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Federal Chief Data Officers Council Public Meeting

October 14, 2021

1:00 PM - 4:30 PM ET

Call to Order and Logistics

Ken Ambrose, Senior Advisor, CDO Council
General Services Administration (GSA)

Welcome

- This meeting is being recorded and will be posted to CDO.gov when it is available.
- This meeting includes ASL interpretation and captions. Please see the Eventbrite email you received for the link to view the captions.
- Attendees will be able to provide comments through the Request For Information (RFI). The un-mute and chat functions are not enabled in this meeting .
- If you have any technical issues or questions please email cdocstaff@gsa.gov.

Federal Chief Data Officers (CDO) Council Meeting Agenda

Agenda Topics	Time (PM)
Call to Order and Logistics	1:00 - 1:05
Welcome from the Office of Management Budget (OMB)	1:05 - 1:15
CDO Council Introduction, Priorities, and Accomplishments	1:15 - 1:45
Break (5 minutes)	1:45 - 1:50
Working Group Presentations	1:50 - 2:50
Panel of Large and Small Agency Chief Data Officers	2:50 - 3:20
Break (5 minutes)	3:20 - 3:25
Evidence Act Councils Data Collaboration Presentations	3:25 - 3:55
Introduction to the Request for Information (RFI)	3:55 - 4:05
Closing Remarks	4:05 - 4:10

Welcome from the Office of Management Budget (OMB)

Maria Roat, Deputy Federal CIO
OMB/Office of the Federal Chief Information Officer (OFCIO)

Dominic Mancini, Deputy Administrator
OMB/Office of Information and Regulatory Affairs (OIRA)

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CDO Council Introduction, Priorities, and Accomplishments

Ted Kaouk, CDO Council Chair
Office of Personnel Management (OPM)

Chief Data Officer Council Overview

- **Authorization**

Established by the Foundations for Evidence-Based Policymaking Act of 2018

- **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 Large and Small agencies)

Purpose

- Establish government-wide best practices for the 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

Foundations

- Commission on Evidence Based Policy Making (2017)
- Foundations for Evidence Based Policy Making Act of 2018 (P.L. 115-435)
- Federal Data Strategy 2020
- Advisory Committee on Data for Evidence Building

Components of Evidence

- **Policy Analysis**: Analysis of data, such as general purpose survey or program specific data, to generate and inform policy
- **Performance Measurement**: Ongoing systematic track of information relevant to policies, strategies, programs, projects, goals, and activities
- **Foundational Fact-finding**: Foundational research and analysis such as aggregate indicators, exploratory studies, descriptive statistics, and basic research
- **Program Evaluation**: Systematic analysis of a program, policy, organization, or component of these to assess effectiveness and efficiency

OMB Memo M-19-23, “Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Leaming Agendas, Personnel, and Planning Guidance

What is a Chief Data Officer?

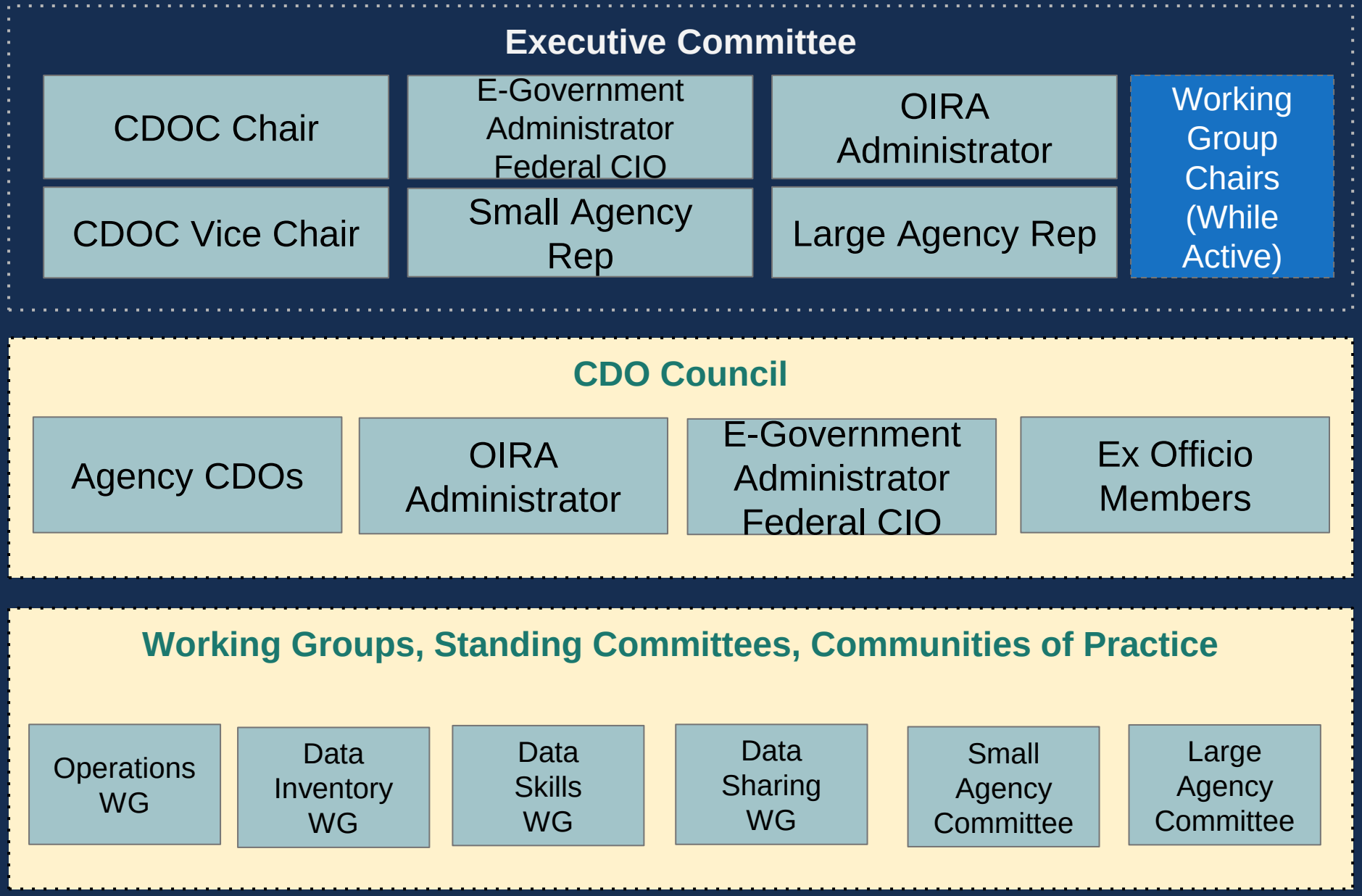
CDOs enable data driven decision-making in a variety of ways, including:

- Developing and leveraging centralized agency analytics capacity
- Creating tools and platforms that enable self-service across their agencies and for the public
- Convening and coordinating agency-wide data governance activities
- Coordinating with any official in the agency responsible for using, protecting, disseminating, and generating data to ensure that the data needs of the agency are met
- Engaging agency employees, the public, and contractors in using public data assets, and encouraging collaborative approaches on improving data uses
- Supporting the Evaluation and Performance Improvement Officer of the agency in identifying and using data to carry out their functions
- Ensuring effective lifecycle data management
- Improving data infrastructure

Council 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 Evidence Act
- Provide leadership on the delivery of the Federal Data Strategy (FDS) Action Plan

Council Structure



Federal Data Strategy Agency Actions

Action 1: Identify Data Needs to Answer Priority Agency Questions

Action 2: Constitute a Diverse Data Governance Body

Action 3: Assess Data and Related Infrastructure Maturity

Action 4: Identify Opportunities to Increase Staff Data Skills

Action 5: Identify Priority Data Assets for Agency Open Data Plans

Action 6: Publish and Update Data Inventories

CDO Council Focus Areas

- Workforce Data Skills
- Data Sharing
- Data Inventories
- Stakeholder engagement

FY 2021 Activities & Initiatives

01	Develop a vibrant learning community to ensure that CDOs have the resources to lead data driven change	• Host regular information sharing sessions to exchange and develop best practices • Develop resources to enable CDOs to deliver value • Develop the CDO profession
02	Demonstrate the Strategic Value of the CDO COuncil	• Identify and address cross-cutting data challenges • Implement CDO Council public engagement & communications plan
03	Facilitate strategic engagement across Federal data activities	• Mature templates and standard practices • Implement communications protocols for the Council's internal communications • Develop the cross-council collaboration framework
04	Develop Efficient and Effective Operating Model for the CDO Council	• Provide input on proposed Federal data policies • Provide strategic input to the Advisor Committee on Evidence Building • Engage and collaborate with other data-related Councils

Work to Date

- Workforce Projects
  - Data Skills Catalogue and Toolkit
  - Federal CDO Data Skills Training Program Case Studies
  - Data Scientist Subject Matter Expert Qualifications Assessment (hiring over 40 data scientists!)
  - Successfully onboarded a class of 20 CXO Data Fellows
- Data and Analysis projects
  - Wildland Fire Fuels Project
  - Public Comment Analysis
  - Federal Cross Agency Dashboarding Project
  - Completed work for the COVID-19 Data Sharing Working Group
- Council Implementation
  - Creation of infrastructure for a brand new council
  - Report to OMB and Congress
  - Laying the groundwork for cross council collaboration

Break (5 minutes)

Agenda Topics	Time (PM)
Working Group Presentations	1:50 - 2:50
Panel of Large and Small Agencies Chief Data Officers	2:50 - 3:20
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Working Group Presentations

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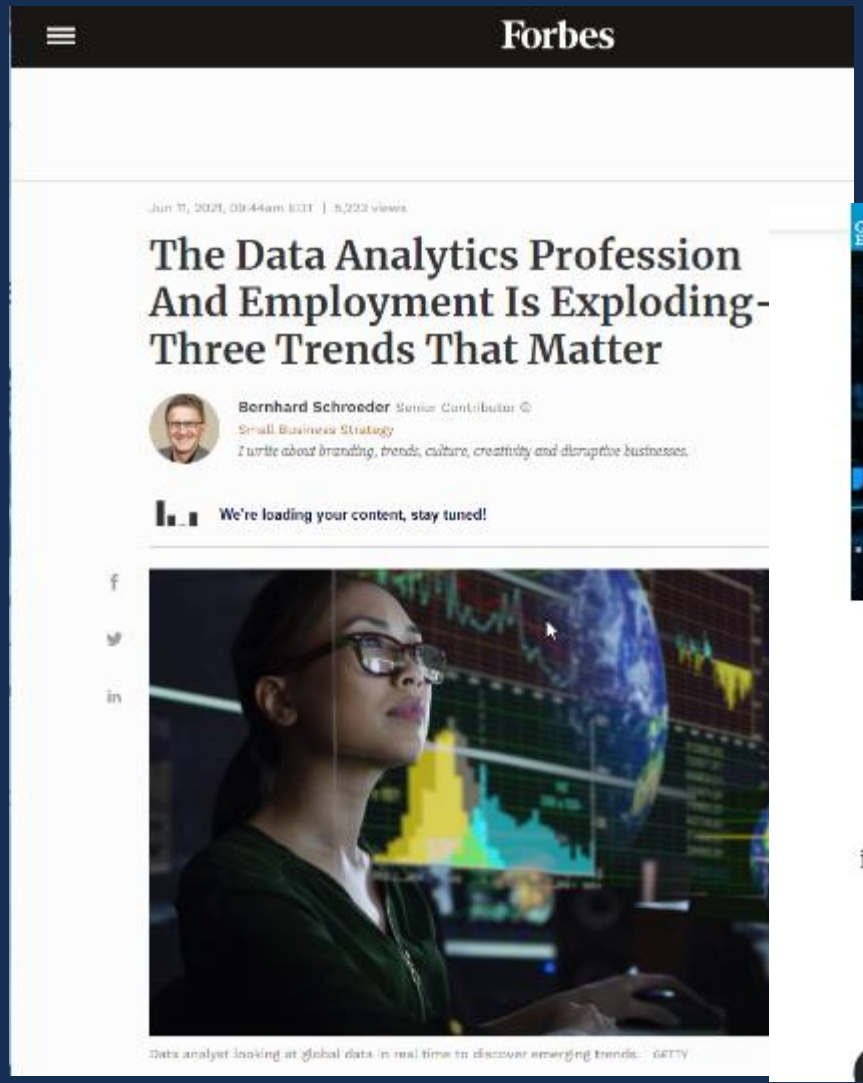
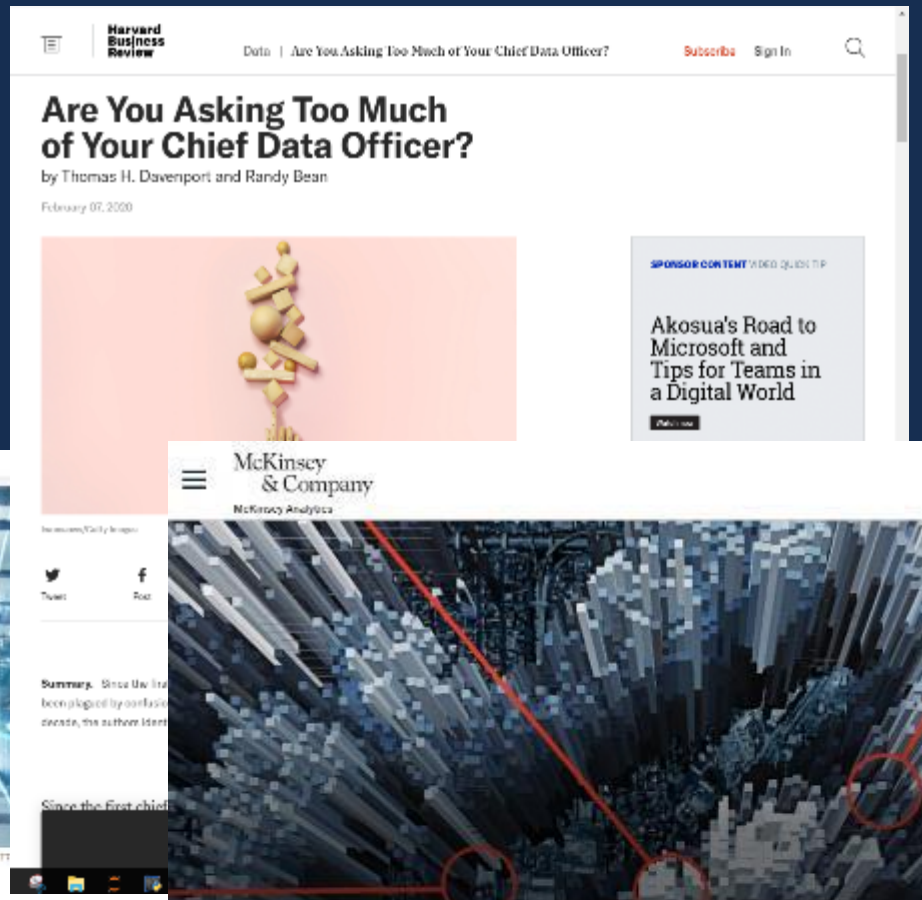
Data Skills & Workforce Development Working Group

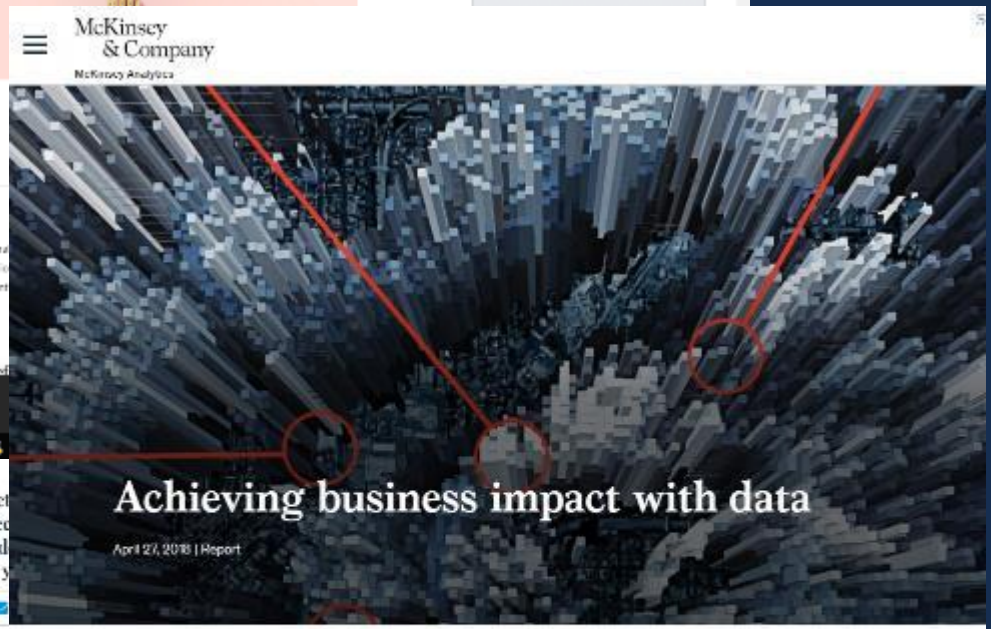
Tom Beach, Data Skills & Workforce Lead
Department of Commerce (DOC)

Background

Exciting times!







Management

OPM Announces New 'Data Scientist' Job Title

Officials hope that an 'unofficial' data science marker for federal jobs could help both with recruitment of new federal workers as well as improve evidence-based policymaking and data management efforts.

ERICH WAGNER | JULY 1, 2019

HIRING OPM TECHNOLOGY

Officials at the Office of Personnel Management last week announced a new initiative to improve data management and implement evidence-based

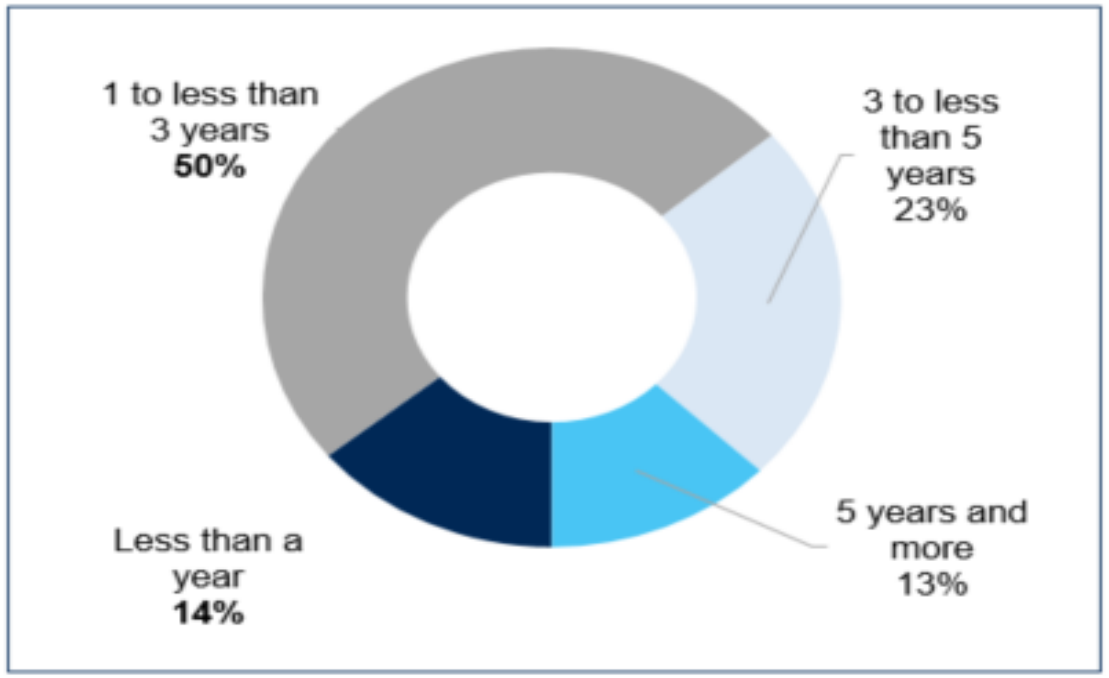
By Hooge Hurtgen and Niko Mohr

The best analytics are worth nothing with bad data. The importance of understanding and working on all components of the insights value chain is mission critical.

Data Skills Working Group

14% of CDOs Have Been in Their Roles for Less Than a Year

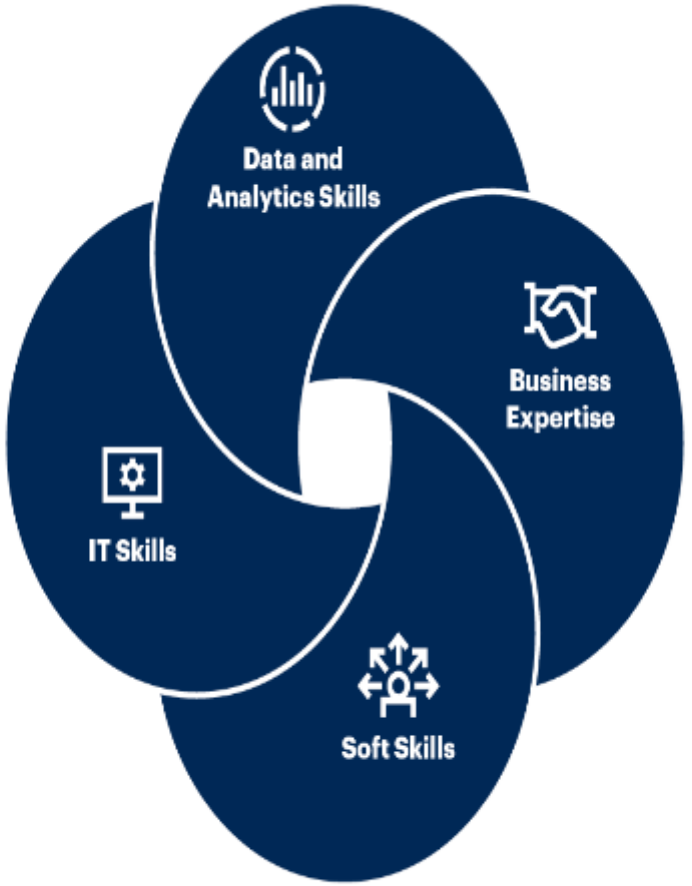
Tenure in current role



n = 469, All Respondents
D02. How long have you been in your current role?
Source: Gartner 2020 CDO Survey
ID: 20002

Gartner

Convergence of Data and Analytics Skills and Expertise



Source: Gartner
752065_C

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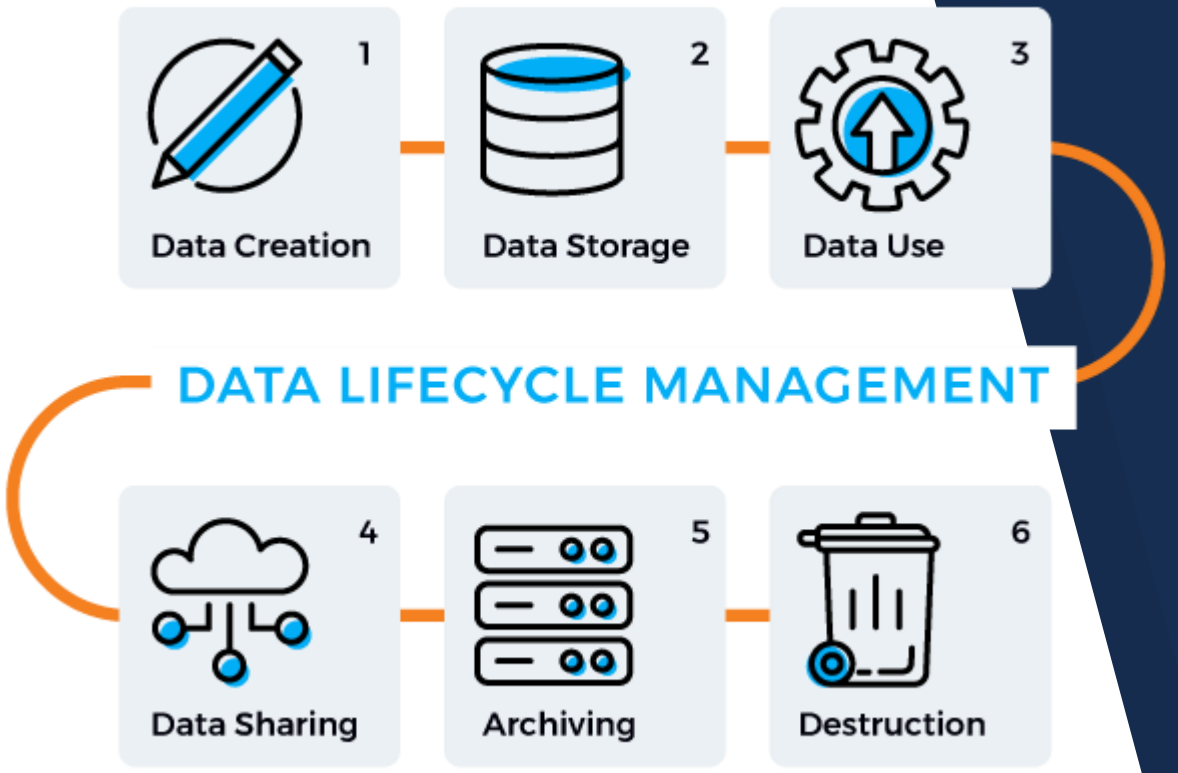
Gartner

Data Skills Working Group

- Data Skills to turn data into answers
- Data Skills to turn answers into decisions
- Data Skills to turn decisions into actions



Data Skills Working Group Goals & Objectives

Goal

- Facilitate the Council's ability to deliver value to CDOs and their stakeholders to improve the efficiency and effectiveness of data skills & workforce development efforts.

Objective

- Create new knowledge base that continuously fosters learning through networking and sharing experiences related to data skills & workforce development efforts, and workshops and engaging other Federal stakeholders and platforms.

Goal

- Enable effective and proactive communications between and among Council members, working groups, and committees.

Objective

- Organize a Community of Practice (CoP) as a convening platform for members for sharing, presenting and dialoguing on experiences related to data skills & workforce development efforts.

Data Skills Working Group Goal & Objective

Goal

- Focus on sponsoring continuous and competency-based skills and workforce development resulting in improving data acumen and closing skills/development gaps.

Objective

- Resourcing effort building a **virtual Data Skills Catalogue; Case Studies** of existing programs in the Federal government and; the development a **toolkit/playbook** on how a Federal organization can develop a data skills and workforce development program.

Deliverables

Case Studies

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Contents

Case Study Key 3

HHS Data Science CoLab 4

Air Force Public Sector Data Governance Professional Training Certification Pilot 9

CDC Data Science Upskilling Program 14

Census Bureau Data Science Training Pilot 19

Data Science @NLM Training Program 24

FDIC Data Literacy Pilot 29

NSF Data Science and Data Analytics Certification Pilot 33

Treasury/Internal Revenue Service Data Literacy Program 38

Implementation Toolkit

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Step 2: Develop a Governance Structure with Key Stakeholders and Partners 8
Step 3: Plan for an Appropriate Level of Funding for Your Data Skills Training Program 10
Step 4: Start Your Federal Acquisition Planning and Procurement Process 12
Step 5: Design the Key Components of Your Data Skills Training Program 14
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Step 7: Pilot Your Data Skills Training Program and Replicate it on a Broad-Scale Based on the Learnings 21
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CDO Playbook – the Four Plays: Play #1

1. **Cultivate strong relationships to partner on solving mission problems through data** - building relationships, stakeholder engagement, and stakeholder influencing

Key Highlights:

- Realize near-term value opportunities by establishing partnerships.
- Influence key stakeholders on value-driven solutions.
- CDOs should focus on forging relationships first before zeroing in on data governance activities that may risk appearing to be just compliance driven.

CDO Playbook – the Four Plays: Play #2

2. **Promote data sharing and break organizational silos** - establishing data management processes to enable data sharing

Key Highlights:

- Implement a data stewardship model to breaks silos across agency offices.
- Partner with stakeholders on pilot projects to gain “quick wins”.
- Establish a data management program to foster better transparency and agency collaboration.
- Metadata is important in building trust and enabling data sharing.

CDO Playbook – the Four Plays: Play #3

3. **Build a data-driven culture by taking the lead to improve data literacy within your agency** - transforming the workforce and overall organizational culture

Key Highlights:

- Focus on education and awareness, communicating the importance and value of data throughout the organization.
- Invest in the individuals within your workforce, providing an inclusive approach to building and harnessing basic data skills, knowledge, and competencies in all staff.
- Identify future roles needed to fill skill gaps.

CDO Playbook – the Four Plays: Play #4

4. **Drive transformation through a mission-focused data and analytics strategy that can influence the enterprise-wide business strategy** - developing a modern, effective, mission-focused data and analytics strategy that delivers tangible mission outcomes and value in the immediate and long term

Key Highlights:

- Collaborate with key stakeholders in strategic planning activities.
- Link data specific resource allocations or investments to the key business problems and objectives that are core to your data and analytics strategy.
- Focus on how to transform the organization and in turn influence and transform your mission objectives and business strategy.

Conclusion

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Data Inventory Working Group

Tod Dabolt, Data Inventory Lead
Department of the Interior (DOI)

Public access to and preservation of knowledge are cornerstones of democracy

Construction of the Library of Congress, Washington, D.C., April 19, 1893

Federal Open Government Data Act –

- Government Data should be OPEN by default unless protected by statute
- Open Government data assets are a public data that are:
  - machine-readable
  - available (or could be made available) in an open format
  - not encumbered by restrictions, other than intellectual property rights
  - based on an underlying open standard
- All Agencies must maintain a comprehensive data inventory

Data Inventory Working Group Goals & Objectives

1 “What questions should/could a data inventory answer?”

Create comprehensive list of data inventory use cases at Federal agencies

- Purposes within the Federal government and across levels of government
- Linkages with: Performance; PRA, FOIA CUI; Privacy; Security, Records; Portfolio

2 “What constraints are there?”

Document data inventory challenges and opportunities

- Legal and or Policy challenges
- Data challenges
- Technical challenges (e.g., cross Department's semantics)
- Capacity challenges (e.g., Knowledge gaps; institutional)

3 “How should we fix it?”

Identify solutions and recommended actions to maximize data inventories value while minimizing compliance burden

- Legislative and Policy Changes
- Best or Promising Practices
- Input to OMB; CENDI FGDC/Geoplatform; GSA/Data.gov

Coordinate councils & integrate open data working group

Why do data inventories matter?

- Informed Decisions
- Transparency
- Trust

And they are required by law - 44 U.S. Code § 3511

Stakeholders

- **Internal**
  - Data Analysts
  - Management
  - Compliance /Oversight
- **Public**
  - Journalist
  - Students / Educators
  - Scientists
  - State/Local/Tribal
- **Commercial**
  - Regulated Entities
  - Tech/Data Sector
- **Non-Governmental Organizations**

Overarching Requirements

- Ability to find relevant data to answer questions
- Ability to quickly fuse data with other data
- Ability to easily document how they answered their question

Users don’t want:

- To search multiple platforms
- Learn more interfaces
- Maintain multiple Identities / Roles
- To be constrained to a specific product

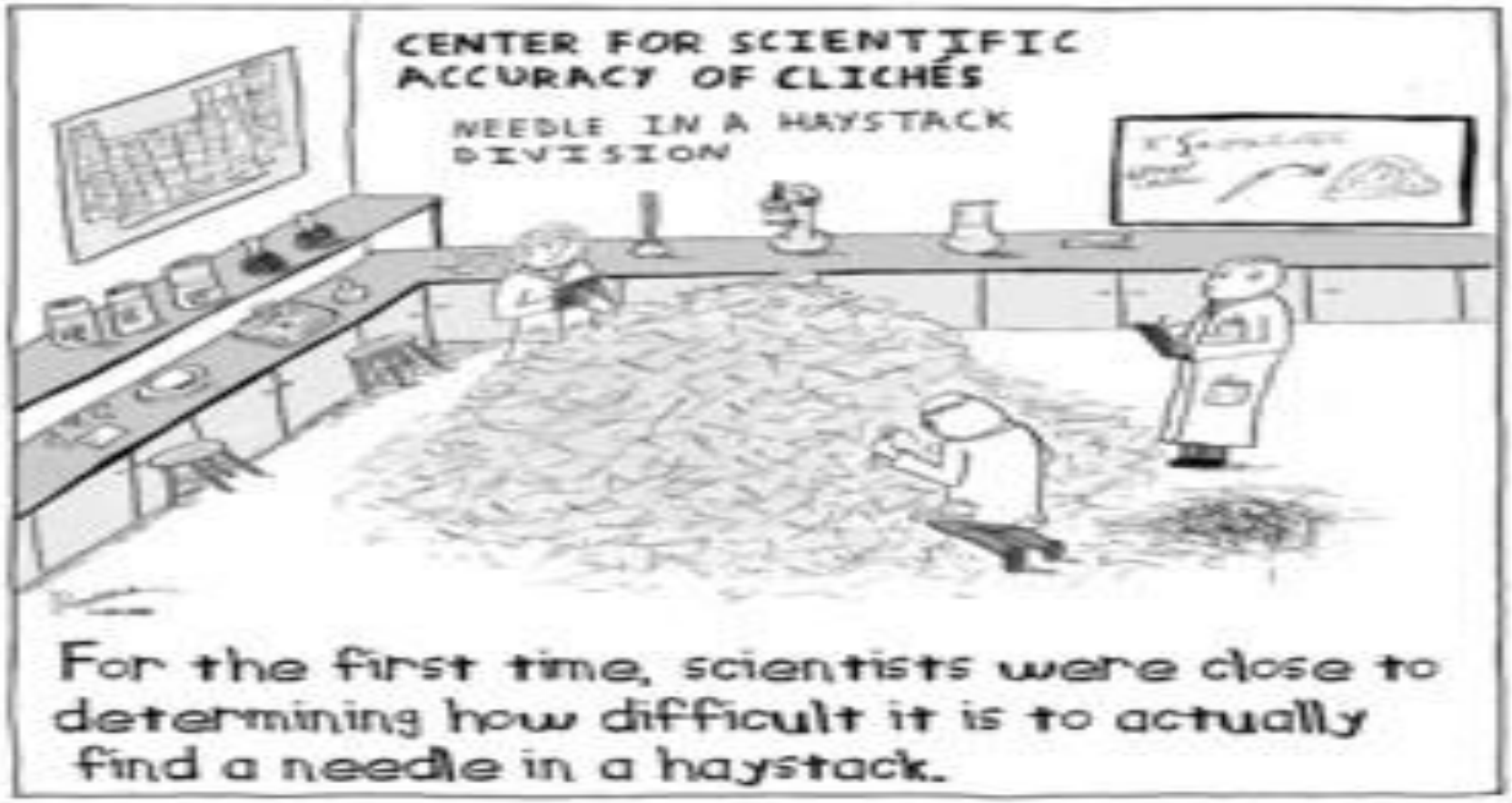
Challenges agencies face when maintaining data inventories

- Volume of Data
- Search and Discovery
- Interoperability

Exponential Growth

- "The amount of digital data created over the next five years will be greater than twice the amount of data created since the advent of digital storage?“ - Dave Reinsel, senior vice president, IDC's Global DataSphere
- And if stored – how will analysts ever find what they need to best inform policy?

Can’t we just use commercial search?



Silos and Interoperability

- Datasets are everywhere (cross platforms, cross organizations)
- Catalogs are highly distributed and rarely integrated
- Metadata – Standards, Completeness, Accuracy
- Semantics – what does the data mean?
- Most data isn’t machine to machine ready

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Data Sharing Working Group

Dan Morgan, CDO Council Vice-Chair
Department of Transportation (DOT)

Context

- Unprecedented challenges in society
- Collaborative
- Sharing across the government
- Driven by action

Charter

- Create comprehensive list of data sharing purposes and use cases at Federal agencies **(WHY do agencies share data and WHO do agencies share with)**

- Document data sharing challenges **(WHAT constraints are there?)**
  - Legal challenges
  - Policy challenges
  - Technical challenges

- Identify solutions and recommended actions that would make sharing easier with strong privacy protections **(HOW should we fix it?)**

Near Term Work

Gathering	Defining	Writing
• Literature Review • Use Cases	• Challenges and Opportunities • CDO Council Request for Information	• Data Sharing Culture • Summary of Findings and Way Ahead

Use Case Approach

- Name of federal agency
- List of actors or who the data was shared with (federal to federal, federal to state, etc.)
- Name of data project
  - Authorities
  - Methodology - Process for determining sharing
  - Descriptions:
    - Of the context for the use of the data
    - Of the objective, issues to be studied, benefits, methods
    - Of any other data that will be linked, matched, or used
- Key takeaways/lessons learned
- Standards, Processes, Recommendations Learned from Use Case
- Successful/Failure

Input Needed

- Best practices for statistical and non-statistical agency partnerships
- Models for developing and using privacy-protecting identifiers, with supporting policy
- Examples of thriving data sharing efforts and why they work
- Suggestions for ways we can facilitate private sector data sharing across multiple agencies

Operations Working Group

Melanie Carter, Operations Lead

Pension Benefit Guaranty Corporation (PBGC)

Background

The Operations Working Group (OWG) supports the goals of the CDO Council by supporting the core operations and implementation of the Council.

The OWG was established with the primary purposes of developing operating and decision-making processes for efficient and effective CDO Council operations; and supporting the Executive Committee in handling issues that require rapid response or pre-deliberation.

The chair of the OWG is an elected member of the group and an established agency CDO who also participates on CDO Council communicating essential information to the Executive Committee.

Accomplishments

- Developed by-laws for the CDO Council to provide guidance for decision-making procedures, meeting cadence, working group reporting procedures, and other key internal operations.
- Developed communication tools such as the CDO Talking points, norms and processes as well as template documents for the CDO Council and working groups.
- Created a CXO Fellows selection procedural process to select for the first time in the program, 20 fellows for the CXO Fellowship Program in the category of data.
- Facilitated operations the Executive Committee to coordinate with the Federal Data Strategy team, additional government councils, and other groups focused on data activities.
- Captured high-level recommendations resulting from the CDO Data Equity Survey for the Equity Data Working Group.

Accomplishments Cont.

- Developed and distributed CDO Questionnaire to CDO Council members to update and set standards for Speakers Bureau table
- Finalized the Stakeholder Engagement Report
- Developed a template for all working group and committee products/data to ensure an established standard/process for material before release
- Provided recommended meeting agenda topics for the Executive Committee and/or other working groups
- Implemented changes to the CDO Council website based on feedback

Current Activities

- Identify additional leadership opportunities for CDOs to contribute to working groups
- Establish opportunities to strengthen the networking experience and engagement between CDOs
- Identify the key components of the executive orders in which CDOs must respond and act
- Refine the program information and conceptual areas that have been developed for CDOs

Future Focus

- Plan and prepare Council members for the public meeting with stakeholder analysis using best practices for holding a public meeting
- Establish a road map for CDOs in 2022 to provide a layout of planned activities and goals to include
  - Developing a CDO conference/bootcamp
  - Identifying training and networking opportunities to support current and future efforts

Panel of Large and Small Agency Chief Data Officers

Kshemendra Paul

Large Agency Committee Leader

Department of Veterans Affairs (VA)

Kirsten Dalboe

Small Agency Committee Leader

Federal Energy Regulatory Commission (FERC)

David Spirk

Large Agency Committee Rep.

Department of Defense (DoD)

Tammy Roust

Small Agency Committee Agency Rep.

Commodity Futures Trading Commission (CFTC)

Break (5 minutes)

Agenda Topics	Time (PM)
Evidence Act Councils Data Collaboration Introduction to the Request for Information (RFI) Closing Remarks	3:25 - 3:55 3:55 - 4:05 4:05 - 4:10

Break (1 minute remaining)

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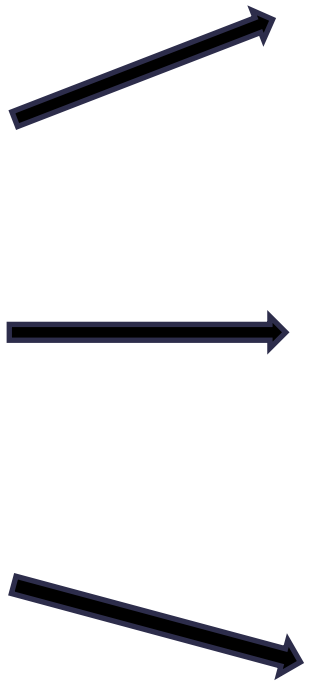
Evidence Act Councils Data Collaboration Presentations

William W. Beach
Interagency Council on Statistical Policy (ICSP) Chair
Bureau of Labor Statistics

Bureau of Labor Statistics

What's in Title III of the Evidence Act?



Where will we get our data?

V

S

What is the workplace of the future?

Data sharing and confidentiality

Contact Information

William W. Beach

Commissioner of Labor Statistics

Bureau of Labor Statistics

www.bls.gov

Beach.William@bls.gov

Evaluation Officer Council

Diana Epstein
OMB Evidence Team Lead
EOC Chair

Components of Evidence

Evidence Component	Description
Policy Analysis	Analysis of data, such as general purpose survey or program-specific data, to generate and inform policy, e.g., estimating regulatory impacts and other relevant effects
Program Evaluation	Systematic analysis of a program, organization, or component of these to assess effectiveness and efficiency
Foundational Fact Finding	Foundational research and analysis such as aggregate indicators, exploratory studies, descriptive statistics, and basic research
Performance Measurement	Ongoing, systematic tracking of information relevant to policies, strategies, programs, projects, goals/objectives, and/or activities

Evaluation

"Systematic analysis of a program, policy, organization, or component of these to assess effectiveness and efficiency"

EOC Priorities for FY22

- Complete and publish Evidence Act Title I deliverables
  - Learning Agenda
  - FY23 Annual Evaluation Plan
  - Capacity Assessment
  - Agency Evaluation Policy
- Begin to implement studies prioritized in Learning Agendas and Annual Evaluation Plans
- Evaluation Officer role in other new priorities
  - Advancing Racial Equity Executive Order
  - PM on Advancing Scientific Integrity and Evidence-Based Policymaking
  - American Rescue Plan programs
- Build evaluation capacity
- Foster external partnerships

Collaboration Opportunities

- Within an agency, partner to leverage data for priority studies in Learning Agenda and Annual Evaluation Plan
- Agency connections around common Learning Agenda priorities
- Identify promising opportunities to link data across agencies for statistical or evaluation purposes, consistent with priorities in Learning Agendas and Annual Evaluation Plan
- Continue building agency culture of, and capacity for, evidence-based policymaking
- Understand and address agency data skills gaps
- Leverage existing processes and integrate requirements to build efficiencies and embed Evidence Act work

Please get in touch!

- evidence@omb.eop.gov
- https://www.evaluation.gov
- https://www.whitehouse.gov/omb/information-for-agencies/evidence-and-evaluation/

The Federal Privacy Council

Kirsten Moncada
FPC Chair
OIRA Privacy Branch Chief, OMB

Trust

Transparency

Accountability

Authority

Individual Participation

Use Limitation

Purpose Specification

Minimization

Security

Quality & Integrity

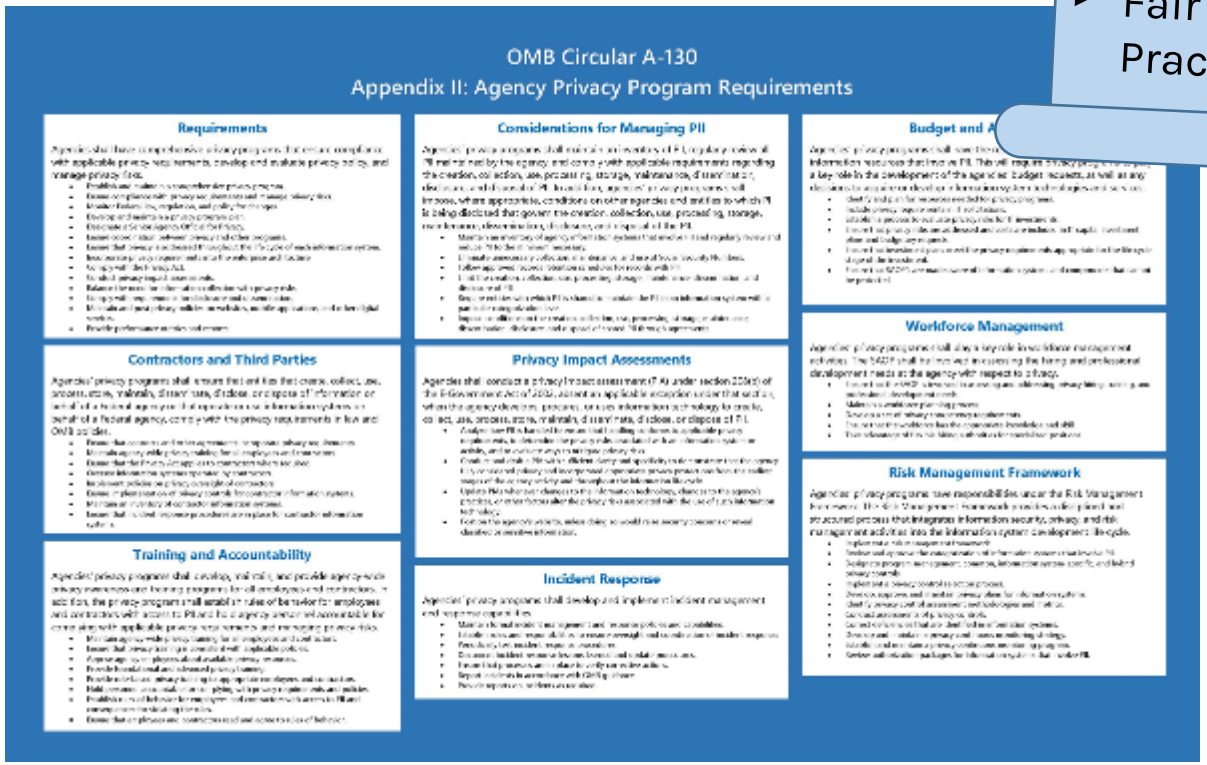
Access & Amendment

Senior Agency Officials for Privacy

The SAOP Leads the agency's privacy program & is responsible for:

- Ensuring **compliance** with applicable privacy requirements
- Developing and evaluating **privacy policy**
- Managing **privacy risk**

- Privacy Law
- Privacy Policy
- Fair Information Practice Principles



OMB Circular A-130

Appendix II: Agency Privacy Program Requirements

Requirements

Considerations for Managing PII

Budget and A

Contractors and Third Parties

Privacy Impact Assessments

Workforce Management

Training and Accountability

Incident Response

Risk Management Framework

The Federal Privacy Council

- Serves as the principal interagency forum of privacy professionals across the Executive Branch to improve government privacy practices by:
  - better coordinating and collaborating on privacy issues
  - developing and exchanging best practices
  - educating the Federal workforce
- Coordinates with other Executive Branch interagency councils

Established by Executive Order 13719
81 Federal Register 7687 (February 12, 2016)

Coordination in Data Governance!

Visit our website: fpc.gov

federal CDO council

Introduction to the Request for Information (RFI)

Dan Morgan, CDO Council Vice-Chair
Department of Transportation (DOT)

Purpose and Overview

- Request input on key questions to support the council's mission and focus areas
- Responses will be shared with the relevant groups in the Council

Topics

Working Groups

- Data Skills and Workforce Development
- Data Inventory
- Data Sharing

Cross-cutting topics

- Value and Maturity
- Equity
- Technology

Instructions for Responding

Where: Available on CDO.gov and the Federal Register

When: Open until November 15, 2021

How: Reply though Regulations.gov

- Include your name and/or organization
- No more than 6 pages
- Specify which section(s) your submission is related to
- Include a contact for questions or follow-up

Tips for an effective response

- You don't need to answer every question, but specify which question you're answering.
- Your response can link to papers or other materials that support the theory behind the question.
- If you disagree with a focus area or proposed topic, suggest an alternative. Include an explanation or analysis of how the alternative will advance the CDO Council's work.
- Address trade-offs or opposing views in your response.

Closing Remarks

Ted Kaouk, CDO Council Chair
Office of Personnel Management (OPM)

Thank you for attending the CDO Council's first Public Meeting!

Please visit our website at cdo.gov.

We anticipate posting a recording of this meeting on our website, as well as a link to the RFI.