Introduction

Chief Data Officer's Council Survey - Fall 2024

Thank you for participating in the CDO Council's 2024 survey of its members. This survey is designed to help the Council address questions that our community has about ourselves as we learn more about how our situations as CDOs compare across government. We are expanding upon last year's survey and added a special topic on Enterprise Analytics. There are a total of **49** questions covering seven topics.

1. Your Position
2. Your Experience
3. Demographic Information
4. CDO Role in your Organization
5. CDO Office Structure and Responsibilities
6. CDO Support and Resources
7. Special Topic - Data Strategies Support of Artificial Intelligence (AI) Strategies

Please answer as comprehensively as you can, and complete the survey by **Tuesday, October 15th.** If you have any questions, please contact cdocstaff@gsa.gov.

Note – In addition to being made publicly available, anonymized responses will also be shared for academic research on public sector CDOs. We will remove identifying information (such as agency and CDO names) from any raw or aggregate data that we make available.

1. Name   *Response required

First Name

Last Name

2. Are you in a CFO Act Agency? ([List of CFO Act Agencies](#))

○ CFO Act Agency
○ Non-CFO Act Agency
○ Unsure

3. Please select the agency where you work.   *Response required

Note: If your agency is not correctly displayed in the agency dropdown list above, please select "Other" to respond. Also, notify us at cdocstaff@gsa.gov and we will work to display your agency correctly.

3a. If your responded "Other" for your agency, please provide your agency name.

Section 1 - Your Position

4. Are you the Chief Data Officer for your agency?

○ Yes
○ No

5. What is your official title?

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[                                                                    ]
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6. Is the CDO role your primary responsibility?

○ Yes
○ No

7. Are you serving in this position in an interim or acting capacity?

○ Yes
○ No

7A. If so, how long have you served in an interim or acting capacity?

○ 0 - 6 months
○ 6 months - 1 year
○ 1 year - 18 months
○ 18 months - 2 years
○ Over 2 years

8. In addition to your CDO role, please select the other official titles that you have (Check all that apply):

- [ ] Chief Information Officer (CIO)
- [ ] Chief Information Security Officer (CISO)
- [ ] Senior Agency Official for Privacy (SAOP)
- [ ] Senior Agency Official for Records Management (SAORM)
- [ ] Senior Agency Official for Geospatial Information (SAOGI)
- [ ] Geographic Information Officer (GIO)
- [ ] Responsible Official for Artificial Intelligence (See section 8 of EO 13960 of 12/3/2020)
- [ ] Chief Artificial Intelligence Officer (See EO 14110 of 10/30/2023)
- [ ] Evaluation Officer (EO)
- [ ] Statistical Official (SO)
- [ ] [_____] Other
- [ ] No other positions

8A. If you are from a non-CFO Act Agency, which of the following roles has your agency assigned to a particular person (Check all that apply):

- [ ] Chief Information Officer (CIO)
- [ ] Chief Information Security Officer (CISO)
- [ ] Senior Agency Official for Privacy (SAOP)
- [ ] Senior Agency Official for Records Management (SAORM)
- [ ] Senior Agency Official for Geospatial Information (SAOGI)
- [ ] Geographic Information Officer (GIO)
- [ ] Responsible Official for Artificial Intelligence (See section 8 of EO 13960 of 12/3/2020)
- [ ] Chief Artificial Intelligence Officer (See EO 14110 of 10/30/2023)
- [ ] Evaluation Officer (EO)
- [ ] Statistical Official (SO)

Section 2 - Your Experience

9. How many years have you been in your current position?

○ Less than 1 year
○ At least 1 year but less than 3 years
○ At least 3 years but less than 5 years
○ At least 5 years but less than 10 years
○ 10 years or more

10. How many years have you been with this organization?

○ Less than 1 year
○ At least 1 year but less than 3 years
○ At least 3 years but less than 5 years
○ At least 5 years but less than 10 years
○ 10 years or more

11. How many years have you been in the public sector (e.g., federal, state, local, tribal governments)?

○ Less than 1 year
○ At least 1 year but less than 3 years
○ At least 3 years but less than 5 years
○ At least 5 years but less than 10 years
○ 10 years or more

12. How many total years of your career have been in the role of a CDO?

○ Less than 1 year
○ At least 1 year but less than 3 years

○ At least 3 years but less than 5 years
○ At least 5 years but less than 10 years
○ 10 years or more

13. How many total years of your career have been focused on data and analytics?

○ Less than 1 year
○ At least 1 year but less than 3 years
○ At least 3 years but less than 5 years
○ At least 5 years but less than 10 years
○ 10 years or more

14. In your current position, have you participated in any training opportunities around data governance or data management?

○ Yes
○ No

14A. Please list the name, organization and duration (length of time) of your training? For multiple events, please separate by a semi-colon (;).

15. In the past two years, have your federal staff been provided opportunities to participate in any training opportunities around data governance or data management?

○ Yes
○ No

15A. Please list the name, organization and duration (length of time) of your training? For multiple events, please separate by a semi-colon (;).

[ ]

Section 3 - Demographic Information

16. How would you describe your gender?

○ Female
○ Male
○ Non-binary
○ Prefer not to specify

17. How would you describe your racer? (Select all that apply)

☐ **American Indian or Alaska Native** (For example, Navajo Nation, Blackfeet Tribe of the Blackfeet Indian Reservation of Montana, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo CommunitY, Aztec, Maya, etc.)

☐ **Asian** (For example, Chinese, Asian Indian, Filipino, Vietnamese, Korean, Japanese, etc.)

☐ **Black or African American** (For example, African American, Jamaican, Haitian, Nigerian, Ethiopian, Somali, etc.)

☐ **Hispanic or Latino** (For example, Mexican, Puerto Rican, Salvadoran, Cuban, Dominican, Guatemalan, etc.)

☐ **Middle Eastern or North African** (For example, Lebanese, Iranian, Egyptian, Syrian, Iraqi, Israeli, etc.)

☐ **Native Hawaiian or Pacific Islander** (For example, Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marsha/Iese, etc.)

☐ **White** (For example, English, German, Irish, Italian, Polish, Scottish, etc.)

18. What is the highest level of education that you have completed?

○ High School
○ Bachelor
○ Masters
○ PhD or other terminal degree

19. What was your field of study?

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20. Do you have other professional data and analytics certifications?

○ Yes
○ No

CDOs in Their Organizations

Section 4 - CDO Role In Your Organization

21. About how long has the position of the CDO existed within your organization?

○ Less than 1 year
○ At least 1 year but less than 3 years
○ At least 3 years but less than 5 years

○ At least 5 years but less than 10 years
○ 10 years or more
○ Unsure

22. Who do you report to as CDO in your current agency structure? (Check all that apply)

☐ Head or Deputy Head of Agency
☐ Chief of Staff
☐ Head of Management
☐ Performance Improvement / Strategic Planning
☐ Chief Information Officer
☐ Chief Technology Officer
☐ Chief Operating Officer
☐ Chief Financial Officer
☐ Does not report internally
☐ Unsure
☐ [   ] Other

23. Does your agency have plans to change the reporting structure for the CDO?

○ Yes
○ No
○ Unsure

24. What is the current OPM series for your position as a CDO?

[   ]

25. What is your current GS-level or equivalent?

[dropdown ▼]

26. Is there a separate Chief Analytics Officer / executive analytics role in your organization?

○ Yes
○ No

27. Do you have subcomponent CDOs at your agency?

○ Yes
○ No

27A. If your agency has subcomponent CDOs, to whom do they report in the subcomponent's structure? (If different subcomponents have different structures, check all scenarios that apply.)

☐ Head or Deputy head of sub-component
☐ Chief of Staff
☐ Head of Management
☐ Performance Improvement / Strategic Planning
☐ Chief Information Officer
☐ Chief Operating Officer
☐ Chief Technology Officer
☐ Does not report internally
☐ Chief Financial Officer
☐ [   ] Other
☐ Unsure

27A. Are you planning to establish subcomponent CDOs?

○ Yes
○ No

CDO Office Structure and Responsibilities

Section 5 - CDO Office Structure and Responsibilities

28. My CDO Office operates as a:

○ Central data team
○ Center of Excellence (CoE) to a larger group
○ One person CDO Office
○ [   ] Other

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

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Data Governance	○	○	○	○
Data Strategy	○	○	○	○
Data Policy	○	○	○	○
Data Architecture	○	○	○	○
Data Integration	○	○	○	○

30. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Open Data	○	○	○	○
Information Collections/Paperwork Reduction Act	○	○	○	○
FOIA	○	○	○	○
Records Management	○	○	○	○
eDiscovery	○	○	○	○

31. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Data Engineering	○	○	○	○
Data Quality Management	○	○	○	○
Data Manipulation/ETL	○	○	○	○
Data Modernization	○	○	○	○
Data Infrastructure	○	○	○	○

32. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Geospatial Data	○	○	○	○
Data analytics	○	○	○	○
Data Visualization	○	○	○	○
Artificial Intelligence (AI)	○	○	○	○

33. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Privacy	○	○	○	○
Evaluation	○	○	○	○
Information Security	○	○	○	○
Research	○	○	○	○
Operations Research	○	○	○	○

34. What responsibility do you have in the following areas:

	Primary Accountable Official	Manager Responsibility	Partner	No Practical Responsibility
Data Evangelism	○	○	○	○
Ambassador (for data sharing, evidence based policy making, data culture)	○	○	○	○
Data Monetization	○	○	○	○
Data Skills Development	○	○	○	○
Metrics Consulting (i.e. developing KPIs and measurement aspects of strategic planning)	○	○	○	○

35. Does the organization have Key Performance Indicators (KPI) or other Performance Measures for the CDO Office?

○ Yes
○ No

35A. Would you be willing to hare your Key Performance Indicators (KPI) or other Performance Measures with the CDOC?

○ Yes
○ No

36. What do you view as the greatest obstacle(s) to using data to support your agency's mission? (Check all that apply):

☐ Data Governance Challenges
☐ Data Management Deemed not Relevant or Useful
☐ Limited Staff Skills or Workforce Hiring Challenges
☐ Knowledge Management
☐ Technological Barriers
☐ Limited Data Access/Sharing
☐ Limited Training
☐ Lack of Direct Funding
☐ Privacy or Security Concerns
☐ Limited leadership support
☐ Cultural barriers
☐ [   ] Other
☐ None

37. Which of the following factors would have the greatest impact on your success? Please rank the below options from 1 = Most Impactful to 6= Least Impactful.

Organizational Support

Additional Directed Funding

Additional Staff

Additional Training

More/Better Data

Other [   ]

38. What are the current goals of your agency's CDO role or data team? (Check all that apply)

- ☐ To Better Inform Strategic Priorities
- ☐ To Identify New Opportunities
- ☐ To Ensure Legal/Regulatory Compliance
- ☐ To Ensure Data Quality/Accuracy
- ☐ To Support Agency Data Infrastructure
- ☐ To Provide Data to the Public
- ☐ To build data culture and greater use of data
- ☐ To facilitate enterprise perspective and collaboration through data
- ☐ [   ] Other

39. What data does your agency's CDO role or data team fundamentally work with? (Check all that apply)

- ☐ Administrative Data
- ☐ Operational Data
- ☐ Statistical Data
- ☐ Scientific Data
- ☐ Geospatial Data
- ☐ Imagery
- ☐ Unstructured Data
- ☐ Mission Data
- ☐ Commercially Acquired Data
- ☐ AI/ML generated data (e.g., vector database, OCR outputs, etc.)

CDO Support and Resources

Section 6 - CDO Support and Resources

40. What type of support do you have to undertake the functions of a CDO? Please provide the number of FTE for each category that applies.

FTE's reporting to you?

Contractors?

Detailees?

Internal stakeholder staff you can leverage? (i.e. communities of practice and collaborative data roles in other organizational units)

Other Support? Please list

If you have no support, indicate "No Support" here

41. Do you currently have any unfilled positions for data talent to support your CDO role?

How many Federal positions (if any)?

How many Contractor positions (if any)?

☐

42. Does the CDO Office contain both business and technical people?

○ Yes
○ No

43. Has your agency hired consultants or other outside groups to perform any of the following? (Check all that apply)

☐ Establishing CDO Office
☐ Data Maturity Assessment
☐ Data Inventory Development
☐ Data Skills Assessment
☐ Data Skills Development
☐ Data Strategy
☐ Data Architecture
☐ Data Engineering
☐ Data Operations
☐ Data Analytics
☐ Data Product Design
☐ Data Visualizations
☐ Dashboards
☐ [   ] Other
☐ None

Special Topic - Data Strategies support of AI Implementation

Section 7 - Data Strategies support of AI Implementation

Following the publication of Executive Order 14110 on the Safe, Secure, and

Trustworthy Development and Use of Artificial Intelligence and Memorandum M-24-10 on Advancing Governance, Innovation, and Risk Management for Agency Use of Artificial Intelligence, federal agencies are swiftly developing policies and guidelines for the use of large language models (LLMs) and artificial intelligence (AI).

Federal Data Strategies support AI strategies through a comprehensive coordinated approach that ensures data quality, accessibility, and security. Some key areas where federal data strategies can align with and bolster AI initiatives include:

- Data Governance
- Data Accessibility
- Data Quality and Integrity

44. Which of the following options best describes your agency's approach to its data strategy in relation to an AI strategy?

○ There is no collaboration between data and AI strategy teams.
○ Collaboration between teams is minimal and ineffective.
○ There is some collaboration, but it lacks consistency and depth.
○ Teams regularly collaborate to align data strategy with AI strategy.
○ There is strong collaboration, ensuring that data strategy and AI strategy are fully aligned.

45. Which of the following options most closely reflects your Agency's approach to orchestrating data strategies into broader AI strategies?

○ There is no connection between my data and AI strategies.
○ My data strategies are somewhat disconnected from my AI initiatives.
○ I see some alignment, but it is not robust.
○ My data strategies play a significant role in shaping my AI strategies.
○ My data strategies are foundational to all my AI strategies.

46. Which of the following statements most closely aligns with your approach to ensuring your data strategy is postured to meet the demand of LLM and AI tools?

○ I have not assessed my data strategy in relation to LLM and AI tools.
○ I have made minimal assessments regarding LLM and AI tools in my data strategy.
○ I have conducted some assessments, but actions are limited.
○ I regularly assess and update my data strategy for LLM and AI tool demands.
○ I continuously evaluate and adapt my data strategy to fully support LLM and AI tools.

47. How do you envision the future of data management in relation to LLMs or AI within your agency? (Select all that apply.)

☐ "AI will enable real-time data processing and analysis, revolutionizing decision-making."
☐ "AI-driven automation will optimize data cleaning and preprocessing tasks."
☐ "AI-powered predictive analytics will forecast trends and enhance strategic planning."
☐ "AI algorithms will enhance data security by detecting and responding to threats proactively."
☐ "AI will facilitate personalized data-driven insights, improving customer experiences."
☐ "AI-driven data governance will enforce compliance and ethical standards more effectively."
☐ "The rapid implementation of AI tools will highlight opportunities to improve data management practices."
☐ "AI will enable coding and debugging among data scientists and adjacent roles"

48. How are you leveraging existing CDOC artifacts and WGs to ensure data maturity to support AI requirements?

No Engagement: I do not engage with CDOC artifacts or WGs.	Minimal Engagement: I have minimal involvement with CDOC artifacts and WGs.	Occasional Use: I use CDOC artifacts occasionally and participate in WGs as necessary.	Regular Collaboration: I regularly collaborate with WGs and utilize CDOC artifacts to enhance data maturity.	Deep Integration: I deeply integrate CDOC artifacts and collaborate with WGs to support AI initiatives.
○	○	○	○	○

49. How can the CDOC better support your data efforts to meet the demands of AI? (Select All That Apply)

☐ Share best practices and case studies related to data management and AI.

☐ Organize regular workshops or meetings to share insights.

☐ Facilitate platforms for cross-functional teamwork.

☐ Create a centralized repository for all relevant AI Strategy artifacts.

☐ Support pilot projects to test innovative AI applications.

☐ Partner with procurement to develop baseline criteria and requirements for vendors

☐ [_____] Other (Please clarify below)

☐ No recommended actions at this time.