



FEDERAL CHIEF DATA OFFICERS
(CDO) COUNCIL

REPORT TO CONGRESS
AND THE OFFICE OF
MANAGEMENT AND BUDGET

December 2022

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Correspondence

December 15, 2022

The Honorable Gary Peters
The Honorable Rob Portman
Chairman and Ranking Member
Committee on Homeland Security and Governmental Affairs
United States Senate
Washington, DC 20510

The Honorable Carolyn Maloney
The Honorable James Comer
Chairwoman and Ranking Member
Committee on Oversight and Reform
House of Representatives
Washington, DC 20515

The Honorable Shalanda D. Young
Director
Office of Management and Budget
Washington, DC 20502

Dear Mr. Chairman, Madam Chairwoman, Senator Portman, Representative Comer, and Director Young:

I am pleased to provide you with the Federal Chief Data Officers (CDO) Council report to Congress. The report was developed in accordance with the reporting requirement set by the Foundations for Evidence-Based Policymaking Act of 2018 (Public Law No. 115-435). The report provides a summary of the activities and accomplishments of the Council since its launch in January 2020.

If you have any questions or concerns, please do not hesitate to reach out to me at cdocstaff@gsa.gov.

Respectfully,



Ted Kaouk
Chair
Federal Chief Data Officers Council

Executive Summary

In accordance with the reporting requirement set by the Foundations for Evidence-Based Policymaking Act of 2018 (Public Law No. 115-435), the Federal Chief Data Officers (CDO) Council is submitting its second report to Congress and the Office of Management and Budget (OMB) since it began meeting in January 2020. In the relatively short period of the CDO Council's existence, its members have undertaken a range of activities intended to strengthen federal evidence-building efforts. Since the last report, the Council has focused on building up the CDO community, strengthening and leveraging relationships with other intergovernmental councils and groups, sharing best practices and lessons learned, engaging in data policy topics, and supporting CDOs in their implementation of the Federal Data Strategy (FDS) Action Plan and other data activities. This report highlights CDO Council meetings, activities, accomplishments, and future plans.

Statement From the Chair

The Federal Chief Data Officers Council's vision is to lead transformational change that improves the nation's ability to leverage data as a strategic asset. Our 90 CDO members from agencies across the government are working together and engaging with representatives from across the federal community to tackle cross-cutting data challenges. We continue to emphasize that our responsibility is to build a new profession in the Federal government and that our best means of achieving success individually and collectively is by developing a vibrant learning community to ensure we all have the resources and best practices to lead data-driven change. The CDO Council has completed foundational work to gain input from the public on how we can improve data practices across government in support of better evidence-building. The Council also supported improvements to data practices with the development of best practices across several key domains, including data governance, data skills recruitment and training, data inventory, data sharing, and data analytics. With this foundational work complete, the CDO Council is well-positioned to transition to deliver increased strategic impact in 2023, directly supporting the Evidence Act, the Federal Data Strategy, and the President's Management Agenda, while achieving our collective vision as a council.



Ted Kaouk
Chair
Federal Chief Data Officers Council

About the CDO Council

Authority and Legislation

The CDO Council was established by statute in the Foundations for Evidence-Based Policymaking Act of 2018 (P.L. 115-435) 44 USC § 3520A.¹ The Council is set to sunset by January 2025, 2 years after the Government Accountability Office (GAO) completes an evaluation of the council, which is due to Congress by January 2023.

Purpose

The CDO Council shall meet regularly to establish government-wide best practices for the management, use, protection, dissemination, and generation of data; promote and encourage data sharing agreements between agencies; identify ways in which agencies can improve upon the production of evidence for use in policymaking; consult with the public and engage with private users of government data and other stakeholders on how to improve access to data assets of the Federal Government; and identify and evaluate new technology solutions for improving the collection and use of data. The CDO Council shares responsibilities with other interagency councils that conduct and impact data-related activities, including those focused on information technology, statistics, information security, evaluation, privacy, freedom of information, and other government objectives. The CDO Council coordinates its activities with these councils and bodies in order to assure that these activities are complementary and carried out efficiently and effectively.

Vision

The Council's vision is to improve government mission achievement and increase the benefits to the Nation through improvement in the management, use, protection, dissemination, and generation of data in government decision-making and operations.

Goals

2021 Goals

- Goal 1: Develop a vibrant learning community to ensure that CDOs have the resources to lead data-driven change
- Goal 2: Demonstrate the Strategic Value of the CDO Council
- Goal 3: Develop Efficient and Effective Operating Model for the CDO Council
- Goal 4: Facilitate strategic engagement across Federal data activities

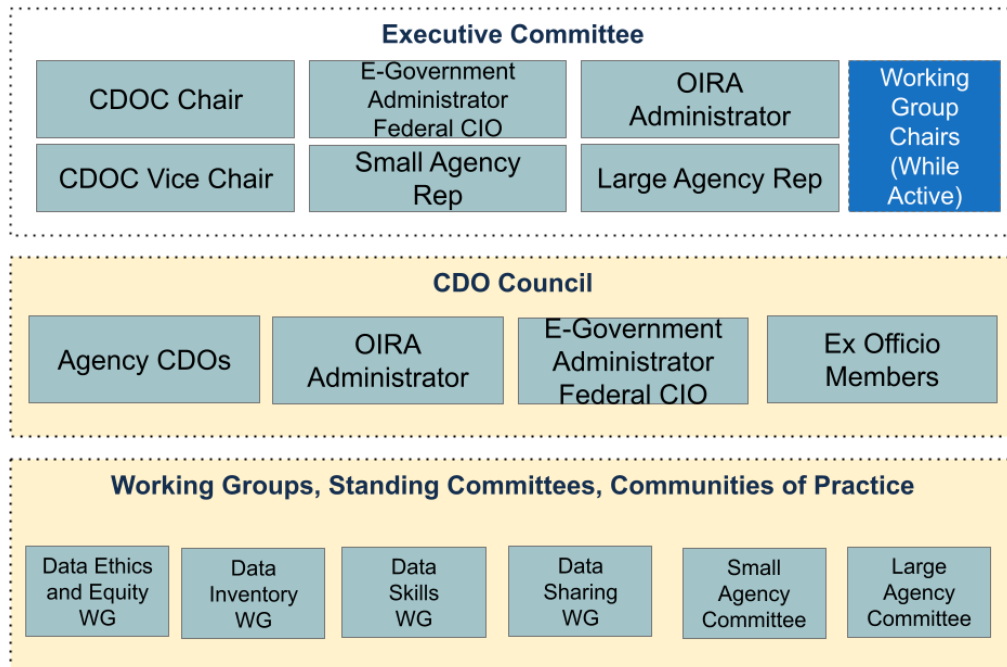
2022/2023 Goals

- Goal 1: Strengthen and empower the Federal workforce in the use of data
- Goal 2: Enable impactful outcomes from simple, seamless, and secure customer experiences
- Goal 3: Support the application of data ethics and equity
- Goal 4: Support the strategic use of data for intelligent government operations

¹ <https://www.congress.gov/bill/115th-congress/house-bill/4174/text>

Council Structure

As the organizational chart below indicates, the CDO Council is composed of the Executive Committee, the Full Council, Working Groups, and Standing Committees.



Leadership

Council Chair - The Office of Management and Budget (OMB) Director selected Ted Kaouk (U.S. Office of Personnel Management) as the Chair for the Chief Data Officers Council. The CDO Council Chair was selected based on a recommendation of the CDO Council.

Council Vice-Chair - Per the Council charter, the Council Chair selects the Vice-Chair with the consent of the Executive Committee. Ted Kaouk named Dan Morgan (Department of Transportation) to be the first Council Vice-Chair.

The responsibilities of the Council Chair and Vice-Chair include:

- Coordinating and facilitating the CDO Council in support of its statutory responsibilities and the purpose established in this charter;
- Ensuring that all appropriate activities necessary for the effective operation of the CDO Council occur, including:
 - Convening and presiding over CDO Council meetings;
 - Soliciting of CDO Council membership input in all substantive group activities.
 - Developing and distributing of meeting agendas, minutes, and reports; and

- Representing the CDO Council perspectives, including both majority and minority opinions.
- Serving as, or appointing one or more from among the Council members to serve as, a liaison to other interagency councils to coordinate and ensure that activities are conducted in a complementary, effective, and efficient manner;
- Serving as, or appointing one or more from among the Council members to serve as, a point of contact for the public and other stakeholders to engage the Council on how to improve access to data assets of the Federal Government; and
- Supporting the Chair and serving in the place of the Chair when the Chair is not available.

Executive Committee

In accordance with the charter, the Council has an Executive Committee composed of the:

- Council Chair
- Council Vice-chair
- Administrator, Office of E-Government (or designee)
- Administrator, Office of Information and Regulatory Affairs (or designee)
- A representative from the Small Agencies (as selected by the Chair)
- A representative from the CFO Act agencies (as selected by the Chair)
- Chairs of the CDO Council working groups while the working group is active

The responsibilities of the Executive Committee include:

- Providing strategic guidance and overseeing all activities of the Council, including identifying potential priorities, developing meeting agendas, and promoting collaboration;
- Providing recommendations to the CDO Council on matters to be considered, including the creation or completion of working groups and the approval of reports or other documents for publication; and
- At relevant times, approving the Ex Officio membership, based on the advice of the appropriate interagency council chair.

Full Council

The Full Council is made up of:

- Chief Data Officers of each agency²
- Council Chair
- Council Vice-Chair
- The Administrator of the Office of E-Government (or designee)
- The Administrator of the Office of Information and Regulatory Affairs (or designee)

² The CDO Council definition of “Agency” comes from 44 U.S.C. § 3502. Under the definitions in that section, the term Agency means “any executive department, military department, Government corporation, Government controlled corporation, or other establishment in the executive branch of the Government (including the Executive Office of the President), or any independent regulatory agency, but does not include, the Government Accountability Office; (B) Federal Election Commission; (C) the governments of the District of Columbia and of the territories and possessions of the United States, and their various subdivisions; or (D) Government-owned contractor-operated facilities, including laboratories engaged in national defense research and production activities.”

- Ex Officio members

The responsibilities of CDO Council members include:

- Attending regularly scheduled meetings called by the Chair and Vice-Chair;
- Raising initiatives and issues that might have an impact on the overall Federal CDO community; and
- Reviewing, considering, and providing input and recommendations on initiatives presented at the Council meetings and being active participants in the discussions.

Working Groups

CDO Council working groups are established through a Council vote and must have a clearly defined scope, measurable goals and outcomes, and deadlines for completion of deliverables to the Council. Each working group exists for the time necessary to complete its objectives before being dissolved. Working groups report to the CDO Council and keep the Council apprised of their activities and process in accomplishing their goals. Working groups are reviewed at least once a year to ensure that the goals, outcomes, strategy, and progress of the working group are aligned with the goals of the Council. Working groups that are no longer in alignment may be adjusted or dissolved by the Council. Details on currently active and recently dissolved CDO Council working groups can be found in the next section.

Council Activities

Meetings

The Council held regular monthly meetings from December 2020 through November 2022. A summary of what was discussed during the meetings can be found in the appendix of this report. The CDO Council meetings are a key activity of the council that provide ways to inform CDOs about cross-governmental data activities, share resources, foster discussions about challenges and best practices, consult with the community about data policy, and engage with other Councils. In 2021 and 2022, the CDO Council also held joint council meetings with other Evidence Act Councils as part of its focus on collaboration. As one of the largest federal executive councils, the CDO Council has been a vibrant and dynamic forum for information sharing, collaboration, and building up the federal data community.

Working Groups

COVID-19 Working Group (completed work in June 2021)

Purpose

- Create broad awareness of existing interagency data working groups and goals. Establish additional teams to collaborate and share data, resources, or models to answer agency questions.
- Create a common COVID-19 data resource library for answering agency questions and sharing data and models.

Accomplishments

- Developed and shared dashboards for domestic and international reopening dashboards utilizing reopening criteria data provided by the Department of Health and Human Services (HHS).

- Identified opportunities for improving access to data and infrastructure for data, model, and dashboard sharing across agencies.

Data Ethics and Equity Working Group (established March 2022)

Purpose

- Support data ethics and data equity activities at federal agencies.
- Engage across the Federal Government to manage the Federal Data Ethics Framework.
- Foster a vibrant community of council members through networking and sharing experiences related to data ethics and equity efforts.

Accomplishments

- Formed the working group.
- Built familiarity with the Federal Data Ethics Framework in preparation for a framework review process.
- Engaged across the government and internationally on data ethics.

Data Inventory Working Group (established June 2020)

Purpose

- Facilitate the Council's ability to deliver value to CDOs and their stakeholders to improve the efficiency and effectiveness of federal data inventories.
- Enable effective communications between and among Council members, working groups, and other councils and committees.
- Foster a vibrant community of workgroup members through networking and sharing experiences related to data inventories, including the value of data inventories and the processes and standards used to sustain data inventories.

Accomplishments

- Developed a [report](#) to highlight the value proposition for data inventories and describe challenges agencies may face when implementing and managing comprehensive data inventories.³ The report identifies opportunities for agencies to overcome these challenges, along with other recommendations for the agencies, OMB, and the CDO Council. This report is already helping agencies in their data inventory efforts, including at Veterans Affairs (VA) where these recommended practices inform their new data cataloging efforts.
- Fostered cross-connection and collaboration across the statistical, geographic, and administrative data communities.

Data Sharing Working Group (established October 2020)

Purpose

- Create a comprehensive list of data sharing purposes and use cases at federal agencies.
- Document data sharing challenges.
- Identify solutions and recommended actions that will make sharing easier with strong privacy protections.

³ https://resources.data.gov/assets/documents/CDOC_Data_Inventory_Report_Final.pdf

Accomplishments

- The Data Sharing Working Group reviewed data-sharing across federal agencies and developed a set of recommendations for improving access and sharing data within and between agencies. The recommendations were shared in a public [report](#).⁴ The report is supporting work at the Department of Commerce as it develops a catalog of template data sharing agreements.
- Implemented a data sharing pilot project to test the recommendations from the data sharing report and develop a best practice guide.
- Developed a new series of Profiles in Data Sharing to highlight the impact of data sharing.
- Fostered awareness of cross-governmental data sharing initiatives.
- Surveyed Data Sharing Working Group members to identify challenges they are experiencing in data sharing, their recommended solutions, and examples. Discussion topics included:
 - Pitfalls and challenges for drafting data agreements,
 - Legal and privacy restrictions associated with data agreements,
 - Best practices for building and maintaining DUA repositories,
 - Meeting Privacy requirement when sharing data with the public

Data Skills and Workforce Development Working Group (established June 2020)

Purpose

- Bring expertise together from across the Federal Government, including other interagency councils.
- Exchange lessons learned and expertise, including the process of developing a training program.
- Provide support to organizations as they develop their programs.

Accomplishments

- Developed the Data Skills Catalog to help agencies develop a common vocabulary for data roles and skills, and identify existing federal data training programs.
- Developed the Chief Data Officers Playbook to define the evolution of the Federal Chief Data Officer role, frame guiding principles, and elevate best practices to navigate key focus areas.
- Developed Data Skills Training toolkit to assist agencies in the development of their own training programs.
- Consolidated data skills training case studies to share examples of agency training success stories and challenges.
- The working group's efforts are supporting agency efforts, including at GSA, which incorporated working group recommendations and tools in their data skills gap analysis and improvement plans.
- Created a repository to collect and share examples of position descriptions for the new Data Scientist Series 1560 used throughout the Federal Government.

Operations Working Group (completed work in March 2022)

Purpose

- Develop procedures for efficient and effective CDO Council operations. Support the Executive

⁴ https://resources.data.gov/assets/documents/2021_DSWSG_Recommendations_and_Findings_508.pdf

Committee in handling issues that require rapid response or pre-deliberation.

Accomplishments (2021-2022)

- Implemented a survey of CDOs (agency and component) to understand current activities, obstacles, and focus areas.
- Developed tools and processes to support reporting and oversight of council activities.
- Developed CDO Council logo.
- Developed CXO Fellows Program selection procedures for data candidates.
- Developed stakeholder engagement report.
- Reviewed responses to the CDO Public Meeting Request for Information.

Committees

Small Agency Committee (established August 2020)

Purpose

- Be a collaborative body of Small Agency CDOs to share, learn, and work together to solve the unique challenges faced by Small Agencies.
- Identify strategies, solutions, and resource needs of Small Agencies.
- Communicate and advocate for Small Agency needs with the CDO Council and the Executive Committee.
- Offer experimental and innovative opportunities for Small Agencies to test ideas that further the shared goals of the CDO Council.

Accomplishments

- Created regular engagement opportunities that support Small Agency needs.
- Led small group discussion session on being an entrepreneurial CDO on a tight budget.
- Built community and active collaboration with other cross-agency councils and committees.
- Created regular engagement opportunities that support Small Agency needs.
- Led several group discussion sessions on topics of interest to Small Agency CDOs with subject matter experts (SMEs) from across the government.

CFO Act Agency Committee (established November 2020)

Purpose

- Be a collaborative body of Large Agency CDOs to share, learn, and work together to solve the unique challenges faced by Large Agencies.
- Identify strategies, solutions, and resource needs of Large Agencies.
- Communicate and advocate for Large Agency needs with the CDO Council and the Executive Committee.
- Offer experimental and innovative opportunities for Large Agencies to test ideas that further the shared goals of the CDO Council.

Accomplishments

- Collaborated to discuss the effects and the organizational implementation of the Federal Data Strategy; Geospatial Data Act; Zero Trust Architecture; Artificial Intelligence

- Identified opportunities for collaboration with other entities such as Federal Geographic Data Committee (FGDC)
- Discussed risks and opportunities with CDOC Workgroups like Data Skills; Data Sharing Workgroup; Data Inventories; Evidence for Policymaking Act
- Discussion of industry best practices on data maturity assessments, synthetic data, and data cross-connection (e.g., National Information Exchange Model (NIEM))
- Discussed best practices on building relationships between data actors such as CDOs and CIOs, and CISOs and CDOs
- Discussed best practices for implementing the Federal Data Strategy Requirements including Data Strategy

Community Building

The CDO Council has emphasized the importance of engagement across the data community and with our partners in other communities. We approach data as a team sport where sharing experiences, expertise, and perspectives supports how agencies use data as a strategic asset to support their missions.

- **Newsletter** - The CDO Council created a quarterly newsletter to provide updates to CDO Council members and the wider federal data community. The newsletter includes current CDOC news, updates from OMB, CDOC member spotlights, upcoming events, and cross council and working group updates.
- **Listserv** - The CDO Council has implemented a number of listservs to help CDOs and the wider data community communicate and collaborate. These listservs are also crucial conduits to share and discuss cross-governmental data policy.
- **Website** - The CDO Council [website](#) is used as a communication resource for the wider community - including the Federal data community as well as external stakeholders, and the broader public.⁵ The website describes the CDO Council and its structure, the members that make up the CDO Council, the working groups and committees, events, news and success stories, as well as other resources.
- **Discussion Sessions** - To promote engagement across the data community, the CDO Council facilitates discussion sessions through breakout rooms, facilitated discussions in working groups and council meetings, as well as cross community-collaboration through joint meetings of the CDO Council, the Evaluation Officers Council, the Federal Privacy Council, and the Interagency Council on Statistical Policy.

CDO Council Survey

In 2021 and 2022, the CDO Council surveyed its membership to help the community and other stakeholders understand the position and responsibilities of the Federal CDOs and provide the community with information on how the role of CDO from 2021 to 2022 is being implemented and managed across the government. The surveys included questions about the location of the CDO within their agency, their responsibilities, and

⁵ <https://www.cdo.gov/>

resources, as well as other questions. The results of both surveys were published on the council website with analysis and the responses (anonymized).

- [2021 CDO Council Survey](#)⁶
- [2022 CDO Council Survey](#)⁷

Cross-Council Collaboration

The CDO Council believes that partnership across domains is critical to the strategic use of data for mission achievement - what we call “data as a team sport.” The council has deliberately built-in systems of information sharing and collaboration that promote this approach, such as identifying ex-officio representatives of other councils who attend our Council meetings. These representatives have presented to the CDO Council more than a dozen times in the last two years.

In addition, the CDO Council held two joint meetings with the Evaluation Officers Council, the Federal Privacy Council, and the Interagency Council on Statistical Policy to help build connections across councils, deliver updates on respective council activities, and encourage collaboration across the councils. The CDO Council has also engaged with other councils, such as the Chief Information Officers Council, the Chief Financial Officers Council, the Chief Human Capital Officers Council, the Records Council, and others. A full list of ex-officio representatives is included on the [Members page](#) of the CDO Council website.⁸

Council leaders also regularly meet to identify opportunities for collaboration. We have also invited members of other councils to join our working groups so that they can give their perspectives on shared challenges.

Public Meeting and Request for Information

In October 2021, the CDO Council held a public meeting, which had more than 600 attendees. The meeting highlighted the CDO Council’s first-year accomplishments, priorities, and working group updates. Additionally, Large and Small Agency CDOs shared information about their data activities and the Evidence Act Councils shared about Federal data collaboration efforts. The CDO Council also announced a Request for Information (RFI) so the public could provide input on key questions to support the council's mission and focus areas. The CDO Council [website](#) includes a recording of the meeting, as well as links to the meeting agenda and presentations, the RFI, and a summary of the RFI responses.⁹

Awards

In April 2022, the CDO Council launched an awards program to recognize both civilian and military employees of federal agencies who demonstrate innovative data practices to advance government mission achievement and increase the benefits to the nation through improvement in the management, use, protection, dissemination, and generation of data in government decision-making and operations.

⁶ <https://www.cdo.gov/news/cdoc-survey-and-results/>

⁷ <https://www.cdo.gov/news/survey-results-2022/>

⁸ <https://www.cdo.gov/council-members/>

⁹ <https://www.cdo.gov/public-meeting/>

The program highlighted achievement in the following categories:

- **Federal Chief Data Officer Council Distinguished Achievement in Federal Data:** For individuals or teams who make truly exceptional contributions to Federal Data and the use of data in policy-making.
- **Federal Chief Data Officer Council Distinguished Federal Data Innovator Award:** For the mavericks (individuals or teams) who develop creative and “outside the box” ideas, help design them, and see them through to execution, including interagency collaborations, creative uses of data, interactive analytics products, etc.
- **Federal Chief Data Officer Council Data Champion of the Year:** For federal employees outside of the Agency Data office who make significant contributions to expanding data activities for their programs or agencies.
- **Federal Chief Data Officer Council Excellence in Data Governance:** For personnel or teams who champion policies, processes, or procedures to enhance data governance throughout the Federal Government or between state, local, and tribal governments.
- **Federal Chief Data Officer Council Team of the Year:** Highlights the achievements of Federal teams who made strides in leveraging data as a strategic asset in or across agencies. For consideration for this award, teams may be composed of personnel within the data community or consist of cross-functional personnel (such as privacy, evaluation, statistical personnel, etc.).
- **Federal Chief Data Officer Council Award Working Group Superior Contributor:** For CDOC Working Group members with superior performance in the execution of working group’s goals.

Additional information about the awards program is available on the [CDO Council website](#).¹⁰

Council Projects

In the last two years, the CDO Council has completed projects to support the strategic use of data across the government, test innovative technologies, develop the data workforce, and build understanding of opportunities and challenges in various data areas.

CDO Playbook

The CDO Council’s Data Skills Working Group created a [playbook](#) of four key “plays” to help CDOs be key value drivers as the Federal Government expands its use of data as a strategic asset.¹¹ It is advice from CDOs to other CDOs that draws from successful practices in both industry and government. The CDO Playbook shares specific examples from federal CDOs on how they have applied strategies and approaches to make progress in each play to deliver value in this evolving role as a change management leader. It also shares commonalities that may exist among people, process, technology, and data factors in different agencies.

¹⁰ <https://www.cdo.gov/awards-program/>

¹¹ <https://resources.data.gov/categories/skills-development/>

Federal CDO Data Skills Training Program Case Studies

The CDO Council's Data Skills Working Group developed [case studies](#) with actionable and relevant examples of data skills training efforts across the Federal Government.¹² Data Skills Training Programs Case Studies outline agency successes, challenges, and lessons learned from existing training efforts. It also shares the impact these training efforts had on the workforce, job placement, and job performance.

Data Skills Training Program Implementation Toolkit

The CDO Council developed a [data skills training program implementation toolkit](#) by interviewing agencies and inter-agency council groups with data skills training programs to document their implementation journey, including lessons learned and best practices.¹³ This toolkit has seven key steps to assist agencies implement their own training programs and navigate implementation roadblocks they might encounter.

Human Resources Dashboarding Report

The CDO Council completed a pilot project demonstrating how multiple agencies might be able to visualize their human resources data in a standardized dashboard and inform best practices for advancing federal data analytics. The Council also developed a [report](#) that explores key takeaways from the pilot and recommendations for government-wide implementation, as well as the benefits and challenges of this solution, alternatives, and future considerations.¹⁴ This report informed efforts at the Office of Personnel Management and the Department of the Treasury as they develop data tools to support diversity goals.

Data Sharing Report

The CDO Council's Data Sharing Working Group reviewed data-sharing across federal agencies and developed a set of [recommendations](#) for improving the methods to access and share data within and between agencies.¹⁵

Data Inventory Report

The CDO Council's Data Inventory Working Group developed a [report](#) to help agencies improve their data inventory so they can more efficiently find, access and use data assets to meet their mission goals.¹⁶ Composed of a series of case studies, the report ultimately resulted in a series of recommendations to OMB, the CDO Council, CDO Council Working Groups, and agencies themselves about how to emphasize the internal value of data inventories, as well as data literacy and data inventory procedures.

Public Comment Analysis Pilot

The CDO Council collaborated with agencies to test using state-of-the-art Natural Language Processing (NLP) techniques to help categorize public comments for review. The [pilot program](#) established a [proof-of-concept tool](#) that allows agency comments to be grouped by general content, recognizes topics and themes,

¹² <https://resources.data.gov/resources/cdoc-case-study/>

¹³ https://resources.data.gov/resources/data_skills_training_program_implementation_toolkit/

¹⁴ https://resources.data.gov/resources/CDO_HR_Dashboard/

¹⁵ https://resources.data.gov/resources/2021_DSWG%20Recommendations_and_Findings_508/

¹⁶ https://resources.data.gov/resources/CDOC_Data_Inventory_Report/

while also noting duplicates and semantically similar comments.^{17,18} The project showed the potential of new technology tools to provide agencies with better insights and greater efficiency.

Wildland Fire Management Pilot

The CDO Council's [Wildland Fire Management Pilot project](#) developed a model for combining disparate data on wildland fire fuels to increase transparency and coordination across the federal and state wildfire management community.¹⁹ This could result in significant improvement to land risk management and assist the wildland fire community to fight the deadly wildland fires in their properties.

Government-wide Data Scientist Hiring Initiative

The CDO Council partnered with more than 16 different federal agencies including the Office of Personnel Management and the U.S. Digital Service to conduct a [pilot program](#) to recruit data scientists needed by agencies to maximize the power of data.²⁰ Twenty-three subject matter experts conducted the job analysis workshop, developed competencies and constructed assessments that would be used to qualify candidates. The subject matter experts then reviewed resumes and conducted interviews to identify the best candidates.

The program was a [resounding success](#), garnering more than 500 applicants when it went live on January 11, 2021. After completing the process, there were over 100 qualified and vetted candidates available for hire by the agencies involved in the pilot program and later - any federal agency seeking data scientists in accordance with the federal guidelines.²¹

¹⁷ <https://www.cdo.gov/news/public-comment-analysis-pilot/>

¹⁸ <https://github.com/kenambrose-GSA/CDO-Council-Public-Comment-Analysis-Project>

¹⁹ <https://www.cdo.gov/news/wildland-fire-management/>

²⁰ <https://www.cdo.gov/news/sme-qualification-assessment-hiring-pilot/>

²¹ <https://www.cdo.gov/news/data-scientist-hiring-pilot/>

Appendix

CDO Council Charter

NAME OF ORGANIZATION

Federal Chief Data Officers (CDO) Council.

AUTHORITY

The CDO Council was established by statute in the Foundations for Evidence-Based Policymaking Act of 2018 (P.L. 115-435) 44 USC § 3520A. The Council is set to sunset in 2025, 2 years after GAO completes an evaluation of the council, which is due to Congress by 2023.

PURPOSE

The CDO Council shall meet regularly to establish government-wide best practices for the management, use, protection, dissemination, and generation of data; promote and encourage data sharing agreements between agencies; identify ways in which agencies can improve upon the production of evidence for use in policymaking; consult with the public and engage with private users of government data and other stakeholders on how to improve access to data assets of the Federal Government; and identify and evaluate new technology solutions for improving the collection and use of data. The CDO Council shares responsibilities with other interagency councils that conduct and impact data-related activities, including those focused on information technology, statistics, information security, evaluation, privacy, freedom of information, and other government objectives. The CDO Council is expected to coordinate its activities with these councils and bodies in order to assure that these activities are complementary and carried out efficiently and effectively.

VISION

The Council's vision is to improve government mission achievement and increase the benefits to the Nation through improvement in the management, use, protection, dissemination, and generation of data in government decision-making and operations.

GOALS

- Meet statutory requirements, including the required report to Congress;
- Be a community of learning by broadly identifying best practices and resources to facilitate the implementation of the [Foundations for Evidence-Based Policymaking Act of 2018](#),²² and
- Provide leadership on the delivery of the [Federal Data Strategy Action Plan](#).²³

LEADERSHIP AND MEMBERSHIP

COUNCIL CHAIR

- The OMB Director will select the CDO Council Chair to serve a term of 2 years, taking into consideration the recommendation of the Council determined through an election.
- The CDO Council will hold an election every 2 years, or upon vacancy of the chair position, to provide the OMB Director with a recommendation to fill the Chair position.

²² <https://www.congress.gov/bill/115th-congress/house-bill/4174/text>

²³ <https://strategy.data.gov/action-plan/>

- A call for Council Chair nominations will be made at a Council meeting. Nominees must be members of the CDO Council and must consent to being nominated.
- The nominees will be announced to the CDO Council and voting members of the Council will indicate their choice in a manner determined by the Council.

COUNCIL VICE-CHAIR

The Council Vice-Chair will be selected by the Council Chair with the consent of the Executive Committee. The Vice-Chair will serve a term of 2 years.

LEADERSHIP RESPONSIBILITIES

- The Chair of the CDO Council is responsible for the coordination and facilitation of the CDO Council in support of its statutory responsibilities and the purpose established in this charter.
- The Chair is responsible for ensuring that all appropriate activities necessary for the effective operation of the CDO Council occur, including:
 - Convening and presiding over CDO Council meetings;
 - Soliciting of CDO Council membership input in all substantive group activities;
 - Developing and distributing of meeting agendas, minutes, and reports; and
 - Representing the CDO Council perspectives, including both majority and minority opinions.
- The Chair of the CDO Council will also chair the Executive Committee of the CDO Council.
- The Chair shall serve as, or appoint one or more from among the Council members, a liaison to other interagency councils to coordinate and ensure that activities are conducted in a complementary, effective, and efficient manner.
- The Chair shall serve as, or appoint one or more from among the Council members, a point of contact for the public and other stakeholders to engage the Council on how to improve access to data assets of the Federal Government.
- The Chair may consult with the Executive Councils Team in the General Services Administration's (GSA) Office of Shared Solutions and Performance Improvement in support of the CDO Council's activities.
- The Vice-Chair will support the Chair and serve in the place of the Chair when the Chair is not available.

EXECUTIVE COMMITTEE MEMBERS

The CDO Council shall have an Executive Committee comprised of the:

- Council Chair
- Council Vice-Chair
- Administrator, Office of E-Government (or designee)
- Administrator, Office of Information and Regulatory Affairs (or designee)
- Chairs of the CDO Council working groups while the working group is active
- A representative from the Small Agencies (as selected by the Chair)
- A representative from the CFO Act agencies (as selected by the Chair)

EXECUTIVE COMMITTEE RESPONSIBILITIES

Members of the Executive Committee shall:

- Provide strategic guidance and oversee all activities of the Council, including identifying potential priorities, developing meeting agendas, and promoting collaboration.
- Provide recommendations to the CDO Council on matters to be considered, including the creation or completion of working groups and the approval of reports or other documents for publication.
- At relevant times, approve the Ex Officio membership, based on the advice of the appropriate interagency council chair. The Ex Officio membership requirement may be satisfied by a Chief Data Officer who also serves as an agency Chief Information Officer or Evaluation Officer.

COUNCIL MEMBERSHIP

The CDO Council shall be comprised of:

- The Chief Data Officer of each agency
- Administrator, Office of E-Government (or designee)
- Administrator, Office of Information and Regulatory Affairs (or designee)
- Ex Officio members

COUNCIL MEMBER RESPONSIBILITIES

Members of the CDO Council shall:

- Attend the regularly scheduled meetings called by the Chair and Vice-Chair in person or, if necessary, using virtual options;
- Raise initiatives and issues that might have an impact on the overall Federal CDO community;
- Review, consider, and provide input and recommendations on initiatives presented at the Council meetings and be an active participant in the discussions;
- Cast votes regarding issues presented to the Council;
- Participate in Council priority initiatives, working groups, or projects;
- Provide input and participate in the development of CDO Council reports;
- Promote Federal CDO Council activities;
- Act as leaders and representatives of the Federal CDO community to help foster collaboration and shared solutions with federal, state, local, and international stakeholders; and
- Contribute best practices they are implementing at their agency for use by other agency CDOs.

EX OFFICIO MEMBERS AND RESPONSIBILITIES

- Ex Officio members are Council members who represent a community of officials or stakeholders with responsibility for aspects of data management. They will provide guidance from their community's area of expertise and focus on representing their community's interests.
- Ex Officio members shall include:
 - A representative for all Chief Information Officers
 - A representative for all Evaluation Officers
 - A representative for all Statistical Officials

- A representative for all Chief Freedom of Information Act Officers
- A representative for all Senior Agency Officials for Privacy
- Representatives from other interagency councils as necessary

REPRESENTATIVES OF OTHER COUNCILS AND GROUPS

The CDO Council may request representatives from other councils or relevant groups to participate in the activities of the Council. These representatives will be designated by that council or group. These representatives are not members of the CDO Council.

WORKING GROUPS

- At appropriate times, working groups of the CDO Council may be established by a vote of the Council.
- All working groups will have a clearly defined scope, measurable goals and outcomes, and deadlines for completion of deliverables to the Council.
- Each working group will exist for the time necessary to complete its objectives. When a working group accomplishes its objectives, then it will be dissolved.
- Working groups are responsible to the CDO Council and will keep the Council apprised of their activities and process in accomplishing their goals.
- Working groups will be reviewed at least annually to ensure that the goal, outcomes, strategy, and progress are aligned with Council. Working groups that are no longer in alignment may be adjusted or dissolved by the Council.

WORKING GROUP MEMBERS

- Membership in the working group shall be determined by the members of the CDO Council, including the participation of members of their agencies.
- Once convened, each working group will vote to select a Chair from among the members of the working group who are also members of the CDO Council.
- Members of CDO Council working groups may include members of the CDO Council as well as other subject matter experts and staff, as appropriate. These additional members do not become members of the CDO Council. Working group members will be designated to ensure that there is appropriate representation of agencies, including
 - CFO Act and small agencies
 - Component / Bureau participation
 - Subject matter experts/staff participation as appropriate

WORKING GROUP RESPONSIBILITIES

- Working groups will organize themselves to complete their tasks within their scope.
- No working group will publish any final document except through the approval of the CDO Council.

VOTING

When votes are taken, each member of the Council will get one vote. The Chair will ensure that voting will only occur when there are sufficient and appropriate members of the Council for the matter being voted on. There is no minimum number of members required to establish a quorum for a vote. A

quorum shall be established by any number of members present at a duly scheduled meeting with appropriate notice given to members of the Council.

Ex Officio members are invited to contribute their particular skills and expertise to projects and working groups, but do not have a vote.

Delegates may attend Council meetings, but do not have voting rights.

AMENDMENTS

This charter may be amended upon the request of Council members which is approved by a vote of the CDO Council.

EFFECTIVE DATE

This charter is effective as of the date signed and remains in effect until modified or rescinded. This charter shall be rescinded, and the Council shall terminate upon the expiration of the 2-year period that begins on the date the Comptroller General submits the GAO evaluation of the Council to Congress, as provided in 44 U.S.C. § 3520A(e)(1).

SIGNATURES

XXX XXXXXX Date CDO Council Chair
Chief Data Officer,

Adopted on June 18, 2020 in Washington, D.C.

CDO Council Meetings Topics

December 2020 Meeting

The December Council meeting was held on December 17, 2020. During the meeting, a vote on the establishment of a Data Inventory Working Group was held. The CIO Council presented as part of the “Council to Council” program and discussed the development of its Algorithmic Impact Assessment tool as well as its potential cross-agency applications. Other topics discussed included Data Sharing Working Group Updates, the Data Protection Toolkit, and Cross-council Collaboration.

January 2021 Meeting

The January Council meeting was held on January 28, 2021. This meeting was a unique Joint Council Meeting between the Chief Data Officers Council, Interagency Committee on Statistical Policy, and Evaluation Officers Council. Each group shared their successes and upcoming activities. There was also an interactive discussion of areas of cross-council collaboration.

February 2021 Meeting

The February Council meeting was held on February 25, 2021. The meeting included an update on the cross-council collaboration spaces established in the January Joint Evidence Action Councils meeting, as well as an introduction to the Data Quality Toolkit. The Freedom of Information Act Council presented as part of the “Council to Council” program about cross-council collaboration opportunities. There was also a discussion on data quality.

March 2021 Meeting

The March Council meeting was held on March 25, 2021. During the meeting, there were presentations on the Subject Matter Expert Qualifications Assessment hiring process, External Stakeholder Engagement, and the Public Comment Analysis Project. The Chief Financial Officers Council presented as part of the “Council to Council” program on the American Rescue Plan and the potential for cross-agency data-sharing.

April 2021 Council Meeting

The April Council meeting was held on April 28, 2021. The Council discussed its FY 2021 goals and objectives. The Data Inventory and Data Sharing Working Groups provided updates. The Wildland Fire Fuels Project discussed its progress. The Evaluation Officers Council (EOC) presented as part of the “Council to Council” program and discussed its mentorship program.

May 2021 Council Meeting

The May Council meeting was held on May 20, 2021. During the meeting, an update was given on the Comment Analysis and Dashboard sharing projects. There was further discussion about the OMB Equitable Data Working Group and there was a presentation on the principles and practices for a Federal Statistical Agency.

June 2021 Council Meeting

The June Council meeting was held on June 24, 2021. The meeting focused on the government-wide learning agendas and the Technology Modernization Fund, including the opportunities, requirements, and process. There was a vote to celebrate and complete the COVID-19 Working Group. Additionally, there was an initial discussion about the CDO Council’s plan to host a public meeting in mid-October.

July 2021 Council Meeting

The July Council meeting was held on July 22, 2021. During the meeting, project leaders provided

updates about the HR Dashboards, Comment Analysis, and Wildland Fire Fuels projects. The Council then discussed the data requirements of the Cybersecurity Executive Order. Finally, there were updates given regarding the Equitable Data Working Group and the Data Inventory Working Group.

August 2021 Council Meeting

The August Council meeting was held on August 26, 2021. At this meeting, the Council received updates from OMB. Then the Performance Improvement Officers Council presented as part of the “Council to Council” program on collaboration opportunities on FEVS data. The majority of the meeting was a deep dive discussion into Data Inventory practices.

September 2021 Council Meeting

The September Council meeting was held on September 16, 2021. This meeting began with updates from OMB and then proceeded to a deep dive into Data Workforce topics.

October 2021 Council Meeting

The October Council meeting was held on October 21, 2021. At this meeting, OMB discussed the President’s Management Agenda and the Data Inventory and Data Skills Working Groups provided updates. CDO Council members then participated in a “Stop/Start/Continue” exercise focused on the CDO Council.

November 2021 Council Meeting

The November Council meeting was held on November 18, 2021. At this meeting, members heard from the U.S. Digital Corps and were updated on the Chief Information Officers Council’s zero-trust strategy previously discussed in the December 2020 “Council to Council” session. CDO Council members also shared data skills activities going on at their agencies.

December 2021 Council Meeting

The December Council meeting was held on December 16, 2021. At this meeting, the Evaluation Officers Council provided an update on its activities as part of the “Council to Council” program. The Data Inventory Working Group then presented on how data inventories could enable evidence-driven decisions. Finally, there was a discussion about data sharing amongst council members.

January 2022 Meeting

The January Council meeting was held on January 27, 2022. This meeting opened with CDO Council leadership discussing the CDO Council’s accomplishments thus far and its progress towards the statutory goals established for the Council. The Interagency Committee on Statistical Policy (ICSP) presented as part of the “Council to Council” program on its activities and possible collaboration opportunities. There was then an update on the Data Sharing Report and Data Inventory Report. Subsequently there was a presentation on data stewardship and the definition of stewardship roles.

February 2022 Meeting

The February Council meeting was held on February 24, 2022. During this meeting, there were presentations on the Zero Trust Executive Order. CDO Council leadership then held a vote to complete the Operations Working Group. The Federal Privacy Council (FPC) presented as part of the “Council to Council” program, and discussed the tools they had been developing around the System of Records Notices (SORN) dashboard. Finally, the CDO Council discussed potential elements for a Federal Data Strategy (FDS) 2022 Action Plan.

March 2022 Meeting

The March Council meeting was held on March 24, 2022. The Council further discussed the Zero Trust Executive Order as well as the Federal Data Strategy (FDS) Action Plan. The Department of Transportation presented the data aspects of the Freight Logistics Optimization Works (FLOW) plan. Data Inventory and Data Skills then updated the Council on their working groups' respective plans for 2022. The Records and FOIA Councils provided updates on their activities and collaboration opportunities as part of the "Council to Council" program. Finally, the Council voted to establish a Data Ethics and Equity Working Group.

April 2022 Council Meeting

The April Council meeting was held on April 21, 2022. The Council discussed and established a CDO Council Awards program for data work in government. The State Department then spoke on Foreign Policy and Data, before the Zero Trust Working Group provided an update on its workings. There was also a breakout discussion on strategic planning and data. The Chief Financial Officers Council presented as part of the "Council to Council" program on their 10-year workforce modernization strategy.

May 2022 Council Meeting

The May Council meeting was held on May 16, 2022. It was a joint meeting with the CDO Council, the Evaluation Officer's Council, the Federal Privacy Council, and the Interagency Committee for Statistical Policy. Each working group presented their recent activities and opportunities to collaborate. Then there were breakout sessions on a variety of topics.

June 2022 Council Meeting

The June Council meeting was held on June 23, 2022. During this meeting, council members received updates on the CDO Council Awards program final plan, strategic objectives for FY 2022, and the results of the 2022 CDO Council survey. The Council received a presentation on the Managing Re-identification Risk Terminology Project to improve communication among information and data governance professionals. The Records Council presented as part of the "Council to Council" program concerning its record management assessment of six different agencies.

July 2022 Council Meeting

The July Council meeting was held on July 21, 2022. This meeting included discussion about customer experience, the council goals and collaboration opportunities. It also included a presentation about data work at the Office of Personnel Management (OPM) and the Chief Human Capital Officers (CHCOC), such as OPM dashboard pilots, the role of data standards, the feedback from the Federal Human Capital Analytics Community, and an overview of the Human Capital Data Analytics Community of Practice.

September 2022 Council Meeting

The September Council meeting was held on September 22, 2022. The Council announced the winners of the inaugural CDO Council Awards. There was also a discussion of a Large Agency Committee project to understand how CDO offices are being implemented across government. The Data Sharing Working Group provided an update on their progress and asked the CDO Council community to discuss data culture over the next month. The Federal Geographic Data Committee presented as part of the "Council to Council" program.

October 2022 Council Meeting

The October Council meeting was held on October 27, 2022. The Council discussed recent engagements

with the Federal CIO Council and opportunities to engage in customer experience activities. The Large and Small Agency Committees reported on their discussions about data culture. The Data Ethics and Equity Working Group and Data Inventory Working Group provided an update on their activities. The Data Inventory Working Group also asked the CDO Council community to discuss approaches to assessing the value of enterprise data inventories, as well as tools and investments in metadata tools over the next month.

November 2022 Council Meeting

The October Council meeting was held on November 17, 2022. The Council discussed plans for a future public meeting and leadership opportunities in the council. The Large and Small Agency Committees reported on their discussions about data inventories and metadata. The Data Sharing Working Group provided an update on their activities and asked the CDO Council community to discuss data sharing within the context of the Federal Data Lifecycle over the next month.

Evidence Act (relevant portions)

The Chief Data Officers Council was created by Section 202 of the Foundations for Evidence Based Policymaking Act of 2018 (P.L. 115-435), which modifies Title 44, United States Code, by adding the following:

§ 3520A. Chief Data Officer Council

- (a) ESTABLISHMENT.—There is established in the Office of Management and Budget a Chief Data Officer Council (in this section referred to as the ‘Council’).
- (b) PURPOSE AND FUNCTIONS.—The Council shall—
 - (1) establish Governmentwide best practices for the use, protection, dissemination, and generation of data;
 - (2) promote and encourage data sharing agreements between agencies;
 - (3) identify ways in which agencies can improve upon the production of evidence for use in policymaking;
 - (4) consult with the public and engage with private users of Government data and other stakeholders on how to improve access to data assets of the Federal Government; and (5) identify and evaluate new technology solutions for improving the collection and use of data.
- (c) MEMBERSHIP.—
 - (1) IN GENERAL.—The Chief Data Officer of each agency shall serve as a member of the Council.
 - (2) CHAIR.—The Director shall select the Chair of the Council from among the members of the Council.
 - (3) ADDITIONAL MEMBERS.—The Administrator of the Office of Electronic Government shall serve as a member of the Council.
 - (4) EX OFFICIO MEMBER.—The Director shall appoint a representative for all Chief Information Officers and Evaluation Officers, and such representative shall serve as an Ex Officio member of the Council.
- (d) REPORTS.—The Council shall submit to the Director, the Committee on Homeland Security and Governmental Affairs of the Senate, and the Committee on Oversight and Government Reform of the House of Representatives a biennial report on the work of the Council.
- (e) EVALUATION AND TERMINATION.—
 - (1) GAO EVALUATION OF COUNCIL.—Not later than 4 years after the date of the enactment of this section, the Comptroller General shall submit to Congress a report on whether the

additional duties of the Council improved the use of evidence and program evaluation in the Federal Government.

- (2) **TERMINATION OF COUNCIL.**—The Council shall terminate, and this section shall be repealed upon the expiration of the 2-year period that begins on the date the Comptroller General submits the report under paragraph (1) to Congress.’’



If you have questions or would like more information about this report, please contact cdocstaff@gsa.gov.



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