Office of the Chief Data Officer (OCDO) Charter

[Template]

# About this template

This document is a tool to accelerate the creation of a charter for an agency Office of the Chief Data Officer. It is not official guidance or interpretation of policy, and it includes reference links that should be validated for accuracy and currency before finalizing the document.

# How to use this template

**“Notes on completing this section” provide context, strategic thinking, and helpful hints on adapting the section for your agency.** Delete these notes once you have finished composing the document.

*Example:*

|  |
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| ***Notes on completing this section:***  Section 4 should 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 composing this document.*** |

**All highlighted text must be replaced because it is placeholder copy.**

*Example:*

|  |
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| To meet its statutory requirements, comprehensively implement federal policy and corresponding guidance, and address data challenges, [agency] is establishing an Office of the Chief Data Officer (OCDO). |

**Non-highlighted text should be considered boilerplate language which can be used as-is for general purposes, or modified to more appropriately represent the agency’s specific approach.**

*Example:*

|  |
| --- |
| Leadership & Guidance  1. Establish, communicate, and enforce a comprehensive lifecycle data management strategy that promotes data-driven mission delivery and modern mission support across the enterprise and down through program offices 2. Lead establishment and coordination on data standards, policies, and best practices across the enterprise for data collection, data generation, data storage, and data sharing in a way that flows down to existing and new systems and datasets |

This example content is acceptable in its initial state, but is fairly general. If you have more specific ideas for how your agency would address this need, customize the text accordingly.

**Delete this README section when you have finished composing this document.**

|  |
| --- |
| Office of the  Chief Data Officer  Charter |

## Version x.x

xx/xx/xxxx

## [Agency name]

# 

# Approval

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| ***Notes on completing this section:***  The charter should require sign-off from the agency CIO and CDO at a minimum. Other agency executives (Administrator, Secretary, etc) should be determined by asking who the relevant leadership is regarding direct customers for the OCDO. Make sure to include those executives from whom the CDO will require buy-in and collaboration in order to succeed. This could include key business lines and data owners. Any number of agency leadership can be included here.  ***Delete this note when you have finished composing this document.*** |

This charter requires approval from the following [agency] executive leadership.

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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

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| ***Notes on completing this section:***  Ensure that this revision history is updated and maintained by the OCDO.  ***Delete this note when you have finished composing 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* |
|  | | | | | |

The charter’s revision history is updated after each review and modification of the document. The log identifies the version number, revision date, a brief description of the changes, and the author.

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| **Version No.** | **Date** | **Author** | **Revision Description** |
| 1.0 |  |  |  |
| 1.1 |  |  |  |
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# 1. Introduction

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| ***Notes on completing this section:***  This section covers the legislative mandate for the establishment of 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 composing this document.*** |

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 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)

To meet its statutory requirements, comprehensively implement federal policy and corresponding guidance, and address data challenges, [agency] is establishing an Office of the Chief Data Officer (OCDO). 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 data-driven decision making across the enterprise
* OPEN data will continue through identification and preparation of applicable data assets, as well as update and augmentation of open data portals
* 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 that 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 leverage 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

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



# 2. CDO Mission

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| ***Notes on completing this section:***  This is a highly generic mission statement that can be applied to most federal agencies. It can be adapted and customized for each agency.  ***Delete this note when you have finished composing this document.*** |

To promote and enable the intersection between policies, processes, technology, and people responsible for using and managing data as a strategic asset to support [agency]’s mission.

# 3. CDO Vision

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| ***Notes on completing this section:***  This is a highly generic vision statement that can be applied to most federal agencies. It can be adapted and customized for each agency. The goal of this vision is to drive the agency towards a self-service model that allows all data users to promote mission delivery via the effective use of data assets.  ***Delete this note when you have finished composing this document.*** |

Establishment and implementation of the necessary policies, processes, and standards that support creating, maintaining, analyzing, and making open to the public high quality data across all of [agency]’s programs, including management and integration of data assets that supports a self-service model to drive decision-making, research, strategy, and public engagement by internal and external stakeholders.

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# 4. CDO Authoritative Functions and Responsibilities

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| ***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.  This section should be customized based on an agency’s goals and internal organization. While the content below provides a lot that can be borrowed, it is not intended to be universally applicable across agencies. See [Appendix A](https://drive.google.com/a/gsa.gov/open?id=1Pxmi7-ALofSHICdbZalkTj-VS6nV-3c9) for a crosswalk 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 composing this document.*** |

As described below, the CDO has the authority to:

#### Leadership & Guidance

1. Establish, communicate, and enforce a comprehensive lifecycle data management strategy that promotes data-driven mission delivery and modern mission support across the enterprise and down through program offices
2. Lead establishment and coordination on data standards, policies, and best practices across the enterprise for data collection, data generation, data storage, and data sharing in a way that flows down to existing and new systems and datasets
3. Champion the development and deployment of self-service data tools, including advanced analytics, and corresponding certification and training to support the use and implementation of 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 the development of 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, data-driven, 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 in accordance with 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 & Implementation

1. Support [agency]’s learning agenda by coordinating data access and management activities that support evidence building, including evaluation, performance reporting, and the analysis of regulations
2. Assist the Performance Improvement Officer in identifying and using data to carry out their functions
3. Assist the Evaluation Officer in obtaining data to carry out their functions
4. Oversee and ensure complete adoption of and adherence 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 has responsibility 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 created by, maintained, or collected by [agency] (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 improved decision making
5. Establish a behavior of governing and managing data assets using repeatable processes and standardized frameworks
6. Establish and promote the development of a robust team of data practitioners to enable and support 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 value of data 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 implement new practices as needed
10. In conjunction 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 the timeliness, completeness, consistency, accuracy, usefulness and availability of data assets
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. Engage [agency] employees, the public, and contractors in using existing public data assets within and outside of [agency], and encouraging collaborative approaches on improving data use
4. Provide the public with the opportunity to request and prioritize specific data assets for disclosure
5. Lead the publication of 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 assist the public and respond to issues

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

1. Manage the PRA program office to 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 information 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 in establishing 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 point of collection
6. Provide signature and approval, or assign a designee approval and signature authority, for information collection requests before they are submitted to OMB

Additional 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) in reviewing, managing, and improving [agency]’s enterprise data infrastructure, and address any issues related to data accessibility, compliance, or integrity
2. Support Records Management as they collaborate 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 in support of robust, and increasingly self-service, reporting capabilities

#### Non-technical Responsibilities

1. Work with senior executives and the DGSC to periodically, and as requested, provide updates, communicate achievements and challenges, and incorporate priorities into 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 collaborating 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 departmental 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 inter-agency 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 utilization of [agency]’s data assets and data services

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# 5. Data Governance Organizational Structure

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| ***Notes on completing this section:***  This section represents how the OCDO, and the data governance that supports the OCDO and broader agency, should be structured. The content in 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 that could be facilitated with a thoughtful and effective communications plan to get stakeholders involved as early as is reasonably possible.  In developing your OCDO team, agencies should focus not on the programs themselves, but the business lines within the agency—this will assist in breaking down silos that currently exist due to funding or organizational structure.  The exact members of the team are customizable, but in order to fulfill the requirements of the Evidence Act, there should be:   * **Open data component**   + Ensures agency open data requirements are met and to promote the sharing of data within and across agencies * **Technical component** (containing data engineers, data analysts, artificial intelligence/ machine learning experts, data scientists, etc.)   + Executes data use cases and serves as advisers and subject matter experts to the rest of the organization * **Data governance/management component**   + Ensures the quality and timeliness of data within business lines * **PRA component**   + Ensures compliance with the Paperwork Reduction Act (PRA) and standardizes data intake, electronic rights management (ERM), etc.   ***Delete this note when you have finished composing this document.*** |

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 roles and responsibilities for the OCDO.

## 5.1 OCDO Team

The OCDO will constitute the core makeup of [agency]’s data governance organizational structure and will drive the strategic and tactical functions of data governance, analytics, OPEN data and PRA. Team members will support the responsibilities of the CDO and help fulfill CDO authorities: advance full and effective use of data as an asset (data governance and technical responsibilities), adherence to the Evidence Act, OPEN data, and continued conformance to PRA.

**Figure 2: OCDO Team Overview**

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| ***Notes on completing this figure:***  This figure displays the team’s proposed reporting structure and the CDO’s location, with the intent of enabling the agency to pursue data solutions at an enterprise level.  The top box should represent the executive that the CDO’s office reports to, which 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**).  **Data governance** should be completed with agency-specific business lines in mind (which as noted above may not map directly to the program areas of the organization). 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 composing this document.*** |

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| ***Notes on completing this section:***  Reference the agency’s strategic plan when completing this section. Specific ties to agency goals will better contextualize the recommendations.    ***Delete this note when you have finished composing this document.*** |

The OCDO team will function in a federated structure 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 selected to best support [agency]’s [year of most recent] Strategic Plan, specifically: [Example from Agency Strategic Plan]. These distinctions, along with the need for managing 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.

The incorporation of functional areas into the OCDO allows for more focused expertise within domains to better assess current state, address technical challenges, build tools to support data-driven decision making, and support implementation of data governance policies and procedures. Additionally, functional area advisors can collaborate internally to identify solutions that provide cross-functional area support.

#### Table 1: OCDO Roles and Responsibilities

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| --- |
| ***Notes on completing this table:***  The following table would need to be tailored specifically to the OCDO structure that was 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 composing this document.*** |

|  |  |  |
| --- | --- | --- |
| **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 manual movement of data * Assess and prioritize data asset value within the functional area for analysis and reporting purposes and 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 assist in determining 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

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| ***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 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.  With the Advisory Group can also be Communities of Practice based on functional interests within an agency. Communities of practice 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 composing this document.*** |

Data governance is not implemented or managed in isolation; it requires a robust support structure surrounding the OCDO that is able to 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 are intended to 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**

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#### 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. For more specific information, see Appendix A - DGSC Charter. During the OCDO establishment phase, the DGSC will provide additional guidance, resource direction, and oversight for foundational data governance activities. Examples include the development and dissemination of 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 the effectiveness of OCDO activities 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]). Meetings will be chaired by the CDO, per OMB M-19-23. It is anticipated that the DGSC will meet on a quarterly basis.

#### Data Governance Advisory Group (DGAG)

The Data Governance Advisory Group (DGAG)[[10]](#footnote-9) core responsibility is to support and elevate [agency]’s lifecycle data management needs to the DGSC for resourcing decisions. Additionally, it will continue to serve in a key advisory role across the various enterprise data governance components, providing feedback and recommendations from strategic priorities down to tactical implementation processes. The DGAG will assist the CDO and DGSC in identifying and prioritizing data governance needs, data tool and application needs, and ensuring effective implementation of enterprise-wide policies and procedures, especially in accordance with the designated functional areas. This includes identifying challenges in the practical application of policies and procedures that may not be readily apparent to members of the OCDO, through close collaboration with Data Stewards. It is anticipated that 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 Advisors**

Data stewards are comprised of [agency] data owners, system owners, and data analysts that have an extensive understanding of [agency] subject matter data domains. The Stewards will represent their program areas in the DGAG and be responsible for providing 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. It is anticipated that the Data Stewards will meet on at least a quarterly basis, and occasionally on an ad hoc, as-needed, basis to ensure successful implementation of policies and procedures.

## 5.3 Data Governance Communication Plan

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| ***Notes on completing this section:***  This section is optional for all agencies. It was designed to provide 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 composing this document.*** |

Efficient operation of the OCDO relies upon clear communication pathways within the OCDO and across the aforementioned entities. Communication pathways support designated reporting structures, enhance collaboration, and ultimately produce quality outcomes. Succinctly stated, 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, and support the CDO in carrying 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)*
  + Engage in a feedback loop with 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 recommend 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 are sufficient 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, and ensure successful implementation of policies and procedures by Data Stewards, with assistance from the DGAG
  + Present advanced analytics, data visualization, and/or data quality proposals to the DGSC
* *DGSC*
  + Collaborate with the CDO to establish strategic priorities, make business decisions, oversee progress, and assist with issue resolution
  + Review and assess lifecycle data management needs identified by the DGAG
  + Discuss and vote upon advanced analytics, data visualization, and/or data quality proposals

# 6. Critical Success Factors

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| ***Notes on completing this section:***  This section is highly customizable and relies on the mission, vision, and authorities/functions laid out by the OCDO. It should include both short-term and long-term success factors and should be kept in alignment with mission goals as they shift over time.  These factors should also be measurable and easily facilitate a KPI dashboard or other progress tracker to demonstrate the effectiveness of the new office to the organization as a whole. Ultimately, these success factors should be driven by business or customer need, and should entice the broader organization to leverage the CDO as a productive resource.    ***Delete this note when you have finished composing this document.*** |

Success of the OCDO depends upon a multitude of 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 twelve 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:

* Undertake the reorganization process to integrate the OCDO into the Office of Policy Development and Research
* Through a combination of research, deliberation and iterative drafting, [agency] submits a comprehensive OCDO establishment package to Congress for review and approval for FY 2021
* [Agency] creates the DGSC, drafts and approves a corresponding charter, identifies necessary members, and requests participation based on current involvement in data governance related work and areas of expertise
* After strategic planning and development, [agency] communicates the OCDO proposal and corresponding implications around the use and management of data enterprise-wide
* During the Congressional review process, [agency] provides robust and timely responses to Congressional inquiries and requests for additional documentation
* [Agency] adheres to OMB guidance related to Evidence Act, as well as the Action Steps and deadlines identified in the 2019-2020 Federal Data Strategy Action Plan

Within twelve months of OCDO establishment:

* CDO and technical team meet with [agency] senior executives and Program Office data stewards to gain a thorough understanding of the challenges and obstacles related to the use and management of data as a strategic asset
* OCDO develops a comprehensive assessment of data-related challenges and presents it to [agency] senior leadership along with a strategic plan to overcome those challenges
* OCDO assesses data standards currently implemented across the enterprise and constructs a roadmap to further advance data standardization implementation
* CDO collaborates with [agency] leadership and the Office of General Counsel to prioritize data governance requirements as described in Evidence Act and establish strategies for implementation
* CDO designates the Office’s additional workstreams (e.g. support of data visualization and advanced analytics) and establishes strategies to gain executive level buy-in and prioritize corresponding work
* OCDO creates KPIs to quantifiably measure progress related to data governance and other workstreams, and articulate its business value to [agency] leadership

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# APPENDIX A: CDO Authorities and Responsibilities from Evidence Act

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| ***Notes on completing this section:***  Fill this table out based on the functions, authorities, and responsibilities as defined in [Section 4](#_dpprtl5bn34t). This table is meant to provide a statutory foundation for all work being done by the OCDO.    ***Delete this note when you have finished composing this document.*** |

The table below shows the mapping of Evidence Act statutory requirements to CDO authorities and responsibilities as outlined 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 |  |

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# APPENDIX B: Acronyms

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| ***Notes on completing this section:***  Update the table below to include any additional agency-specific or other acronyms that have been included in the charter and remove any that are no longer necessary. At a minimum, the agency’s acronym and full name should be added.    ***Delete this note when you have finished composing this document.*** |

The table below provides the acronym and complete term relevant to the content presented within this document.

#### Table B`1: 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

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

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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 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)