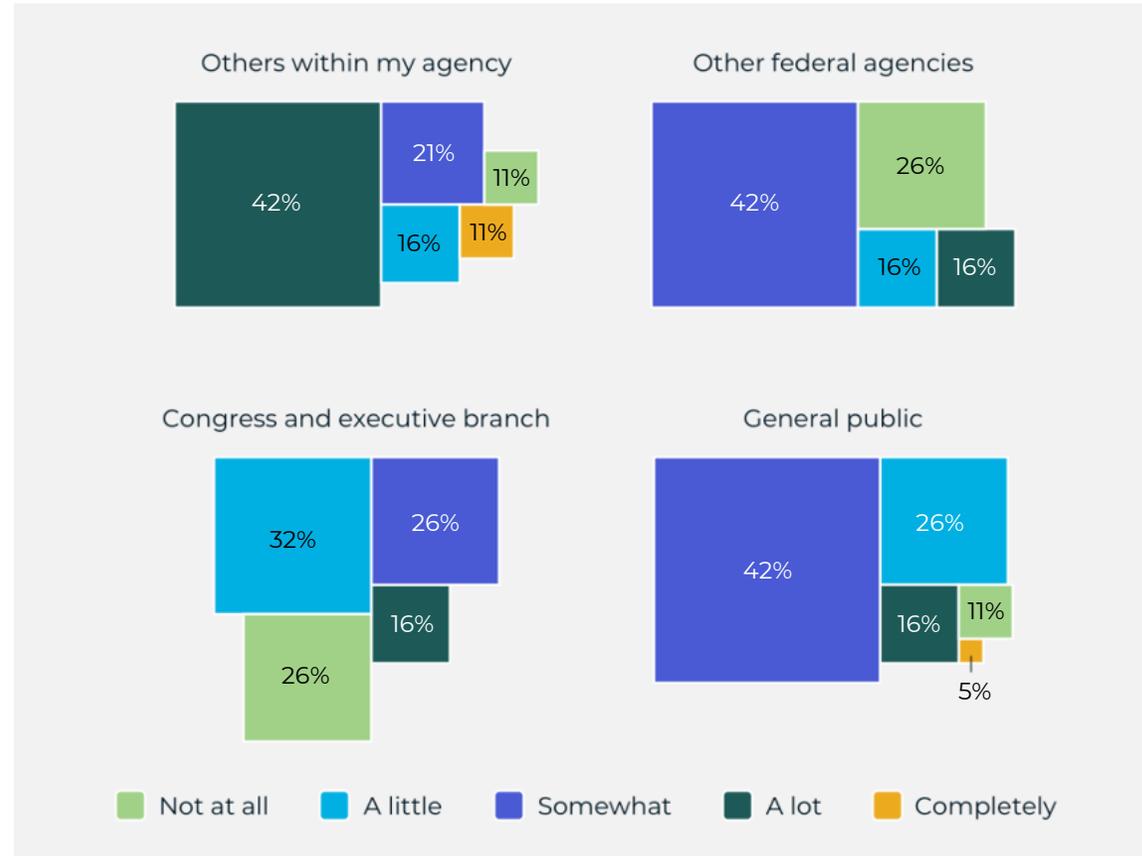


*Do you have the resources necessary to achieve your mission as a CDO?*

# Examples of What CDOs Report is Needed to be Successful

- Better infrastructure and practices that support data governance
- More FTEs and improved data literacy for the current workforce
- More support from OMB with frequent check-ins
- More funding to support the CDO mission
- Greater clarity about the CDO role and the different expectations of CDOs versus CIOs

# CDOs Collaborate with Many Stakeholders



*How frequently do you collaborate with these stakeholders?*

# Recommendations Based on the 2022 CDO Survey Findings

- 1)** Congress should increase CDO funding flexibilities and provide more direct resources to CDOs.
- 2)** OMB should issue required guidance to CDOs to clarify responsibilities and to enable full implementation of the OPEN Government Data Act.
- 3)** Congress should create a Federal CDO as a Senior Executive-Level Position.
- 4)** Congress should remove the statutory sunset for the CDO Council.

# Next Steps for the CDO Community as the Role Evolves

- Continued growth for the CDO Community via the Council –
  - Resources
  - Collaboration
  - Coordination
  - Engagement
- Continued demonstration of capabilities, value, benefits
- Prioritize telling the stories of impact



# Panel: Driving Results for the People



# Public Comments and Questions



# From Open Data to Equitable Data



# **Panel: Teamwork Makes the Dream Work - Collaboration Driving Success**



# Panel: Supporting Operational Relevance



# The Power of Data for Improving Diversity, Equity, Inclusion, and Accessibility



# Closing Remarks



# Appendix

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## Related GAO Products

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- *Chief Data Officer Council: Progress in Strengthening Federal Evidence-Based Policymaking.* [GAO-23-105514](#). Washington, D.C.: December 15, 2022.
- *Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information across the Federal Government.* [GAO-22-103910](#). Washington, D.C.: November 3, 2021.
- *Supplemental Material: 2020 Federal Managers Survey: Results on Government Performance and Management Issues.* [GAO-21-537SP](#). Washington, D.C.: July 27, 2021.
- *Evidence-Based Policymaking: Survey Data Identify Opportunities to Strengthen Capacity across Federal Agencies.* [GAO-21-536](#). Washington, D.C.: July 27, 2021.
- *Data Governance: Agencies Made Progress in Establishing Governance, but Need to Address Key Milestones.* [GAO-21-152](#). Washington, D.C.: December 16, 2020.
- *Open Data: Agencies Need Guidance to Establish Comprehensive Data Inventories; Information on Their Progress is Limited.* [GAO-21-29](#). Washington, D.C.: October 8, 2020.
- *Evidence-Based Policymaking: Selected Agencies Coordinate Activities, but Could Enhance Collaboration.* [GAO-20-119](#). Washington, D.C.: December 4, 2019.



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