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 your 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)
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?
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
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
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:

<table>
<thead>
<tr>
<th>Area</th>
<th>Primary Accountable Official</th>
<th>Manager Responsibility</th>
<th>Partner</th>
<th>No Practical Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Governance</td>
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<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Data Strategy</td>
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<tr>
<td>Data Policy</td>
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<tr>
<td>Data Architecture</td>
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<tr>
<td>Data Integration</td>
<td>○</td>
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<td>○</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Area</th>
<th>Primary Accountable Official</th>
<th>Manager Responsibility</th>
<th>Partner</th>
<th>No Practical Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Data</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Information Collections/Paperwork Reduction Act</td>
<td>○</td>
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<tr>
<td>FOIA</td>
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<tr>
<td>Records Management</td>
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<tr>
<td>eDiscovery</td>
<td>○</td>
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</tbody>
</table>
29c. What responsibility do you have in the following areas:

<table>
<thead>
<tr>
<th>Data Engineering</th>
<th>Primary Accountable Official</th>
<th>Manager Responsibility</th>
<th>Partner</th>
<th>No Practical Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
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<td>○</td>
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<tr>
<td>Data Quality Management</td>
<td>○</td>
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<tr>
<td>Data Manipulation/ETL</td>
<td>○</td>
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<td>○</td>
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<tr>
<td>Data modernization</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Data Infrastructure</td>
<td>○</td>
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</table>

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

<table>
<thead>
<tr>
<th>Geospatial Data</th>
<th>Primary Accountable Official</th>
<th>Manager Responsibility</th>
<th>Partner</th>
<th>No Practical Responsibility</th>
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</thead>
<tbody>
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<tr>
<td>Data analytics</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Data Visualization</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Artificial Intelligence (AI)</td>
<td>○</td>
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</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Privacy</th>
<th>Primary Accountable Official</th>
<th>Manager Responsibility</th>
<th>Partner</th>
<th>No Practical Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Evaluation</td>
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<tr>
<td>Information Security</td>
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<tr>
<td>Research</td>
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</tbody>
</table>
29f. What responsibility do you have in the following areas:

<table>
<thead>
<tr>
<th>Area</th>
<th>Primary Accountable Official</th>
<th>Manager Responsibility</th>
<th>Partner</th>
<th>No Practical Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td></td>
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<tr>
<td>Data Evangelism</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Ambassador (for data sharing, evidence-based policy making, data culture)</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>Data Monetization</td>
<td>O</td>
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<tr>
<td>Data Skills Development</td>
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</tbody>
</table>

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

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

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
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

☐ Other

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 agency’s approach to enterprise analytics.

40. To what extent does your role as CDO involve oversight of enterprise analytics for your agency?
41. Has your agency implemented an enterprise analytics platform for integrating and analyzing data across various components and functional silos?

<table>
<thead>
<tr>
<th>Primary Accountable Official</th>
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<th>Partner</th>
<th>No Practical Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mature Implementation</td>
<td>Pilot Implementation</td>
<td>Experimental Development</td>
<td>Planned Implementation</td>
</tr>
</tbody>
</table>

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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