



Commerce Data Governance Board FY 2023 Action Plan

Innovation for America's Data Agency



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Introduction

Secretary Raimondo’s vision for the Commerce mission is “to foster good-paying jobs, to empower the innovation and growth of entrepreneurs, and to support the competitiveness of American workers and businesses.” Data is critical for the fulfillment of this mission. At Commerce, the bureaus provide key data, products, and services necessary to support commerce and constitutional democracy through the promotion of widespread broadband access, sustainable economic development, and growth of minority-owned businesses, as well as critical climate information, weather prediction, monitoring of fisheries health, and disaster response.

Commerce is the authoritative source for datasets that will play a prominent role in addressing climate change, racial inequality, and economic recovery from the impact of COVID–19, as well as sustaining economic growth and job creation as the nation transitions from carbon-based energy sources to renewable energy. To deliver on these vital mission objectives, Commerce data must remain comprehensive, consistent, credible, and as widely accessible as possible while maintaining privacy and confidentiality.

The Commerce Data Strategy, published in August 2021, describes the vision, scope, goals, and objectives for establishing a foundation to effectively manage, share, and maximize the value of Commerce data assets. The Strategy’s five goals (abbreviated below) are broadly applicable across the breadth of mission areas that constitute Commerce, and the objectives provide further insight into strategies for successful implementation:

- **GOAL 1: Data Governance** – Govern and manage data as a strategic asset
- **GOAL 2: Data Access** – Enable more efficient data access and analysis
- **GOAL 3: Data Ethics** – Promote appropriate data use and equitable access
- **GOAL 4: Data Skills** – Cultivate a modern data skills workforce
- **GOAL 5: Data Collaboration** – Coordinate collaborative data innovation

Through the Strategy and this FY 2023 Action Plan, Commerce aspires to demonstrate leadership as “America’s Data Agency” by improving data governance, promoting equitable access and responsible data use, amplifying coordination of data-related activities, and fostering a culture of learning to spur innovation throughout the Department. This Action Plan serves as a roadmap for implementation of the Commerce Data Strategy for FY 2023.



Oliver Wise, Chief Data Officer, U.S. Department of Commerce

The Role and Strategies of the Chief Data Officer and the CDGB

The role of the chief data officer (CDO) is to accelerate the value derived from Commerce data for driving intelligence within the Department, the whole of government, and our stakeholders nationwide. Through the work of the Commerce Data Governance Board (CDGB) we execute the following “plays” to unblock barriers to scale and reduce marginal costs for innovation.

Siloed → **Coordinated**

By aligning around common efforts across bureaus, we uncover ways to scale and replicate innovations with less effort.

Bespoke → **Standardized**

By working towards greater adherence to data and metadata standards, we promote data interoperability, interpretability, and machine readability.

Manual → **Automated**

By identifying opportunities for streamlining processes and eliminating manual work, we build greater capacity for high value work.

This FY 2023 Action Plan articulates the tactical priorities for CDGB and the CDO for the next fiscal year (FY). In arriving at this Action Plan, the following principles were considered:

- The Action Plan is grounded in an analysis of the current strengths and weaknesses of the data ecosystem of the Department, as well as an assessment of the data-related strengths, weaknesses, opportunities, and threats to the department (SWOT analysis). This SWOT analysis was developed from March to May 2022.
- The Action Plan items all support mission-critical policy priorities that align with the DOC Strategic Plan. No data governance activity is an end in itself; it should advance business objectives.
- The Action Plan also aligns to the Federal Data Strategy and the Commerce Data Strategy (FY 2021–24) and in doing so, advances the long-term data maturity of the Department.
- The Action Plan is concise set of priorities, not a wish list of to-dos. Therefore, we restricted the number of action items to five.
- All items in the Action Plan are Department-wide in nature.

FY 2023 Action Plan Details

PRIORITY 1

Develop Methodology and Data Standards to Calculate Department-Wide Metrics

Motivating use case	Facilitate the business analytics and evaluation of IJJA- and ARPA-funded programs across the Department.
Deliverables	<p>Report with recommendations on:</p> <ul style="list-style-type: none"> • Methodologies for calculating Department-wide outcome metrics of IJJA- and ARPA-funded program described in appendix 5 of the DGWG report • Identified data • Recommended data standards to be maintained by bureaus to allow for linkage with Census data
Accountable party	CDGB Metrics Working Group. Co-chairs: Barbara Downs, Ph.D. (Census) and Nancy Ritchey (NOAA)
CDGB plays	<ul style="list-style-type: none"> • Siloed → Coordinated • Bespoke → Standardized
DOC Strategic Plan alignment	<ul style="list-style-type: none"> • 2.1 – Drive equitable, resilient, place-based economic development and job growth • 2.4 – Expand affordable, high-quality broadband to every American • 3.2 – Strengthen coastal resilience and advance conservation and restoration of lands and waters for current and future generations • 4.1 – Implement evidence-based decision making within DOC to increase program and policy impact
DOC Data Strategy alignment	Govern and manage data as a strategic asset
Federal Data Strategy alignment	<ul style="list-style-type: none"> • 20 – Leverage data standards • 25 – Coordinate federal data assets

PRIORITY 2

Develop Guidance and Tools to Facilitate Measurement of the Underserved

Motivating use case	To advance the objectives laid out in the DOC Equity Action Plan, the Department needs to develop measures that allow for an equity lens in DOC programming.
Deliverables	<ul style="list-style-type: none"> • Monthly equitable data labs to develop community of equitable data practitioners • Equitable data playbook with best practices in applying data to advance equity goals
Accountable party	CDGB working in concert with the DOC Equity Council Measures Committee (chaired by Oliver Wise)
CDGB plays	<ul style="list-style-type: none"> • Siloed → Coordinated • Bespoke → Standardized
DOC Strategic Plan alignment	<ul style="list-style-type: none"> • 2.1 – Drive equitable, resilient, place-based economic development and job growth • 4.3 – Improve Commerce data usability and advance ethical, responsible, and equitable data practices
DOC Data Strategy alignment	Enable more efficient data access and analysis
Federal Data Strategy alignment	<ul style="list-style-type: none"> • 17 – Recognize the value of data assets

PRIORITY 3

Pilot Strategic, Department-Wide Acquisition of High-Value Commercial Supply Chain Data

Motivating use case	<p>Supply chain management and industrial policy need to be informed by granular, current data. Data generated and sold by the private sector is often needed to complement existing public-sector data.</p> <p>In order to efficiently obtain and make use of this data, DOC will pilot the strategic acquisition of key, high-value commercial data through enterprise-wide acquisition vehicles. Without these vehicles, bureaus risk duplicative, costly purchases without the ability to share data across the enterprise.</p>
Deliverables	<ul style="list-style-type: none"> • Department-wide solicitation for supply chain data
Accountable party	CDGB Commercial Data Working Group
CDGB plays	<ul style="list-style-type: none"> • Siloed → Coordinated
DOC Strategic Plan alignment	<ul style="list-style-type: none"> • 1.1 – Revitalize U.S. manufacturing and strengthen domestic supply chains • 1.2 – Accelerate the development, commercialization, and deployment of critical and emerging technologies • 4.2 – Modernize economic and demographic statistics to better meet business, policymaker, and community needs
DOC Data Strategy alignment	Coordinate collaborative data innovation
Federal Data Strategy alignment	<ul style="list-style-type: none"> • 37 – Leverage buying power

PRIORITY 4

Facilitate Private Sector Innovation with Public Data Dissemination Through Adherence to Common Data and Metadata Standards

<p>Motivating use case</p>	<p>Recent innovations in artificial intelligence can allow members of the public to utilize widely used search engines to discover insights from public data. However, for these efforts to succeed, DOC data needs to be mapped to schema.org, a commonly utilized data and metadata standard employed to make information readable by the largest search engines and data platforms.</p> <p>If these innovations are supported, Commerce data could be easily discovered and valued by lay Americans, businesses, and state/local government entities. This would lead to an ecosystem like what exists now for weather, but for equity, economic development, climate resilience, and other areas of public concern.</p>
<p>Deliverables</p>	<ul style="list-style-type: none"> • Report with findings from a pilot of publishing select Census data assets in schema.org format.
<p>Accountable party</p>	<p>Pilot with CDO and Census</p>
<p>CDGB plays</p>	<ul style="list-style-type: none"> • Bespoke → Standardized • Manual → Automated
<p>DOC Strategic Plan alignment</p>	<ul style="list-style-type: none"> • 4.3 – Improve Commerce data usability and advance ethical, responsible, and equitable data practices
<p>DOC Data Strategy alignment</p>	<p>Enable more efficient data access and analysis</p>
<p>Federal Data Strategy alignment</p>	<ul style="list-style-type: none"> • 20 – Leverage data standards • 33 – Promote wide access

PRIORITY 5

Coordinate Department-Wide Data Practitioner Recruitment, Professional Development, and Growth

Motivating use case	<p>Hiring and developing data practitioner talent is a major challenge Department-wide. In order to facilitate recruitment of data talent in a highly competitive environment, DOC should recruit talent holistically reaching the broadest possible applicant pool.</p> <p>Similarly, data practitioner professional development is conducted bureau by bureau, resulting in patchwork of disjointed offerings that don't always meet the human capital needs of the Department as a whole.</p>
Deliverables	<ul style="list-style-type: none"> • Maturity assessment • Data practitioner recruitment webpage
Accountable party	<p>CDGB Maturity and Data (MAD) Skills Working Group. Co-chairs: Troy Brightson, PhD (Census) and Karen Sender (NOAA)</p>
CDGB plays	<ul style="list-style-type: none"> • Siloed → Coordinated
DOC Strategic Plan alignment	<ul style="list-style-type: none"> • 5.2 – Optimize workforce and diversity, equity, and inclusion practices
DOC Data Strategy alignment	<p>Cultivate a modern data skills workforce</p>
Federal Data Strategy alignment	<ul style="list-style-type: none"> • 27 – Increase capacity for data management and analysis

Appendix 1 – Acronyms

Acronym	Definition
CDGB	Commerce Data Governance Board
CDO	Chief Data Officer
CFO	Chief Financial Officer
CGSUG	Commerce Geospatial Standards Users Group
CGWG	Commerce Geospatial Working Group
CIO	Chief Information Officer
CLO	Chief Learning Officer
DOC	Department of Commerce
DOI	Digital Object Identifier
EO	Evaluation Officer
FY	Fiscal Year
InnoWG	Innovation Working Group
IPT	Integrated Product Team
IQA	Information Quality Act
IRM	Information Resource Management
IWG	Inventory Working Group
MADSkills	Maturity Assessment and Data Skills Working Group
OCDO	Office of the Chief Data Officer
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OGC	Office of General Counsel
OMB	Office of Management and Budget
OPSP	Office of Policy and Strategic Planning
OPOG	Office of Privacy and Open Government
POC	Point of Contact
PRA	Paperwork Reduction Act
SO	Statistical Official

Appendix 2 – References

References to the supporting policies, legislation, and other guidance documents related to this Commerce Data Strategic Action Plan.

- [Commerce Data Strategy](#)
- [Commerce Geospatial Strategy](#)
- [OMB M-19-18: Federal Data Strategy – A Framework for Consistency](#)
- [Federal Data Strategy 2021 Action Plan](#)
- [Federal Data Strategy 2020 Action Plan](#)
- [Federal Data Strategy Resources](#)
- [Federal Data Strategy Governance Playbook](#)
- [Foundations for Evidence-Based Policy Making Act \(“The Evidence Act”\)](#)
- [OMB M-19-23 – Phase 1, Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agenda, Personnel, and Planning Guidance](#)
- *OMB M-21-XX – Phase 2, Implementation of the Foundations for Evidence Based Policymaking Act of 2018: Open Data Access & Management — PENDING OMB RELEASE*
- *OMB M-21-XX – Phase 3, Implementation of the Foundations for Evidence Based Policymaking Act of 2018: Data Access for Statistical Purposes — PENDING OMB RELEASE*
- [OMB M-20-12 – Phase 4, Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices](#)
- [OMB M-21-27 – Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans](#)
- [OMB M-13-13 – Open Data Policy – Managing Information as an Asset](#)
- [Geospatial Data Act of 2018](#)
- [OMB Information Quality Act \(IQA\) Guidelines](#)



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