

| **Product/Service** | | |
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| Office of the Chief Data Officer (OCDO) Charter Template | | |
| **About** | | |
| This template was created by the Data and Analytics CoE to help agencies build an Office of the Chief Data OfficerCharter. Any reference links contained within should be validated for accuracy and currency before finalizing. Other templates include a Data Governance Steering Charter and a Data Governance Advisory Charter accessible on the [Data and Analytics CoE](https://coe.gsa.gov/coe/data-analytics.html) page. This has been created as a template and not to be interpreted as guidance. | | |
| **How to Use** | | |
| Review the notes in blue boxes. | | |
| The blue-shaded boxes provide context, strategic thinking, and helpful hints on adapting each section for your agency. **Delete all boxes before finalizing the document.**  Example:   | ***Notes on completing this section:***  In section 4, define the functions and responsibilities required for the OCDO to lead the agency through data-related technical, management, and policy challenges and gather resources to address these challenges.   * ***Delete this note when you have finished writing this document.*** | | --- | | | |
| Replace all highlighted place-holder text. | | |
| Example:   | **[Agency]** is establishing an Office of the Chief Data Officer (OCDO) to   * Meet its statutory requirements * Comprehensively put into placefederal policy and corresponding guidance | | --- | | | |
| Use non-highlighted text as boilerplate language. | | |
| This can be used as-is for general purposes, or modified to more appropriately show the agency’s specific approach.  Example:   | **Leadership and Guidance**   1. Establish, communicate, and enforce a comprehensive lifecycle data management strategy that promotes evidence-based mission delivery and modern mission support across the enterprise and through program office | | --- |   This sample content is acceptable in its initial state, but is general. If you have more specific ideas for how your agency would address this need, customize the text accordingly. | | |
| Delete notes and instructions. | | |
| Delete this instructional section prior to the start of the template itself, as well as the notes in blue boxes throughout the template. | | |
| | **Charter Template Starts Here** | | --- | | Arrow down | | | |

Office of the   
Chief Data Officer   
Charter

[Agency Name]

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# Approval

| ***Notes on completing this section:***  At a minimum, require the agency CIO and CDO to sign off on this charter. Decide whether other agency executives (administrator, secretary, etc.) should also sign off by asking who the relevant leadership is regarding OCDO direct customers. Include those executives from whom the CDO will require buy-in and collaboration to succeed. These executives could include key business lines and data owners. You can include any number of agency leadership.   * ***Delete this note when you have finished composing this document.*** |
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The following **[agency]** executive leadership must approve this charter:

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**Agency Executive (TBD) Approval Date**

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**Agency Chief Information Officer Approval Date**

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**Agency Chief Data Officer Approval Date**

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**Agency Executive (TBD) Approval Date**

## Revision History

| **Notes on completing this section:**  Ensure that OCDO updates and maintains this revision history.   * ***Delete this note when you have finished writing this document.*** | | | | | |
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|  | **SAMPLE** | | | |  |
| **Version No.** | **Date** | **Author** | **Revision Description** |
| *1.0* | *MM/DD/YYYY* | *CDO* | *Initial OCDO charter* |
| *1.1* | *MM/DD/YYYY* | *CDO and CFO* | *Draft revisions under CDO* |
| *1.2* | *MM/DD/YYYY* | *CDO and Advisory Group* | *Incorporated and aligned advisory group charters as appendices* |
| *1.3* | *MM/DD/YYYY* | *CDO and Advisory Group* | *Modified content to update charters based on data governance structure envisioned in section 5.2* |
|  | | | | | |

Update the charter’s revision history after each review and modification of the document. In the log, list the version number, revision date, a brief description of the changes, and the author.

| **Version No.** | **Date** | **Author** | **Revision Description** |
| --- | --- | --- | --- |
| 1.0 |  |  |  |
| 1.1 |  |  |  |
| 1.2 |  |  |  |
| 1.3 |  |  |  |
| 1.4 |  |  |  |
| ... |  |  |  |

# 1. Introduction

| ***Notes on completing this section:***  This section covers the legislative mandate for establishing the CDO, outlines the responsibilities assigned to the CDO at a high level, and describes the way in which the CDO is integrated within the organization. This section likely will not require changes, as it is a summary of legislative mandates.   * ***Delete this note when you have finished writing this document.*** |
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The Foundations for Evidence-Based Policymaking Act[[1]](#footnote-0) (Evidence Act) requires that each executive branch agency “designate a career appointee...in the agency as the Chief Data Officer” (CDO). Broadly speaking, the CDO shall possess “demonstrated training and experience in data management, collection, analysis, protection, use and dissemination of data”. More specifically, the Evidence Act identifies three pillars of work for which the CDO bears responsibility:

* data governance;
* the Open, Public, Electronic, and Necessary (OPEN) Government Data Act;[[2]](#footnote-1) and
* the Paperwork Reduction Act (PRA).[[3]](#footnote-2)

M-19-23, issued by the Office of Management and Budget (OMB) and titled “Phase I Implementation for the Foundations for Evidence-Based Policymaking Act of 2018”, provides implementation guidance pertaining to the Evidence Act.

It specifically requires the designation of a CDO by July of 2019 to support implementation of the Evidence Act.[[4]](#footnote-3) Moreover, it states that each agency must establish an agency Data Governance Body chaired by the CDO by September 2019 to support the implementation of Evidence Act activities.[[5]](#footnote-4)

The 2019 Federal Data Strategy (FDS) Year One Action Plan administers similar requirements.[[6]](#footnote-5)

[Agency] is establishing an Office of the Chief Data Officer (OCDO) to

* meet its statutory requirements,
* comprehensively implement federal policy and corresponding guidance, and
* address data challenges.

The CDO will serve as the executive responsible for enterprise data governance, OPEN data, and PRA.

* Enterprise data governance will combine and enhance [current governance efforts] to create a structured and sustainable organization that is dedicated to defining standards, policies, and procedures; developing business processes; and optimizing stakeholder interaction required to manage [agency] data as a strategic asset and enhance evidence-based decision making across the enterprise.
* OPEN data will continue to identify and prepare applicable data assets, as well as update and augment open data portals.
* The PRA Office will transition into the OCDO, as required by the Evidence Act (reporting to the CDO) and include an additional core function to provide a full life-cycle view of data, so approved collections contain information useful for both evaluative and administrative purposes.[[7]](#footnote-6)

In addition to leading these OCDO functions, the CDO will oversee and coordinate efforts among all [agency] entities involved in data governance to ensure a unified and effective approach.

Ultimately, the OCDO serves as an integrating force among program offices delivering citizen services, departments that support them, and data-related technology modernization activities.

An effective CDO ensures data is fully integrated within [agency] and made available to decision makers, policy makers, and researchers who can use it. The following graphic illustrates this critical integrator role played by CDO, in which a variety of internal stakeholders and external data consumers are connected through a common and consistent data understanding.

#### Figure 1: Integrator Role of the CDO

| ***Notes on completing this figure:***  The figure below is meant to show the CDO as the integrator of data activities throughout the agency. It has been abstracted. Each agency should update it.  When developing this figure, consider the program offices / mission areas, policy offices, technology modernization activities, and administrative and oversight bodies who are customers and stakeholders of the OCDO. Also, consider external data customers (public, private sector, academia, etc).   * ***Delete this note when you have finished writing this document.*** |
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The figure is meant to show the CDO as the integrator of data activities throughout the agency. It has been abstracted. It is meant to be updated with the roles, program offices and activities.

# 2. CDO Mission

| ***Notes on completing this section:***  This is a highly generic mission statement that can apply to most federal agencies. Adapt and customize it for your agency.   * ***Delete this note when you have finished writing this document.*** |
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To promote and enable the intersection of policies, processes, technology, and people responsible for using and managing data as a secure and strategic asset to ensure that all people can benefit from [agency]'s mission.

# 3. CDO Vision

| ***Notes on completing this section:***  This highly generic vision statement can apply to most federal agencies. Adapt and customize it for your agency. The vision’s goal is to drive the agency towards a self-service model that allows all data users to promote mission delivery by effectively using data assets.   * ***Delete this note when you have finished writing this document.*** |
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Establishing and implementing the necessary policies, processes, and standards that support creating, maintaining, analyzing, and making open and accessible to the public high-quality data across all of [agency]’s programs, including managing and integrating data assets that support a self-service model to drive decision-making, research, strategy, and public engagement by internal and external stakeholders.

# 4. CDO Authoritative Functions and Responsibilities

| ***Notes on completing this section:***  This section defines the functions and responsibilities required for the OCDO to lead the agency through data-related technical, management, and policy challenges and gather resources to address these challenges.  Customize this section based on your agency’s goals and internal organization. While the content below provides material you can borrow, it is not universally applicable across agencies. See [Appendix A](https://drive.google.com/a/gsa.gov/open?id=1Pxmi7-ALofSHICdbZalkTj-VS6nV-3c9) for a table that relates the points below to the statutory requirements; update that table according to changes made to this section.   * ***Delete this note when you have finished writing this document.*** |
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As described below, the CDO has the authority to:

#### Leadership and Guidance

1. Establish, communicate, and enforce a comprehensive lifecycle data management strategy that promotes evidence-based mission delivery and modern mission support across the enterprise and through program offices
2. Lead establishment and coordination of data standards, policies, and best practices across the enterprise to collect, generate, store, and share data in a way that flows to systems and datasets
3. Champion developing and deploying self-service data tools, including advanced analytics and corresponding certification and training to support using those tools
4. Drive adoption and implementation of OPEN data requirements, lead the development of [agency]’s OPEN data plan, oversee the management of [agency] content on the data.gov portal, and prioritize data assets for publication
5. Set, communicate, and reinforce data access and sharing guidelines for internally sharing data, including developing tools or technologies for internal data access
6. Promote data literacy and data sharing to drive the cultural changes needed to achieve a more transparent, evidence-based, and OPEN data-focused organization
7. Collaborate with the Chief Information Security Officer (CISO) and the Chief Privacy Officer to ensure consistent care and privacy of data according to federal law and regulations
8. Serve as the primary authority for decisions related to enterprise data governance, OPEN data, and PRA, and designate other decision-making authorities as needed

#### Assistance and Implementation

1. Support [agency]’s learning agenda by coordinating data access and management activities that support evidence building, including evaluation, performance reporting, and analyzing regulations.
2. Help the performance improvement officer identify and use data to carry out their functions
3. Help the evaluation officer carry out their functions.
4. Oversee and ensure employees adopt and adhere to the PRA in [agency]’s information collection activities.
5. Collaborate with any official in the agency responsible for using, protecting, disseminating, and generating data to ensure all data needs are fully met.
6. Engage with mission support and program offices to measure and improve data quality.
7. Research, assess, and promote technologies, tools, approaches, and methodologies to unlock the value of enterprise data through access, analytics, and visualization.
8. Designate points of contact for roles and responsibilities related to open data use and implementation.

To supplement these areas of authority, the OCDO is responsible for the following pillars as outlined in Evidence Act:

#### Enterprise Data Governance

1. Create and maintain a comprehensive data asset inventory for all data assets that [agency] creates, maintains, or collects (as required by Evidence Act)
2. Oversee metadata management, data management, business glossary development, and development of other enterprise-wide artifacts that enable effective use of data
3. Develop, implement, and educate staff on quantitative and qualitative data quality measures and support monitoring and reporting efforts
4. Develop, implement, and educate staff on data usage Key Performance Indicators (KPIs) to understand and improve data as a key input to improve decision making
5. Establish a behavior of governing and managing data assets using repeatable processes and standardized frameworks
6. Establish and promote a robust and diverse team of data practitioners to produce a culture of data sharing and repurposing, including data scientists and subject area (functional) data governance officers
7. Assess, strategize, and define approaches to decreasing the cost of collecting, managing, and sharing data while increasing the data’s value to the agency
8. Create and institute a systematic and continuous enterprise-wide assessment process to ensure data collection and data storage practices align with the CISO and open data best practices
9. Collaborate with the chief privacy officer to monitor data privacy mechanisms and use new practices as needed
10. With OCIO and the chief technology officer (CTO), provide input and recommendations on licensing for data-related systems, architecture, and tools

#### OPEN Data

1. Develop and institute a process to evaluate and improve data assets’ timeliness, completeness, consistency, accuracy, usefulness, and availability
2. Promote and encourage adherence to open data standards, in line with activities happening across federal agencies and according to the OPEN Data Act
3. Encourage [agency] employees, the public, and contractors to use existing public data assets within and outside of [agency], and encourage collaborative approaches to improve data use
4. Give the public the opportunity to request and prioritize specific data assets for disclosure
5. Publish open government data assets as machine-readable and not encumbered by access or consumption restrictions
6. Identify and implement methods for collecting and analyzing digital information on data asset usage by users within and outside the [agency], including designating a point of contact within the [agency] to help the public and respond to issues

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#### Paperwork Reduction Act (PRA)[[8]](#footnote-7)

1. Review, evaluate, and process information collection requests to determine their suitability for submission to OMB
2. Ensure the prompt, efficient, and effective implementation of the information policies and collection responsibilities established under the PRA
3. Research, develop, and integrate new mechanisms that further minimize the paperwork burden on the public and other entities
4. Reinforce a full data life cycle approach to establish information collections that accounts for data needs beyond program administration to include program evaluation
5. Develop cognitive testing capabilities as part of the information collection development process to improve data quality at the collection point
6. Provide signature and approval, or assign a designee approval and signature authority, for information collection requests before they are submitted to OMB

Other responsibilities around advancing [agency]’s data culture and the maturity of its approach to data include:

#### Technical Responsibilities

1. Coordinate with the Chief Information Officer (CIO) to review, manage, and improve [agency]’s enterprise data infrastructure, and address any issues related to data accessibility, compliance, or integrity
2. Support records management as they work with the National Archives and Records Administration (NARA) to archive and preserve [agency]’s critical documents
3. Improve integration of [agency]’s enterprise data management (EDM) environment and program offices to support robust, increasingly self-service, reporting capabilities

#### 

#### Non-technical Responsibilities

1. Work with senior executives and the DGSC to periodically and upon request to provide updates, publicize achievements and challenges, and include priorities in OCDO planning
2. Consult with statistical, evaluation, and performance improvement officials within [agency] to promote information collection, dissemination, and related resource development
3. Support program offices by working with functional area data governance officers to present policies and procedures, and ensure their needs are met
4. Serve as the agency liaison to other agencies and OMB on the best way to use existing agency data for agency purposes
5. Implement policies, protocols, and guidance related to statutory requirements and executive branch agendas, including Evidence Act, FDS, and the President’s Management Agenda data-related Cross Agency Priority (CAP) Goals

#### Advocatory Responsibilities

1. Participate in interagency activities, such as the CDO Council, and federal legal entity identification standardization/interchange efforts
2. Establish relationships with external contacts in [agency]-related industries, academia, other branches of government, and the general public to promote full use of [agency]’s data and data services

# 5. Data Governance Organizational Structure

| ***Notes on completing this section:***  This section explains how to structure the OCDO, and the data governance that supports the OCDO and broader agency. This section will ensure that the OCDO has a strong communications function to support the change management that will happen throughout the agency. CDO is a fairly new position and may require an amount of agency culture change. A thoughtful and effective communications plan that involves stakeholders as early as is reasonably possible can make that happen.  In developing your OCDO team, focus not on the programs themselves, but the business lines within the agency—this will help break down silos that exist due to funding or organizational structure.  Customize the exact members of the team, but to fulfill the requirements of the Evidence Act, include the following:   * **Open data**    + Ensures agency open data requirements are met and promotes data sharing within and across agencies * **Technical** (containing data engineers, analysts, and scientists, as well as artificial intelligence/ machine learning experts, etc.)   + Executes data use cases and serves as advisers and subject-matter experts to the rest of the [agency] * **Data governance/management**    + Ensures the quality and timeliness of data within business lines * **PRA**    + Ensures compliance with the Paperwork Reduction Act (PRA) and standardizes data intake, electronic rights management (ERM), etc. * ***Delete this note when you have finished writing this document.*** |
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Successful enterprise data governance requires participation and input from multiple stakeholders across [agency]. The CDO and OCDO team are the primary [agency] staff with full-time roles responsible for analytics, OPEN data, enterprise data governance, and PRA.

The following section describes the OCDO’s roles and responsibilities.

## 5.1 OCDO Team

The OCDO will form the core makeup of [agency]’s data governance organizational structure. It will drive the strategic and tactical functions of data governance, analytics, OPEN data, and PRA.

Team members will

* support the CDO’s responsibilities and help fulfill CDO authorities;
* advance full and effective use of data as an asset (data governance and technical responsibilities),
* adhere to the Evidence Act, OPEN data, and
* conform with PRA.

**Figure 2: OCDO Team Overview**

| ***Notes on completing this figure:***  This figure displays the team’s proposed reporting structure and the CDO’s location, so the agency can pursue data solutions at an enterprise level.  Put the executive that the CDO’s office reports to in the top box. That executive will differ from agency to agency based on an agency’s capacity and priorities.  Three of the four functional areas reporting up to the CDO can be left as noted below: (**Open Data**, **Analytics**, and **PRA**.  Complete **Data governance** with agency-specific business lines in mind (which, as noted above, may not map directly to the agency’s program areas). They should ultimately enable the development of integrated data sets across the agency and promote data sharing and enrichment.  The number of named entities within data governance will vary depending on agency size and investment in data management and analytics.   * ***Delete this note when you have finished writing this document.*** |
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**Functional areas: Data governance (Business lines / programs), Open data (internal and external data sharing), Analytics (Tool development and technical advisors) and PRA (Existing PRA Office) report to the CDO. The CDO reports to the Agency Executive (TBD)**

| ***Notes on completing this section:***  Use the agency’s strategic plan when completing this section. Tie points to specific agency goals to give context to the recommendations.   * ***Delete this note when you have finished writing this document.*** |
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The OCDO team will function with a:

1. centralized technical team to advance analytics and Open Data efforts,
2. a set of technical subject-matter experts in areas such as data engineering, data visualization, artificial intelligence, geospatial information systems, etc., and
3. a PRA Office that supports enterprise PRA functions.

The breakdown of functional areas have been chosen to best support [agency]’s [year of most recent] Strategic Plan, specifically: [Example from Agency Strategic Plan].

These distinctions, along with the need to manage operations data, form the basis for the [# of functional advisors] separate Functional Area Advisor positions included in OCDO:

* [Summarize and define functional area 1]
* [Summarize and define functional area 2]
* [Summarize and define functional area 3]
* ...etc
* Operations: Includes procurement, finance, and human capital functions

Including functional areas into the OCDO allows for more focused expertise within domains to better assess current state; address technical challenges; build tools to support evidence-based decision making; and support implementation of data governance policies and procedures.

Also, functional area advisors can collaborate to identify solutions that provide cross-functional area support.

#### Table 1: OCDO Roles and Responsibilities

| ***Notes on completing this table:***  Tailor the following table specifically to the OCDO structure determined in Section 5.1, Figure 2. The content included now is intended as a head start, not an example of what “complete” looks like.   * ***Delete this note when you have finished writing this document.*** |
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| **Position Title** | **Brief Description of Role** | **Core Responsibilities** |
| --- | --- | --- |
| Functional Area Advisors  [Functional Area 1]  [Functional Area 2]  [Functional Area 3]  [Functional Area ...] | Ensures the collection, analysis, access, and dissemination of data for their functional area is aligned across functional areas and [agency] more generally, in a way that can be used for program optimization and leveraged for cross-program analytics that will broadly contribute to mission success. | * Serve as the data subject-matter expert for the functional area represented * Meet with other functional area advisors to identify opportunities for collaboration and promote alignment across the agency * Meet regularly with program offices and data stewards to ensure data collection, taxonomy, analysis, and dissemination are consistent across their functional area. Unless absolutely necessary, these engagements will not result in moving data by hand * Assess and prioritize data asset value within the functional area for analysis and reporting purposes. Ensure inclusion to [agency]’s asset inventory * Collaborate with CDO to promote and disseminate data governance policies and procedures to [agency] functional areas * Communicate functional area business needs and challenges to the OCDO technical team * Support the identification of data quality issues for the functional area and gather information to help identify potential resolutions * Support the collaboration, communication, and/or identification of data standards, laws, or regulations applicable to the functional area * More as needed |
| Technical Team: Data Scientist | Advises on, coordinates, supports, and integrates [agency]’s analytic strategy implementation activities across the enterprise to support program offices and office staff who lead the data analytics for their offices | * Coordinate and integrate both established and newly developed analytic initiatives across program offices and functional areas * In conjunction with CDO, plan and oversee the implementation of self-services analytic capabilities * Assess applicable open data assets for quality and integrity. Develop strategies for prioritizing disclosure and making them publicly available |
| Technical Team:  Management Analyst (Technical) | Serves as a technical expert to advise the functional area advisors, data stewards, and system developers on implementation of data standards as part of system development and updates. | * Advise and approve of data system implementation of data standards and other data quality check procedures, including the integration of the system with data management infrastructure * Advise on the design and building of tools and repositories that are essential for the success of data governance, e.g. data catalog and data glossary |
| Technical Team: Trainer | Supports data governance initiatives and encourages self-service analytics to empower [agency] employees to gain insights through their data and ultimately change data culture across the enterprise | * Recommend online programs, facilitate workshops, establish working groups and provide one-on-one training to [agency] employees seeking support for self-service analytics * Support the CDO in communicating data governance policies and procedures enterprise-wide * Lead the initiative to change the culture of data use, sharing and management across [agency] * Develop instructional videos and detailed walkthroughs to guide users through database access and data extraction * Create standard operating procedures to detail steps needed for data and tool requests |
| Paperwork Reduction Act Office | Develops, implements and interprets [agency]’s policies and programs prescribed by PRA and OMB | * Ensure [agency] compliance with the information collection provisions of PRA * Manage and update [agency] PRA policy and implementation guidebook * Provide [agency] responses to OMB on information collection-related activities * Provide guidance to [agency] offices in the preparation and submission of initiatives collecting information from the public * Consult with end-use offices to ensure administrative data collections include sufficient information for evaluation * Provide cognitive testing capability for information collection instruments to improve data quality at the origin * Review and approve each proposed information collection initiative in preparation for submission to OMB * Respond to public inquiries regarding information collection initiatives * Research and advocate for implementation of new PRA best practices to reduce the paperwork burden for the public and other entities |

## 5.2 Data Governance Operating Units

| ***Notes on completing this section:***  The following section proposes two data governance bodies with the OCDO leading them. M-19-23 requires a steering committee, but does not require an advisory group. However, an advisory group is a useful body for identifying data opportunities that require resources and surfacing these to the steering committee.  The steering committee, or higher body, would consist of executives who make resourcing decisions.  The advisory group, or lower body, would consist of operational managers and technical SMEs who use and manage specific data sets. The advisory group is tasked with creating a backlog of data opportunities, including value propositions, and prioritizing them internally before sending them to the steering committee to make determinations on which projects in the backlog to apply resources to.  The CDO will chair the steering committee, and someone from the OCDO should chair the advisory group. Thereby the CDO facilitates the entire organizational structure.  Communities of Practice (CoPs) based on functional interests within an agency can also be part of the advisory group. CoPs may consist of data visualization, RPA, AI, etc. These CoPs can feed projects or use cases back into the advisory group for adjudication as they arise.   * ***Delete this note when you have finished writing this document.*** |
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Data governance is not implemented or managed in isolation. It requires a robust support structure surrounding the OCDO that can provide strategic direction and ensure that policies and best practices are effectively instituted down to the most granular data assets.

In addition to the formal OCDO, related organizations can provide this necessary support and resources to fulfill statutory requirements.

Roles and responsibilities of supporting units are summarized below.

**Figure 3: [Agency] Data Governance Reporting Structure**

**Data Governance Reporting Structure: Data Governance Advisory Group (DGAG) reports to Chief Data Officer (CDO),  Office of the Chief Data Officer who reports to Data Governance Steering Committee (DGSC)**

#### Data Governance Steering Committee (DGSC)[[9]](#footnote-8)

The DGSC will provide support and strategic direction to the OCDO, receive and address input from relevant stakeholders, prioritize discrete projects, make business decisions, and perform the responsibilities outlined in federal legislation and guidance.

During the OCDO establishment phase, the DGSC will provide additional guidance, resource direction, and oversight for foundational data governance activities. Examples include developing and publishing a CDO-related communication plan that lays the foundation for and sets expectations around the CDO and their future authorities.

Once the OCDO is officially established, the DGSC will work with the CDO to set priorities, ensure adequate resources and funding, and assess OCDO activities effectiveness towards achieving mature enterprise data governance and capability.

The DGSC will consist primarily of [agency] leadership at the executive office (e.g. CIO, CFO) and program office levels (e.g. [example program offices]). The CDO will chair the meetings, per OMB M-19-23. The DGSC will meet every quarter.

#### Data Governance Advisory Group (DGAG)

The Data Governance Advisory Group’s (DGAG)[[10]](#footnote-9) core responsibility is to support and elevate [agency]’s lifecycle data management needs to the DGSC for resourcing decisions.

It will also continue to advise across the various enterprise data governance components, providing feedback and recommendations from strategic priorities down to tactical implementation processes.

The DGAG will help the CDO and DGSC identify and prioritize data governance, data tool, and application needs. It will ensure effective implementation of enterprise-wide policies and procedures, especially according to the designated functional areas. This includes working with data stewards to identify challenges in applying policies and procedures that may not be readily apparent to OCDO members. The DGAG will meet on a monthly basis, either as a full team or in break-out sessions with data stewards along the functional area divisions (loans, grants, subsidies, operations).

#### Data Stewards

Data stewards comprised of [agency] data owners, system owners, and data analysts that understand [agency] subject-matter data domains. The stewards will represent their program areas in the DGAG and provide tactical support required to

* define the data,
* identify and propose tool and application needs,
* review proposed data standards,
* identify associated business processes,
* determine impact, and
* implement data governance policies and procedures.

Data stewards will be primarily organized along the functional area lines, led by the OCDO’s functional area advisors. The Data Stewards will meet on at least quarterly, and on an as-needed basis to ensure policies and procedures succeed.

## 5.3 Data Governance Communication Plan

| ***Notes on completing this section:***  This section is OPTIONAL for all agencies. It provides a preliminary communication strategy for the OCDO. Depending on the size and authority the OCDO will have, this section may not be necessary.   * ***Delete this note when you have finished writing this document.*** |
| --- |

To work efficiently, the OCDO relies upon clear communication pathways within the OCDO and across the agency entities described in Figure 3. Communication pathways support designated reporting structures, enhance collaboration, and ultimately produce quality outcomes. Communication across the organizational structure will occur as follows:

* *Data Steward*s
  + Collaborate and interact with their respective functional area advisors from OCDO and representatives from the DGAG with expertise in that area
  + Collaborate and interact with the DGAG during the OCDO establishment process to support ongoing data governance work
  + Identify needs for advanced analytics, data visualizations, and/or data quality concerns, and share them with the DGAG
* *DGAG*
  + Elevate [agency]’s lifecycle data management needs to the DGSC for resourcing decisions
  + Serve as an intermediary between the OCDO and the Data Stewards, communicating both upstream and downstream on efforts to implement data governance policies and practices
  + Discuss needs for advanced analytics, data visualizations, and/or data quality concerns, and recommend strategies/prioritization to the OCDO
* *CDO Analytics and Open Data (i.e. Technical Team)*
  + Coordinate with, collaborate with, and work with the CDO to carry out various responsibilities related to technical solutions for data governance and the OPEN Government Data Act
  + Analyze and finalize recommended strategies/prioritization for advanced analytics and data visualization
* *Data Governance (i.e., Functional Area Advisors)*
  + Give feedback to the CDO, as they meet with the CDO to share status updates, ongoing challenges, and recommendations, while the CDO introduces plans, goals, policies, and procedures to the data governance officers
  + Communicate with data stewards to oversee the implementation of data governance plans, goals, policies, and procedures
  + Analyze and finalize recommended strategies/prioritization for data quality concerns
* *PRA Office*
  + Collaborate with program office PRA officers to oversee and support adherence to and implementation of PRA (essentially continuing the current federated structure to perform enterprise-wide PRA responsibilities)
  + Consult with program evaluators to ensure administrative collections suffice for evaluations
  + Share status updates, challenges, and achievements with the CDO
* *CDO*
  + Meet and coordinate with the DGSC, and chair DGSC meetings. Stand as the main source of authority regarding data governance, data visualization, advanced analytics, OPEN data and PRA. Ensure successful implementation of policies and procedures by data stewards, with the DGAG’s help
  + Present advanced analytics, data visualization, and/or data quality proposals to the DGSC
* *DGSC*
  + Work with the CDO to establish strategic priorities, make business decisions, oversee progress, and help resolve issues
  + Review and assess lifecycle data management needs the DGAG identifies
  + Discuss and vote upon advanced analytics, data visualization, and/or data quality proposals

# 6. Critical Success Factors

| ***Notes on completing this section:***  This section is highly customizable and relies on the mission, vision, and authorities/functions the OCDO sets out. Include both short and long-term success factors. Make sure these factors align with mission goals as they shift over time.  These factors should also be measurable and easily feed a KPI dashboard or other progress tracker to demonstrate the new office’s effectiveness. Business or customer needs should create these success factors, and should lead the broader organization to use the CDO as a resource.   * ***Delete this note when you have finished writing this document.*** |
| --- |

The OCDO’s success depends upon many factors, including:

* [agency] executive-level support and guidance;
* [agency] program office cooperation and initiative; and
* collaboration from CDOs in other federal agencies and OMB.

OCDO success can be broken down into three phases:

1. during the OCDO establishment process,
2. within 12 months of OCDO establishment, and
3. long-term tenure of the OCDO.

Below is a (non-comprehensive) set of critical success factors for the first two phases. The CDO, along with support staff and the DGSC, will determine the office’s long-term tenure critical success factors.

During OCDO establishment process:

* Reorganize to integrate the OCDO into the Office of Policy Development and Research
* Combine research, deliberation, and iterative drafting to submit a comprehensive OCDO establishment package to Congress for review and approval for FY 202[X]
* Create the DGSC, draft and approve a corresponding charter, identify necessary members, and request participation based on current involvement in data governance related work and areas of expertise
* After strategic planning and development, communicate the OCDO proposal and corresponding implications around using and managing data throughout the enterprise
* During the Congressional review process, provide robust and timely responses to Congressional inquiries and requests for documentation
* Adheres to OMB guidance related to Evidence Act, as well as the action steps and deadlines identified in the most recent Federal Data Strategy Action Plan

Within 12 months of OCDO establishment:

* Meet with [agency] senior executives and program office data stewards to understand the challenges and obstacles related to using and managing data as a strategic asset
* Assess data-related challenges and present findings to [agency] senior leaders along with a strategic plan to overcome those challenges
* Assess data standards currently used across the enterprise and build a roadmap to further advance data standardization implementation
* Collaborate with [agency] leadership and the Office of General Counsel to prioritize data governance requirements as described in Evidence Act and establish strategies for implementation
* Designate the office’s additional workstreams (e.g. support of data visualization and advanced analytics) and establish strategies to gain executive buy-in and prioritize work
* Creates KPIs to quantifiably measure progress related to data governance and other workstreams, and display its business value to [agency] leaders

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# APPENDIX A: CDO Authorities and Responsibilities from Evidence Act

| ***Notes on completing this section:***  Fill this table out based on the functions, authorities, and responsibilities as defined in [Section 4](#_heading=h.z337ya). This table provides a statutory foundation for all work being done by the OCDO.   * ***Delete this note when you have finished writing this document.*** |
| --- |

The table below shows the mapping of Evidence Act statutory requirements to CDO authorities and responsibilities, as outlined in Section 4 of the OCDO Charter.

#### Table A1: Crosswalk of Evidence Act Functions and CDO Authorities and Responsibilities

|  | **Authorities** | | **Responsibilities** | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **CDO Functions (Evidence Act)** |  |  |  |  |  |  |  |  |
| 1. Be responsible for lifecycle data management | A |  |  |  |  |  |  |  |
| 1. Coordinate 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 | D | E |  |  |  | A, B |  |  |
| 1. Manage data assets of the agency, including the standardization of data format, sharing of data assets, and publication of data assets in accordance with applicable law | B, F, G, I | A | A, B | E |  |  |  |  |
| 1. Consult with any statistical official of the agency to manage data assets of the agency, and manage and promote information collection, dissemination and related resources (explicitly defined as carrying out the requirements under 3 and 5) | B, H |  |  |  |  |  | B |  |
| 1. Establish, review, and modify a PRA evaluation process; promote information dissemination and solicit public input on the agency’s information dissemination activities; Public information collection activities, submission to OMB, and OMB approval and delegation; assist the public in locating information and to promote information sharing and equitable access by the public |  | D |  |  | A, B, C, D, E, F |  |  |  |
| 1. Ensure that, to the extent practicable, agency data conforms with data management best practices | B |  | D, E |  |  | A, B |  |  |
| 1. Engage agency employees, the public, and contractors in using public data assets and encourage collaborative approaches on improving data use | C, F, H |  |  | C |  |  |  |  |
| 1. Support the Performance Improvement Officer of the agency in identifying and using data to carry out the functions described in section 1124(a)(2) of title 31: advise and assist the head of the agency and the Chief Operating Officer to ensure that the mission and goals of the agency are achieved through strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved; advise on the selection of agency goals; oversee the implementation of agency strategic and performance planning |  | B | C, D, G |  |  |  | B |  |
| 1. Support the Evaluation Officer of the agency in obtaining data to carry out the functions described in section 313(d) of title 5: continually assess the coverage, quality, methods, consistency, effectiveness, independence and balance of the portfolio of evaluations, policy research, and ongoing evaluation activities; assess agency capacity to support the development and use of evaluation; establish and implement an agency evaluation policy; and coordinate, develop, and implement agency evidence-building plans |  | C | B, C, D | A |  |  | B |  |
| 1. Review the impact of the infrastructure of the agency on data asset accessibility and coordinate with the Chief Information Officer of the agency to improve such infrastructure to reduce barriers that inhibit data asset accessibility | C | G | G, J |  |  | B |  |  |
| 1. Ensure that, to the extent practicable, the agency maximizes the use of data in the agency, including for the production of evidence (as defined in section 3561), cybersecurity, and the improvement of agency operations | A, G, H | G | C, H, I |  |  |  |  |  |
| 1. Identify points of contact for roles and responsibilities related to open data use and implementation (as required by OMB) | F | H |  | A, B, E |  |  |  |  |
| 1. Serve as the agency liaison to other agencies and OMB on the best way to use existing agency data for statistical purposes |  | E |  |  |  |  | D | A, B |
| 1. Comply with any regulation and guidance issued under subchapter III, including the acquisition and maintenance of any required certification and training | E, J |  |  |  |  |  | E |  |

# APPENDIX B: Acronyms

| ***Notes on completing this section:***  Update the table below to include any agency-specific or other acronyms included in the charter. Remove any that are no longer necessary. At the least, add the agency’s acronym and full name.   * ***Delete this note when you have finished writing this document.*** |
| --- |

The table below lists acronyms and their complete terms in alphabetical order.

#### Table B1: Acronyms

| **Acronym** | **Complete Term** |
| --- | --- |
| [Agency acronym] | [Agency name] |
| API | Application Programming Interface |
| CDO | Chief Data Officer |
| CFO | Chief Financial Officer |
| CIO | Chief Information Officer |
| CISO | Chief Information Security Officer |
| COO | Chief Operating Officer |
| CTO | Chief Technology Officer |
| DATA | Digital Accountability and Transparency Act |
| DGSC | Data Governance Steering Committee |
| DGAG | Data Governance Advisory Group |
| EDM | Enterprise Data Management |
| EDW | Enterprise Data Warehouse |
| FDS | Federal Data Strategy |
| Evidence Act | Foundations for Evidence-Based Policymaking Act |
| GC | General Counsel |
| KPI | Key Performance Indicator |
| NARA | National Archive and Retention Administration |
| OCDO | Office of the Chief Data Officer |
| OCIO | Office of the Chief Information Officer |
| OCFO | Office of the Chief Financial Officer |
| OCOO | Office of the Chief Operating Officer |
| OIG | Office of Inspector General |
| OMB | Office of Management and Budget |
| OPEN | Open, Public, Electronic, Necessary |
| PRA | Paperwork Reduction Act |
| SME | Subject Matter Expert |

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# APPENDIX C: References

| ***Notes on completing this section:***  Review the references below for accuracy and currency and update accordingly.   * ***Delete this note when you have finished writing this document.*** |
| --- |

Federal Data Strategy Working Group. “DRAFT 2019-2020 Federal Data Strategy Action Plan.” June 2019. <https://strategy.data.gov/assets/docs/draft-2019-2020-federal-data-strategy-action-plan.pdf>

NTIS. Prepared by the Data Talent Working Group. “Final CDO Roles and Responsibilities Document.” July 29, 2016. <https://www.ntis.gov/TheDataCabinet/assets/CDORolesAndResponsibilities.pdf>

Office of Management and Budget. “Phase I Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agendas, Personnel, and Planning Guidance.” M-19-23. July 10, 2019. Pg. 20-21. <https://www.whitehouse.gov/wp-content/uploads/2019/07/M-19-23.pdf>

Office of Personnel Management. Paperwork Reduction Act Guide (PRA) - Version 2.0. April 2011. <https://www.opm.gov/about-us/open-government/digital-government-strategy/fitara/paperwork-reduction-act-guide.pdf>

“Open Data Policy - Managing Information as an Asset.” M-13-13. May 9, 2013.<https://obamawhitehouse.archives.gov/sites/default/files/omb/memoranda/2013/m-13-13.pdf>

Project Open Data. “CDO Position Description.” Feb. 12, 2019. <https://project-open-data.cio.gov/cdo/>

Survey results provided in: “Final CDO Roles and Responsibilities Document”, Data Talent Working Group. July 2016, pgs. 3-4. <https://www.ntis.gov/TheDataCabinet/assets/CDORolesAndResponsibilities.pdf>

“The Foundations for Evidence-Based Policymaking Act of 2018.” P.L. 115-35 Jan. 14, 2019. <https://www.congress.gov/115/plaws/publ435/PLAW-115publ435.pdf>

1. “The Foundations for Evidence-Based Policymaking Act of 2018.” P.L.115-435. Jan. 14, 2019. https://www.congress.gov/115/plaws/publ435/PLAW-115publ435.pdf [↑](#footnote-ref-0)
2. The OPEN Data Act is part of P.L.-115-435. [↑](#footnote-ref-1)
3. In addition to the Evidence Act, administration policy published by the Office of Management and Budget titled “Managing Information as an Asset”# (M-13-13) declares that executive departments and agencies “must manage information as an asset throughout its life cycle to promote openness and interoperability, and properly safeguard systems and information.” Corresponding policy requirements detailed in M-13-13 include the adoption of data standards, the development of common core metadata, and the creation and maintenance of an enterprise data inventory. [↑](#footnote-ref-2)
4. “Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agendas, Personnel, and Planning Guidance.” M-19-23. Office of Management and Budget. July 10, 2019. Pg. 22. <https://www.whitehouse.gov/wp-content/uploads/2019/07/M-19-23.pdf> [↑](#footnote-ref-3)
5. Ibid. Pg. 20. [↑](#footnote-ref-4)
6. “Draft 2019-2020 Federal Data Strategy Action Plan.” Federal Data Strategy Development Team. June 2019. Pg. 11. <https://strategy.data.gov/assets/docs/draft-2019-2020-federal-data-strategy-action-plan.pdf> [↑](#footnote-ref-5)
7. Page 8 defines the OCDO’s PRA functions. [↑](#footnote-ref-6)
8. Evidence Act stipulates that PRA functions be consolidated under agency CDOs. Version 2.0 of the United States Office of Personnel Management (OPM) Paperwork Reduction Act Guide lists the Chief Executive’s responsibilities.

   <https://www.opm.gov/about-us/open-government/digital-government-strategy/fitara/paperwork-reduction-act-guide.pdf>, pg. 2. [↑](#footnote-ref-7)
9. According to Action 12 of the Draft 2019-2020 Federal Data Strategy Action Plan, agencies will establish an “appropriately inclusive and empowered data governance body to ensure that agency resources are aligned with agency priorities based on a maturity assessment and mission needs”. Moreover, OMB specifies the similar guidance in M-19-23. [↑](#footnote-ref-8)
10. Appendix B references the DGAG’s charter. [↑](#footnote-ref-9)