Introduction

Data needs the same dedicated focus that technology has enjoyed if we truly want it to achieve its full potential. Now is the time to embrace the next generation in the data journey that must be focused on how to best manage that abundance of data and put it to work for the business.

-- Cathryne Clay Doss, First Appointed Chief Data Officer (CDO) at Capital One, quoted in Aiken and Gorman (2013).\(^1\)

Few would dispute the proliferation of data in both the public and private sectors. Because of this exponential growth, the demand is increasing for a data science professional within each federal agency dedicated to managing and leveraging agency data as assets.

The purpose of this document is to outline the roles and responsibilities needed for such an individual, commonly known as a CDO. However, the CDO cannot act alone and needs support not only from those she/he is reporting to, but also from a team of individuals who have experience in data science. We will discuss the structure and composition of a data science dream team, including individual skillsets that can be useful in supporting each agency’s data mission.

We recognize that different agencies have different structures, missions, functions, and needs. In addition, an agency’s data maturity level may differ and should be considered when determining staffing needs. This document is not intended to be a “one size fits all” kind of guidance. Instead, we wish to convey the options that can be considered in constructing or enhancing a data science team within each agency.

Scope

The roles and responsibilities described in this document pertain to the governance, planning, definition, capture, usage of, and access to data and/or information. The term “data” as used throughout this document may include structured, semi-structured, and/or unstructured data.

In Scope

For the purposes of this document, data is defined as the representation of facts as text, numbers, graphics, images, sound, or video. The following roles that deal specifically with aspects of data are considered within this document:

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1 The Case for the Chief Data Officer: Recasting the C-Suite to Leverage Your Most Valuable Asset by Peter Aiken and Michael Gorman, 2013, page xiv.
• Data stored in databases;
• Data wherever else it may reside and in whatever medium, including paper;
• Data with context (i.e., data translated into information);
• Technical roles that have direct responsibilities for some aspect of data management, which include data collection, metadata generation, data analysis, data modeling, and data architecting; and
• Information management leadership and guidance for appropriately planning for and turning data into useful business information.

Out of Scope

The following roles are excluded from the scope of this document:

• Records management;
• Information security; and
• Data privacy.

CDO Roles

In September 2015, a survey regarding CDOs in government was conducted by the Federal CIO Council Innovation Committee and the Open Data Working Group. A total of 85 individuals from 66 federal agencies responded. Of those surveyed, 44.7% indicated they had a CDO in place at their agency; 45.9% said they did not have a CDO; and 10.6% were not sure whether or not they had a CDO. For those agencies that did have a CDO in place, the primary responsibilities of the CDO were as follows: Data Governance (51.8%), Data Architecture and Technology (37.6%), Data Analytics (38.8%), and Data Strategy (52.9%).

According to the 2016 Chief Data Officer Playbook developed by IBM, there are three primary roles that a CDO can fulfill: (1) Data Management--the care, protection, and governance of data; (2) Analytics—the capabilities needed to analyze that data and create meaningful insights; and (3) Technology—the underlying infrastructure that ingests, moves, and stores the data. A CDO may be responsible for one, two, or all three of these elements depending on the needs of the particular organization.

The position description found at Project Open Data (https://project-open-data.cio.gov/cdo) lists the following key aspects of the CDO role in a government context:

The primary role of the Chief Data Officer is to ensure that the Agency makes timely, high-quality data available to internal and external stakeholders in order to fulfill its mission. The Chief Data Officer’s role is part data strategist and adviser, part steward for improving data quality, part evangelist for data sharing, part technologist, and part developer of new data products.
The Chief Data Officer role shall seek to:

- Manage open government data effort including coordinating how we offer APIs and create public data products.
- Decrease the cost of managing data and increase the value of the data we have.
- Improve how the agency collects, uses, manages, and publishes data.
- Lead the agency efforts to track data collections, data purchases, databases, physical data models, and linkages between data assets.
- Improve data quality and how we measure data quality.
- Ensure data is available, reliable, consistent, accessible, secure, and timely to support the mission and activities of the agency.
- Align and standardize data models.
- Head up Agency-wide data working group.

In *The Case for the Chief Data Officer: Recasting the C-Suite to Leverage Your Most Valuable Asset* by Peter Aiken and Michael Gorman, the authors identify three pillars of data management that should be part of a CDO’s role (page xv):

1. The CDO should be dedicated solely to data asset leveraging,

2. The CDO should be unconstrained by an IT project mindset, and

3. The CDO should be reporting directly to the business.²

**Organizational Structure and Reporting**

While the question of who the CDO reports to is a topic of debate in both the private sector and public sector, the most critical factor is that the CDO maintains close, collaborative relationships with all executive-level officers, IT, and business units of the organization. A survey conducted by IBM of private-sector companies who have CDOs discovered that 34% of private-sector CDOs report to the CEO, 31% are integrated within the organization’s IT department, and 34% report to another business or functional unit within the organization.³

In the government survey regarding CDOs conducted in 2015, which was a mixture of respondents from agencies who did have a CDO and those who did not have a CDO, 38.8% indicated that their CDO reports to the CIO, 5.9% indicated that their CDO reports to the CTO, 3.5% said their CDO reports to the COO, and 7.1% said their CDO reports to the Agency Head. Just over 34% indicated that their CDO reports to some “Other” department or division,

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² *The Case for the Chief Data Officer: Recasting the C-Suite to Leverage Your Most Valuable Asset* by Peter Aiken and Michael Gorman, 2013, page xv.
including: Deputy Assistant Secretary; Office Director; Head of Management Bureau; Assistant Administrator, Bureau for Management; Office of Administration; Administrative Data Division; Associate Director for Administration; and Assistant Secretary for Policy and Planning.

Reporting Considerations

When determining where to locate the CDO and Data Team, there are several considerations. Regardless of where in the organization the CDO and/or Data Team are housed, you will need financial resources with which to fund the operation. In addition, it is essential to have some manner of autonomy and to ensure that there is a direct connection with the business side as well as the IT side for the CDO to effectively function. It is frequently the case that in order to get secure funding, the CDO shop has to be placed inside another shop, whether that is the OCIO or another department.

If the CDO and Data Team are housed within another shop such as the OCIO, there will likely be enough resources to do the work. However, if the OCIO and CDO are not well coordinated, it may be more difficult for data issues to rise to executive-level management.

The bottom line is that data should be considered among the top assets of an organization. Regardless of where the CDO shop is housed and what the line of authority/reporting is, coordination and collaboration are key in order to fully integrate data assets with the mission of the agency. It is also important to note that these reporting lines can be blurred whether you are in the public or private sector.

Regardless of the organizational structure, the CDO and Data Team must have the financial resources as well as the necessary authority and high-level organizational support that are needed for doing the job. The worst-case scenario would be if the CDO is assigned with responsibilities and does not have the authority or resources to fulfill those responsibilities.

CDO Responsibilities

Project Open Data\(^4\) defines the Agency’s CDO role as being the agency’s executive business lead, ensuring that enterprise data is available, reliable, consistent, accessible, secure, and timely to support the mission and activities of the agency. Responsibilities include the following aspects.

Non-technical Responsibilities:

- Establish a behavior of governing and managing data assets using repeatable processes and standardized frameworks.
- Governor for Data Assets.

\(^4\) [https://project-open-data.cio.gov/cdo](https://project-open-data.cio.gov/cdo)
• Principle for Data Management Functions.
• Planner for Data Services.
• Communicator with Senior Leadership.
• Advocate for Data Governance, Data Management, and Data Science across the organization.
• Connector among internal and external data providers and data consumers.

Technical Responsibilities:

• Separate Data from Apps and Systems.
• Expose data as service to enterprise and public.
• Add Semantic Layers to power machine learning.
• Mine the data for new features.
• Enable identity and geography by dataset as a service.
• The CDO works closely with the CIO, CISO, GIO, and agency leadership to ensure data is being developed as a viable resource for current and future needs both inside and outside of specific IT systems.

As the principal Data Steward for the agency, the CDO:

• Works closely with CIO to develop data quality measures and practices to improve the agency’s data and to protect sensitive information.
• Works with the CIO to develop data management policies and practices to support the mission of the agency.
• Decreases the cost of collecting, managing, and sharing data while increasing the value of the data to the agency. Note: In order to achieve cost savings, CDOs must first spend money to establish these processes. The savings will come from repeatable processes, standardized data management, and built-in interoperability at the business layer, data layer, and technical layer. Once these processes have been implemented, the CDO should be able to demonstrate cost savings due to efficiency and effectiveness.
• Develops a team of data practitioners to enable and support a culture of data sharing and repurposing including data scientists, data quality experts, and data architects.
• Has either CIO-Deputy-like full, or dotted-line responsibility, over the DBA functionality of IT to ensure adherence to data standards and speeding data linkages between systems.
• Oversees enterprise entity repository, data catalog, and publishing primary identifiers.
• Oversees the budget and mechanism for managing the data procurement and licensing.
• Provides expertise and consults on all new major data-related or data-intensive initiatives.
• In consultation with CIO decides on products and services and technical architectures that support data in the agency.
• Works to improve search and search experience.
• Oversees bulk data products, API development, metadata standards, and compatibility with emerging web data standards.

As an evangelist, the CDO:

• Reaches out to industry, academics, other branches of government, and the public to promote Agency data and data services; travels to events to promote Agency data.
• Develops collaborations that further development of data products and services that speed communication products and innovations to market.
• Participates in inter-agency activities such as the CIO Council and Federal legal entity identification standardization/interchange efforts.
• Manages Open Government Data activities.

The CDO is responsible for data reform and modernization—how the agency collects, uses, manages, and shares data—toward the stated goal of “fact-based, data-driven decision-making.” This role includes:

• Potentially coordinates the Zero-Based Data Review of all agency collections.
• Ensures that data supports specific policy-related activities.
• Works with stakeholders to plan future data needs.
• Coordinates annual or bi-annual data reviews of the agency data.
• Delivers reports to the Agency Executives on progress with data reform.
• Prioritizes large-scale data projects in conjunction with program owners.

Also, depending on the organizational context, a CDO in the public sector has a strong policy-making function. This includes, but is not limited to:

• Establishes internal agency policies.
• Formulates agency data policy (see examples such as http://maps.bts.dot.gov/transit/ and/or any of the public access to research plans).
• Uses the OMB review process established under the Paperwork Reduction Act (PRA) to monitor or review the content of proposed information collections, including:
  o The determinations regarding public availability of the results of a given information collection.
  o The policy requirements of Section III.1 of the Open Data Policy – to the extent that an information collection will be gathered using electronic means, the CDO should be reasonably assured that it is collected using open and machine-readable formats, follows appropriate standards, and is included in the agency data inventory (if applicable).
The duplication of information across agency or other federal collections.

Executing the Vision

Because the Chief Data Officer role is a newly emerging position in the enterprise and in the public sector, there is flexibility on how to execute for success. The CDO role can be very executive leadership in nature, or it can be very hands-on and inculcating culture and practices by example, or it can be highly technical, managing data resources. Executing depends on the current Agency need and data asset maturity. The vision involves the development of a data team oriented toward the technical and data scientist to envision, prototype, evangelize, implement, and support the data platform distinct from individual IT applications.

Note that while there may be multiple functions depending on an organization's structure and the CDO's particular responsibilities, there should be an overall focus on aligning data with the mission of the agency and the agency's business needs.

Function One – CDO runs IT data operation. One viable path for executing on the vision is for the CDO, depending on the structure of IT going forward, to assume direct supervisory responsibility over all Database Administrator-related assets and manage the entirety of the "data operation" as a single unit. Such a structure would benefit the development of the management of data at the operational level. The principle benefit of this direction is ensuring data value is increased and cost decreased at the IT operational level. The risk of this direction is the day-to-day custodial activities limiting time spent on more speculative and strategic development of data assets.

Function Two – CDO runs IT data "asset" operation. Alternatively, the CDO could interface with IT with a focus more exclusively on data assets that are outside of existing IT systems with of course generous collaboration on data aspects of new systems. The principle benefit would be the focus on data sharing and data reform as a new area but the disadvantage is the arrangement of new resources in a constrained budgetary environment.

One very important consideration to note here is that the notion of the CDO running the entire data operation—as listed in Function One above—depends on the size and nature of the agency. For example, for a Cabinet-level agency, it is unlikely that the CDO will run the entire data management operation. In that case, the CDO might run a portion of data operations, or offer shared services to the entire agency, but there will likely be a federation of responsibilities. Moving down in size and function to the bureau- or component-level agencies, it becomes increasingly likely that a CDO (or Chief Data Steward) will be closer to data operations. In short, quite a few of the decisions around reporting, functions, and responsibilities for the CDO depend on the organizational context.
Who Should Report to the CDO?

The size of a CDO’s team can vary from a single individual to a team of hundreds. Part of what determines the size of the team is the scope of the responsibilities the CDO has.

Like other IT-related areas, the CDO needs some practicing technologists to support the multitude of projects involving specific data components and have sufficient bandwidth to focus on improving linkages between systems and enterprise data assets.

Below is a list of the various roles that a CDO’s team might need to fill depending on the functions of the office. It is crucial to consider the organizational context, agency mission, level of the agency’s data maturity, availability of resources, and scope of work that needs to be done in determining the data staffing needs of the agency. Several of the roles presented below may be filled by the same individual. This matrix of roles is presented purely for example.
<table>
<thead>
<tr>
<th>Position Title</th>
<th>Short Description</th>
<th>Skills</th>
<th>Additional Knowledge</th>
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<tbody>
<tr>
<td>Chief Data Officer</td>
<td></td>
<td>Data governance</td>
<td>Understand technology needed for data management, understand the business mindset, possess innovation skills, logical reasoning, good interpersonal skills, general management skills, data analysis and interpretation skills, data architecture skills, communication skills, leadership skills</td>
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<tr>
<td>Data Scientist</td>
<td>Identifies opportunities to improve organizational outcomes using data, builds and oversees predictive models, and tells stories with data that highlight novel insights</td>
<td>Data collection</td>
<td>Web scraping, HTML, CSS</td>
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<td>Data ingestion</td>
<td>SQL APIs, JSON, XML</td>
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<td>Data cleaning</td>
<td>Data types</td>
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<td>Data visualization</td>
<td>D3, Tableau, etc.</td>
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<tr>
<td>Basic Analysis</td>
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<td></td>
<td>R, Python</td>
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<tr>
<td>Data mining</td>
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<td></td>
<td>Variance analysis, measuring bias, feature normalization, feature selection, feature extraction, clustering analysis, association analysis</td>
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<tr>
<td>Predictive modeling</td>
<td></td>
<td></td>
<td>Same as data modeler + Graph analysis, bootstrap / bagging modeling, boosting methods, ensemble models, Bayesian analysis, neural networks, deep learning</td>
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<td>Position Title</td>
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<tr>
<td>Data Modeler</td>
<td>Uses a variety of data types to build predictive models</td>
<td>Data collection: SQL APIs, JSON, XML</td>
<td>Sampling and survey methods, measuring statistical significance, outlier analysis</td>
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<td></td>
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<td>Data ingestion: SQL APIs, JSON, XML</td>
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<td>Data cleaning: Data types</td>
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<td>Data visualization: R, Python</td>
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<td>Basic analysis: R, Python</td>
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<td></td>
<td>Data mining: Variance analysis, measuring bias, feature normalization,</td>
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<td>feature selection, feature extraction, clustering analysis, association analysis</td>
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<td></td>
<td>Predictive modeling: Regression analysis, time-series analysis,</td>
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<td>classification modeling, assessing model error, assessing model fit /over-fit, model</td>
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<td></td>
<td>validation, optimization modeling</td>
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<tr>
<td>Data Architect</td>
<td>Develop linkages between systems</td>
<td>IT policy/guidelines development, IT project planning and management,</td>
<td>Mastery of, and skill in applying, most of the following: interrelationships of</td>
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<td>IT specialties; the agency's IT architecture; new IT developments and applications;</td>
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<td>emerging technologies and their applications to business processes; IT security</td>
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<td>concepts, standards, and methods; project management principles, methods, and</td>
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<td>practices including developing plans and schedules, estimating resource requirements,</td>
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<td>defining milestones and deliverables, monitoring activities, and evaluating and</td>
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<td>reporting on accomplishments. Ensures the integration of IT programs and services, and</td>
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<td>develops solutions to integration/interoperability issues. Designs,</td>
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<tr>
<td>Position Title</td>
<td>Short Description</td>
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| Data Analyst          | Facilitates data collection and cleaning with some basic analytical skills. Primary drafter and editor of organizational data-related policy. | Data collection: SQL APIs, JSON, XML  
Data ingestion: SQL APIs, JSON, XML  
Data cleaning: Data types  
Data visualization: D3, Tableau, etc.  
Basic Analysis: Excel, R, SQL | develops, and manages systems that meet current and future business requirements and apply and extend, enhance, or optimize the existing architecture. Manages assigned projects. Communicates complex technical requirements to non-technical personnel.  
Sampling and survey methods; measuring statistical significance; regression analysis; time-series analysis; assessing model error |
<p>| Senior Front End Designer/Developer | Make the information products appealing and inspiring                                                                 |                                                                                             |                                                                                                                                                                                                                       |
| Senior Database Administrator | Manage the Enterprise Information Catalog, to assist with proper data documentation and management and to interface smoothly with agency’s DBA                                                                 |                                                                                             |                                                                                                                                                                                                                       |
| Project Manager       | Keep project reporting and contract management in                                                                                     |                                                                                             |                                                                                                                                                                                                                       |</p>
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<tbody>
<tr>
<td><strong>Subject Matter Data Expert (rotational)</strong></td>
<td>Subject matter expert on rotational assignment to infuse the CDO’s team with a strong understanding of the data needs from the business side of the organization.</td>
<td></td>
<td>This individual(s) would have a deep understanding of a specific type of agency data and how that data is collected and managed.</td>
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</table>
Appendix A: Sample Position Descriptions for CDOs
INTRODUCTION

The incumbent serves as Director, Office of Enterprise Data and Analytics (OEDA) and the Centers for Medicare & Medicaid Services (CMS) Chief Data Officer. OEDA is responsible for serving as the single point of accountability and coordination across the agency to ensure consistent implementation of policies related to data release and dissemination, and maximizing CMS data for internal and external users. The Office will also develop and continually update the suite of CMS data and information products and serve as the agency point of contact for external data requests. This effort will enhance the data analytics and management strategies that are being widely promoted through programs by the White House Office of Science and Technology Policy. The incumbent provides leadership and executive direction for the development, management, use, and dissemination of data and information resources as a CMS core function. This executive direction includes leading the office in coordinating the agency's data policies and requirements to ensure their efficient and strategic alignment. The Director oversees all phases of the work in improving access to and use of CMS data and information resources.

MAJOR DUTIES AND RESPONSIBILITIES

Provides executive leadership in support of CMS and Departmental data transparency initiatives

Directs and coordinates the establishment of policies and procedures regarding use and release of CMS data, promoting maximum access to data for internal and external users while maintaining beneficiary privacy and security.

Directs timely research and analysis on Medicare and Medicaid program data to identify geographic and other drivers of variation in cost, utilization and quality. Develops program insights and solutions based on these results to reduce spending and increase quality.

Provides executive leadership for identifying and carrying out projects to enhance Medicare beneficiaries' use of their own data, including next steps for the Blue Button initiative.

Solicits feedback from internal and external users of CMS data and information products to inform ongoing improvements and refinements to the CMS data and information product line.

Provides executive leadership and directions to ensure consistency and efficient implementation of policies related to data release and dissemination.

Directs the implementation of a data services strategy to maximize use of CMS data for internal users, including data warehouses, data sets (e.g. MAX data), business intelligence tools, and staff training.
Provides executive leadership and chairmanship for the Data Governance Board.

Provides executive leadership on the development and implementation of a data services strategy to maximize use of data on all CMS programs for external users, including issue papers, chart books, dashboards, enclave services, limited data sets, public use files, and research identifiable files.

Directs the management of the Research and Data Assistance Center, the Chronic Condition Warehouse and the activities of the Research Data Distribution Center.

Establishes and monitors policies related to charging for data products and services.

Directs the CMS Data Privacy Safeguards Program to ensure compliance with privacy and security requirements of CMS data use policy.

Directs and coordinates the development of a comprehensive data and information product portfolio strategy for CMS, coordinating with appropriate CMS components as necessary. Serves as data product development lead to develop and continually improve the suite of CMS data products.

Oversees design and implementation of CMS IT systems for tracking data disclosures as required under the Privacy Act and HIPAA.

Represents CMS’ interests in data related policy forums, such as the Departmental Data Council, the HHS Health Data Initiative and others.

SUPERVISION AND GUIDANCE RECEIVED

Serves under the general direction of the Administrator/Principal Deputy Administrator, CMS, who provides direction in terms of broad program policies and objectives. Activities are performed independently and review is in term of overall adequacy in the attainment of the objectives of the Office of Enterprise Data and Analytics.

EXECUTIVE LEADERSHIP AND EEO RESPONSIBILITY

Leads in a proactive, customer-responsive manner consistent with Agency vision and values, effectively communicating program issues to external audiences. Ensures financial and managerial accountability by acting with prudence when executing fiduciary responsibilities. Demonstrates high integrity and adheres to the highest ethical standards of public service. Uses effective business practices including balanced measures of results, values, and invests in each employee; emphasizes empowerment and two-way communication.

Fosters collaboration within the agency and the Department and demonstrates a commitment to Departmental initiatives. Takes a leadership role in advocating for and advancing the priorities of the Department. Serves as a role model for leadership by encouraging teamwork and a
collaborative approach. Timely notifies Agency officials of all significant actions and developments, including but not limited to those related to regulatory matters, legislative matters, budget matters, reports, initiatives, and events and ensures subordinate managers do the same.

Exercises leadership to ensure that all programs under his/her direction reflect the principles of workforce diversity in their management and operation in such areas as recruitment and staffing, employee development, staff assignments, and communications. In addition to demonstrating personal commitment to the objectives of workforce diversity, the executive ensures that subordinate supervisors and managers recognize the importance of their diversity enhancement responsibilities and applies principles that will result in an inclusive and diverse workforce. Provides reasonable accommodations needed to best utilize qualified people with disabilities.

OTHER SIGNIFICANT FACTORS

The incumbent maintains a close and confidential relationship with the CMS Administrator, and is expected to be knowledgeable of and an advocate for the philosophy, views, and policies of the Administrator and the Administration.
DIRECTOR, STATISTICS OF INCOME  
ES-1530

INTRODUCTION:

The incumbent serves as Director of the Statistics of Income Division with broad responsibility for the formulation and execution of overall statistical policies and programs of the Service. He/she operates under the general administrative direction of the Director, Research, Analysis and Statistics.

MAJOR DUTIES AND RESPONSIBILITIES:

- Interacts with leaders of major statistical agencies, leaders of statistical components in other agencies and government policymakers who depend on the timely statistics produced by the Service for their information.

- Oversees and directs the administrative functions such as budget formulation, resource allocation, organization of the Division, staffing, and training.

- Plans and monitors efforts specific to the mission of the Statistics of Income Division which includes sample design and statistical processing issues related to the production of statistical data.

- Anticipates and leads change in sample design and statistical processing procedures in response to the changing needs of the Division’s customers.

- Oversees and directs all of the Division’s statistical processing and computing functions located at various IRS facilities throughout the country.

- Directs the production of statistical tables for all levels of management in the Internal Revenue Service as published in the Internal Revenue Service Data Book.

- Directs such periodic studies as taxpayers reporting characteristics, information match studies, and special studies of international activities, etc.

- Directs the preparation of statistical reports for tax legislative analysis and for the financial and economic benchmarks.

- Reviews or establishes standards for the review of all work produced by the Division prior to its release, such as:

  - Annual publications under the title "Statistics of Income" that contain financial benchmark data and analysis of characteristics of taxpayers, based upon returns from individuals, corporations, estates, fiduciaries, partnerships, sole proprietorships, exempt
organizations and international activities.

- Special analyses produced for the Treasury's Office of Tax Analysis, congressional committees, the President's Council of Economic Advisors, and other Government agencies regarding tax and economic developments.

- Statistics prepared for release in various Management Information Reports, the Internal Revenue Service Data Book, the Statistical Abstract of the United States, as well as numerous special studies related to tax administration.

- Advises the staff on various phases of sampling techniques, report content, and general management principles to secure optimum, cost efficient functioning of the Division.

- Provides advice on the adequacy of financial and economic benchmark data, and the development of future programs to officials of the Internal Revenue Service and the Treasury Department, the Office of Management and Budget, the President's Council of Economic Advisers, congressional committees, other Federal Government agencies, State and local governments, research organizations, and business organizations.

- Provides advice on the production by the Division of public tax statistics and on the uses of those statistics by IRS staff and by members of the public.

- Directs the Division's external tax administration research projects conducted through the SOI Joint Statistical Research Program.

- Directs internal research focusing on improvements in statistical processing and the production of statistical data concerning issues related to sampling, weighting, and confidentiality.

- Takes positive steps in support of affirmative action programs and practices sound position management.

**KNOWLEDGE REQUIREMENTS:**

Comprehensive and thorough professional knowledge of statistical techniques and methodology.

Basic knowledge and understanding of macroeconomics and the various systems of national economic accounts.

Knowledge of Federal statistical organizations and functions.
SCOPE AND EFFECT OF WORK:

The work in this position is highly complex and involves planning, development, data analysis, and presentation of financial and economic data derived from tax returns as required by the Internal Revenue Code and operating data for policy and management officials of the Internal Revenue Service and Treasury Department. Data requirements have national significance as a major part of the Federal statistical program and in support of the operating programs of the Internal Revenue Service.

Contacts include all levels of IRS employees and officials, oversight organizations, other government agencies, Members of Congress and their staffs, OMB, Treasury, GAO, TIGTA, professional societies, business organizations, research organizations, and state and local governments.

Negotiation with the Deputy Assistant Secretary (Tax Analysis) and the Director, Office of Tax Analysis, is required to develop work plans and revise priorities for projects. Contacts often involve significant and/or controversial issues, as well as participation in conferences or meetings and presentations intended to gain acceptance of a point of view.

The work affects the successful implementation of the Service's mission and the successful achievement of major programs and goals. Policies and strategies have a major impact on external and internal stakeholders.

RESPONSIBILITY FOR THE WORK OF OTHERS:

Assures ongoing collaboration with internal and external stakeholders to resolve highly complex issues; coordinating, explaining, or justifying IRS policies, procedures, and decisions related to the administration of the SOI. The incumbent proposes Agency policy considerations/decisions; negotiates changes and recommends a course of action to top-level officials and levels of IRS employees and officials, oversight organizations, other government agencies, Members of Congress and their staffs, OMB, Treasury, GAO, TIGTA, business entities and numerous professional associations/groups, state institutions, and other special interest groups.

GENERAL RESPONSIBILITIES:

Health and Safety

Fosters a high profile of the IRS Occupational Safety and Health Program by assuring employee awareness of potential safety hazards, promptly reporting all injuries and effecting corrective actions necessary to eliminate safety and health hazards in the work area.

Fraud, Waste and Abuse

Assures that program and administrative responsibility to minimize fraud, waste and abuse are achieved as prescribed in the Computer Security Act of 1987, OMB Circulars A-123 and A-130, Treasury Directives, and IRS internal control procedures.
Security Awareness

Participates in the administration of the Information Security Program to protect taxpayer data. Ensures a high degree of subordinate employee awareness of and compliance with the need to protect sensitive (e.g., taxpayer, personnel, procurement, etc.) data within or through systems under their control. Ensures the effective delivery of services targeted to assure that all managers and employees are aware of their roles and responsibilities for the protection of data.

Equal Employment Opportunity

Takes positive steps in support of Affirmative Action Programs to further equal employment opportunity without regard to race, color, religion, sex, age, national origin, disability, parental status, sexual orientation or protected genetic information, or other non-merit factors in accomplishing all managerial responsibilities.

Position Management Responsibility

Practices sound position management in assigning work, combining/separating duties, establishing and abolishing positions and in fulfilling other personnel management duties and responsibilities.

SUPERVISION AND GUIDANCE RECEIVED:

The Director, SOI reports to the Director, RAS. The leadership and decisions of the incumbent have far-reaching and significant impact on the success of the IRS in accomplishing its business objectives on improving tax administration, and increasing the confidence of taxpayers in the tax system. The incumbent has the opportunity to formulate policy because the functions of the Division go beyond tax administrative functions of the Service and include the financial benchmark statistics program of the Federal Government. The incumbent’s work performance is reviewed primarily in terms of overall accomplishments. The incumbent is guided by the general objectives of the Internal Revenue Service, the Treasury Department, the Joint Committee on Taxation and the Office of Management and Budget, Office of Information and Regulatory Affairs. Written guidelines include Delegation Orders, Policy Statements, Internal Revenue Code, regulations, and professional statistical manuals. Guidelines rarely cover specific situations, however, but serve as a framework for application to a variety of situations. Considerable judgment and ingenuity are required for specific situations.
Executive Core Qualifications (ECQs)

**Essential**

**Leading Change** — Ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Ability to establish an organizational vision and to implement it in a continuously changing environment.

**Leading People** — Ability to lead people toward meeting the organization's vision, mission, and goals. Ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

**Results Driven** — Ability to meet organizational goals and customer expectations. Ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

**Business Acumen** — Ability to manage human, financial, and information resources strategically.

**Building Coalitions** — Ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve goals.

**Technical/Professional Qualifications**

**Essential**

Comprehensive and thorough professional knowledge of statistical techniques and methodology.

Basic knowledge and understanding of macroeconomics and the various systems of national economic accounts.

Knowledge of Federal statistical organizations and functions.

**Desirable**

Knowledge of tax law administration.
Job Description – Chief Data Officer

Title

Chief Data Officer

Description

The Chief Data Officer’s (CDO) role is to design, plan, monitor, and improve the organization’s Data Management functions. The central objective of this role is to ensure that the organization’s Data Management disciplines are running effectively, and meeting the business’s needs regarding data. With the growing push of data and information being used as corporate assets, serving as integral platforms for generating revenue and competitive advantages, a CDO must be able to understand both the technical points of Data Management, as well as the business drivers and needs regarding data. This individual must be able to understand the “bits and the bytes” related to the organization’s Data Management and develop a strategic plan for the technical space considering the business’s perspective and needs.

Responsibilities

Strategy & Planning

• Participate in strategic and operational governance processes of the business as a member of the senior management team.
• Lead strategic and operational planning for the organization’s Data Management practices, focusing on meeting business needs and requirements through data functions.
• Identify opportunities for the organization to further leverage data and improve its economic, competitive, and operational positioning.
• Develop and maintain the organizational structure of the organization’s Data Management team.
• Create and manage the organization’s data strategy.
• Establish Data Management goals, objectives, and operating procedures.
• Identify cost savings and process improvement opportunities for the Data Management team and the greater business.
• Understand and manage the IT side of the organization’s data analytics operations.
• Review and monitor the organization’s data related technology procurements and resourcing.
• Develop business justifications and cost: benefit analysis for data related spending and initiatives.
• Understand and monitor the regulatory and security requirements for data related to the industry in which the organization operates; ensuring compliance and proper protection occurs.
• Understand the different business requirements for data (marketing, finance, operations, etc.).
• Lead management reviews and opportunity assessment processes that identify improvement opportunities related to: process efficiency, cost savings, business model expansion, and competitive advantages.

Acquisition & Deployment

• Coordinate and facilitate consultation with stakeholders from the business and other sources to define business and process requirements for new technology.
• Approve, prioritize, and control projects and the project portfolio related to Data Management.
• Review hardware and software acquisitions related to data assets.
• Assess and review the new technology opportunities related to Data Management (e.g. the Cloud), and how these will impact the organization’s Data Management operations.
Operational Management

- Ensure continuous delivery of data services, through oversight of service level agreements and performance targets.
- Oversee the end-to-end management of the organization’s data assets (data lifecycle, information lifecycle).
- Ensure data system operations adhere to regulatory compliance standards.
- Ensure data assets in the organization are managed in a secure manner, adhering to security and privacy requirements.
- Keep current with trends and issues within the Data Management space, adapting and transforming the business’s Data Management process and technologies to support further business growth and opportunities.
- Establish controls for ensuring efficient and effective data management functions are performed.

Position Requirements

Formal Education & Certification

- University degree in the field of computer science or business administration. Master's degree in one of these fields preferred.

Knowledge & Experience

- […] years’ experience managing and/or directing a Data Management operation or team.
- […] years’ experience working in the Data Management and information Management spaces.
- Extensive experience with corporate Data Governance.
- Experience in strategic planning and initiative designs.
- Experience or knowledge of the data requirements for [insert industry].
- Strong technical knowledge related to the IT space, particularly in the technology assets related to the business’s IT operations.
- Strong understanding of how different departments (marketing, finance, operations, etc.) will have different data uses and requirements.
- Proven experience in Data Management planning, organization and development.
- Strong understanding of project management.
- Knowledge and experience of DAMA DMBOK and the different disciplines of Data Management.

Personal Attributes

The following items are often sufficient:

- Excellent interpersonal and management skills.
- Excellent written and oral communication skills.
- Self-motivated and action oriented.
- Proven analytical and problem-solving abilities.
- Ability to effectively prioritize and execute tasks in a high-pressure environment.
- Strong customer service orientation.
- Ability to present ideas in business-friendly and user-friendly language.
- Keen attention to detail.

Work Conditions

- 40-hour onsite work week with on-call availability for […] days per month.
- Available to travel as needed.
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This position is established as the Assistant Inspector General and Chief Data Officer (CDO) in the Office for Management and Policy (OMP), Office of Inspector General (OIG), U.S. Department of Health and Human Services (HHS).

The mission of the OIG, as mandated by Public Law 95-452 (as amended), is to protect the integrity of HHS programs, as well as the health and welfare of the beneficiaries of those programs. The OIG conducts its work through a nationwide network of audits, investigations, inspections and other mission-related functions performed by OIG components: the Office of Audit Services, the Office of Counsel to the Inspector General, the Office of Evaluation and Inspections, the Office of Investigations, and the Office of Management and Policy. OIG employs over 1,600 staff located in the Washington, DC/Baltimore, MD area and approximately 75 geographic locations nationwide. The HHS OIG is the largest civilian IG organization within the Federal Government.

This position has responsibility for identifying how data can be used to support the organization’s most important priorities; making sure the organization is collecting the right data; and ensuring the organization is wired to make data-driven decisions. The CDO plans, directs, and implements:

- The OIG's enterprise data strategy and strategic program direction;
- Data governance consisting of policy and standards, data quality, risk management, and the clearance process as part of the Paperwork Reduction Act;
- Data management services ensuring new data set acquisition, integration, dissemination, and lifecycle management;
- Program management, including project management, change management, communications, and training;
- Advisory services, supplying executive direction, subject matter expertise, and data science.

The position reports directly to the Deputy Inspector General for Management and Policy (DIG/MP). The AIG/CDO works cooperatively and in partnership with the Assistant Inspector General for Information Technology (Chief Information Officer) and the Assistant Inspector General for Management and Policy (Deputy Chief Financial Officer) who, along with the DIG/MP comprise the OMP executive team.
Major Duties and Responsibilities

The CDO is responsible for identifying how data can be used to support the organization’s most important priorities; making sure the organization is collecting the right data; and ensuring the organization is wired to make data-driven decisions. In this capacity, the CDO plans, directs, and implements:

- The OIG’s enterprise data strategy and strategic program direction;
- Data governance consisting of policy and standards, data quality, risk management, and the clearance process as part of the Paperwork Reduction Act;
- Data management services ensuring new data set acquisition, integration, dissemination, and lifecycle management;
- Program management, including project management, change management, communications, and training;
- Advisory services, supplying executive direction, subject matter expertise, and data science.

In carrying out these responsibilities:

Serves as a partner across the senior executive team to help develop and execute the OIG’s long-range strategic plans and programs. Builds coalitions across the components, multiple operating divisions, and external partners for key data management activities. Works to evolves agency behaviors and establish new culture norms towards collaboration to meet policy needs in this area.

Creates strategy and policies for improving data quality, enhancing data management practices, integrating data delivery and leading the governance of data management practices and governance.

Improves how OIG collects, uses, manages, and publishes data. Increases the effectiveness and efficiency in managing data, analyzing the value of the data already available, and collaborating across the OIG and Department to share data. Ensures data is available, reliable, consistent, accessible, secure, and timely to support the mission and activities of the OIG.

Develops and implements a data services strategy to maximize use of OIG data for internal users, including data warehouses, data sets, business intelligence tools, and staff training.

Represents OIG at working group forums established by HHS officials, the Deputy Director for Management at OMB, Federal Chief Information Officers and other agency Chief Data Officers, and other partners, to focus on data transparency, accountability, policy and directive participation and collaboration.
Collaborates with the OIG Chief Information Security Officer to ensure OIG-wide data efforts adhere to the Privacy Act; ensuring full analysis of privacy, confidentiality, and security issues.

Responsible for OIG-wide orchestration, policy proposals and adherence towards a formal data governance framework and data life cycle practices to unlock the potential of government data.

Ensures OIG meets all OMB Federal policy and directive Open Data/Open Gov deadlines.

Leading, manages, and coordinates projects, programs, and unique assignment as assigned. Exercise originality; apply diplomacy; and exercise executive-level judgment in formulating solutions to complex strategic issues and in making difficult decisions.

Supervises and provides broad oversight of staff assigned to the Office of the Chief Data Officer. Develops and implements an annual work plan and associated budget, personnel, and contract requirements.

Provides executive direction to the HHS OIG Consolidated Data Analysis Center (CDAC). CDAC provides data analysis, advanced analytics, predictive modeling, and data stewardship to support OIG's health care fraud prevention, enforcement and recovery efforts.

Performs other executive-level duties as assigned.

Knowledge Required

In-depth knowledge of data management and data governance practices is required. The incumbent must exercise sound judgment and possess the ability to apply policy in often novel or precedent setting situations. This position requires a strong academic background quantitative and qualitative analysis, business administration, information technology, or the equivalent.

Leadership/Responsibility for the Work of Others

Leads in a proactive, customer-responsive manner consistent with Agency vision and values, effectively communicating program issues to external audiences. Ensures financial and managerial accountability by acting with prudence when executing fiduciary responsibilities. Demonstrates high integrity and adheres to the highest ethical standards of public service. Uses effective business practices including balanced measures of results, values, and invests in each employees; emphasizes empowerment and two-way communication.

Fosters collaboration across boundaries within the agency and the Department and demonstrates a commitment to Departmental initiatives. Takes a leadership role in advocating for and advancing the priorities of the Department. Serves as a role model for leadership by encouraging teamwork and collaborative approach. Timely notifies Agency officials of all
significant actions and developments, including but not limited to those related to regulatory matters, legislative matters, budget matters, reports, initiatives, and events and ensures subordinate managers do the same.

Exercises leadership to ensure that all programs under his/her direction reflect the principles of workforce diversity in their management and operation in such areas as recruitment and staffing, employee development, staff assignments, and communications. In addition to demonstrating personal commitment to the objectives of workforce diversity, the executive ensures that subordinate supervisors and managers recognize the importance of their diversity enhancement responsibilities. Provides reasonable accommodations needed to best utilize qualified people with disabilities.

Supervision and Guidance Received

The Chief Data Officer serves under the general direction of the Deputy Inspector General for Management and Policy, a senior executive position. The incumbent performs the duties with broad authority, which carries with it the necessary latitude for the exercise of independent judgment. Other than matters of unusual significance or of a precedent-setting nature, the incumbent’s decisions and judgments are not reviewed. The incumbent decides when a particular matter should be brought to the attention of the DIG/MP or PDIG.

Other Significant Factors
Senior Executive Service Evaluation Summary

Director, Office of Enterprise Data and Analytics and Chief Data Officer, Centers for Medicare & Medicaid Services, ES-340

Standards Referenced:
1. OPM Senior Executive Service Desk Guide (Working Draft), December 2014
2. 5USC 3132(a)(2), The Senior Executive Service, Definitions and Exclusions

Background Information: The incumbent serves as the Director for the Office of Enterprise Data and Analytics (OEDA) and the Chief Data Officer for the Centers for Medicare & Medicaid Services (CMS). The Director provides leadership and executive direction for the development, management, use, and dissemination of data and information resources as a CMS core function.

Analysis: In accordance with 5 U.S.C. 3132 (a) (2), before a position can be established in the Senior Executive Service (SES), it must meet both the applicable functional and grade level criteria.

Functional Analysis: The functional criteria require that the incumbent meet one of the following conditions:

- Directs the work of an organizational unit;
- Is held accountable for the success of one or more specific programs or projects;
- Monitors progress toward organizational goals and periodically evaluates and makes appropriate adjustments to such goals;
- Supervises the work of employees other than personal assistants; or
- Otherwise exercises important policy-making, policy-determining, or other executive functions.

The position meets the functional criteria for inclusion in the SES. The position directs a defined organizational unit and is held accountable for accomplishing all assigned programs of the Office. The position is responsible for the establishment of policies and procedures regarding use and release of CMS data, promoting maximum access to data for internal and external users while maintaining beneficiary privacy and security. The position provides executive direction in the coordination of CMS’ data policies and requirements to ensure their efficient and strategic alignment with agency and administration goals.

Incumbent is responsible and accountable for the oversight of OEDA and serves as the single point of accountability and coordination across CMS to ensure consistent implementation of policies related to data release and dissemination. The position oversees timely research and analysis on Medicare and Medicaid program data to identify geographic and other drivers of variation in cost, utilization and quality and directs the development of program insights and solutions based on these results to reduce spending and increase quality. Incumbent provides executive leadership for identifying and carrying out projects to enhance Medicare beneficiaries' use of their own data, including next steps for the Blue
Button initiative, a web-based feature through which patients may easily download their health information and share it with health care providers, caregivers, and others they trust.

The incumbent collaborates with Federal departments and agencies and represents CMS on statistical and data related policy forums, such as the Departmental Data Council, the HHS Health Data Initiative and serves as the chairperson of CMS’ Data Governance Board.

The position directs the work of a professional staff through subordinate supervisors and has managerial responsibilities that constitute 25% or more of the position’s time and meet the requirements specified in the General Schedule Supervisory Guide.

The position also meets the SES Functional Criteria since the position is a key policy advisor to the Director, OEM and the CMS Chief Operating Officer and as such participates fully in the management of the organization and establishment of policies. This position meets all the SES functional criteria outlined in the OPM, SES Desk Guide (Working Draft) dated September 2011.

Series & Title Determination: This position provides executive leadership and direction in the administration of activities required to develop and implement national policies and procedures for CMS’ data release and dissemination, maximizing data access for internal and external users. As such this position has a nationwide impact. The work requires management and executive abilities. These duties match the series definition of the Program Management Series, GS-340 which covers all classes of positions that manage or direct, or assist in a line capacity in managing or directing, one or more programs, including appropriate supporting service organizations.

There are no titles prescribed for the GS-340 series. According to The Introduction to the Position Classification Standards, Section III.H.2., an agency may designate a title as appropriate as long as it communicates an immediate understanding and identification of the position. In keeping with titling practices used for other similar positions in the CMS it is recommended that the position be titled as: Director, Office of Enterprise Data and Analytics.

Comparison to Current SES Positions: Comparison of the Director, OEDA position to similar, established SES positions in other HHS operating divisions likewise supports the allocation of the position to SES status. The position of Director, Data and Systems Group, Center for Medicaid, CHIP and Survey & Certification, CMS and the Director, Information Systems Group, Center for Clinical Standards and Quality, CMS, are currently encumbered by SES. Both of these positions are comparable to subject SES position in SES level equivalence of their key duties and responsibilities.

Conclusion and Recommendation: The duties and responsibilities of this position exceed the GS-15 level. The position requires judgment, discretion, executive knowledge of specific CMS programs, as well as broad managerial expertise. Based upon the preceding analysis, it is recommended that this position be established in the SES as Director, Office of Enterprise Data and Analytics, ES-340.

The proposed position should be designated as General as it does meet the requirements as outlined in 5 CFR 214.402 for Career-Reserved positions.
Position Title: Supervisory Statistician (Principal Deputy Director)
Classification: ES-1530-00
This Version: 3.0
Most Recent Version: 3.0

Position Description

Position Number: ES6072

Introductory Statement: This position is located within the Bureau of Justice Statistics (BJS), Office of Justice Programs (OJP). The incumbent serves as the Principal Deputy Director for BJS and has responsibility to ensure that the Bureau's strategic objectives related to enhancing its statistical infrastructure are coordinated and achieved through the oversight of several BJS substantive statistical program units. The Principal Deputy Director position requires expertise in survey design, implementation and analysis and in the application of this experience to recommend and make strategic decisions about the course of specific substantive statistical programs. The position also requires the capacity to apply management principles and insights to guide the work of substantive statistical program unit heads; these include both personnel management and managing change within an organization that is developing new methodologies to build its statistical infrastructure. The Principal Deputy Director reports to the BJS director and supervises two BJS deputy directors, one who has responsibility for statistical collections and the other for BJS special projects and programs. The Principal Deputy Director coordinates and consults with the Senior Statistical Advisor on matters pertaining to survey design and statistical methodology, and collaborates with the other Deputy Director on operations, planning and policy. The position requires collaboration and coordination with important stakeholders outside of OJP, such as the White House; the Office of the Attorney General; the Office for Management and Budget; Congressional representatives; representatives from the other principal Federal statistical agencies; and representatives from Federal, State, local, and tribal program agencies.

MDAs and Duties for this Position

Oversees National Statistical Programs and Studies 50%

Oversees the administration of and provides technical direction on a variety of national statistical programs and series on crime and the administration of justice. Provides leadership and direction to a professional staff contributing advances in the area of survey and sample design, data collection methodologies, computational statistics, and analytic techniques. Such advances and contributions result in enhanced statistical data and techniques providing a basis for continued research and improved domestic criminal justice policies and programs.

Directs the performance of complex methodological research for the development of new surveys in areas for which data are not available. Develops and approves methodology used for data collection and processing, including oversight of sample design, data collection, imputation/estimation procedures, tabulation, cost management, and quality control.
Directs studies requiring the application and integration of advanced statistical techniques to the field of criminal justice and national justice policy. Directs the development and implementation of short- and long-term plans and activities related to data collection programs and criminal statistics improvement programs.

Oversees and reviews all statistical publications, data releases, and program announcements for accuracy and content ensuring adherence to data quality standards and relevant statistical policy.

Monitors internal and external constituencies to ensure maximum utility of BJS statistical programs to a diverse array of criminal justice practitioners, policy makers in and outside the Federal sector, and related research organizations. Maintains continuing official liaison relationship with BJS data respondents which includes approximately 50,000 unique agencies, offices, and institutions composing the criminal justice system nationwide. This involves demonstrating the added value of voluntary participation in more than 40 separate data collection programs.

Determines the feasibility and technical soundness of concept papers and proposals for specific statistical efforts. Examines statistical and substantive program elements and activities, as well as the implications and relevance of data and/or results acquired; includes developing changes/modifications to proposed projects and precedent activities.

Serves as a recognized authority, expert, and leader in a statistics or related regulatory field of specialization. Develops broad, complex programs or scientific conclusions, opinions, and recommendations that are critical to the agency or field.

Coordinates assigned program activities and operations with those of the Department of Justice and OJP. Provides guidance and technical leadership on the development and application of criminal justice statistics programs and operations throughout the agency.

Maintains liaison with external review organizations including the American Statistical Association, the National Academy of Sciences, and the Federal Interagency Council for Statistical Policy.

Tasks include:
Served as a recognized authority, expert, and leader in statistics or related regulatory field of specialization.

**Supervisory and/or Managerial Responsibilities 25%**

Supervises first line supervisors performing work at the GS-15 levels. Provides administrative and technical supervision necessary for accomplishing the work of the BJS. Through subordinate supervisors, supervises a professional and technical staff engaged in substantive research and statistical program activities. Ensures subordinate managers identify and resolve problems and meet appropriate program deadlines.

Performs the administrative and human resource management functions relative to the staff supervised. Establishes guidelines
and performance expectations for staff members, which are clearly communicated through the formal employee performance management system. Observes workers' performance; demonstrates and conducts work performance critiques. Provides informal feedback and periodically evaluates employee performance. Resolves informal complaints and grievances. Develops work improvement plans, recommending personnel actions as necessary. Provides advice and counsel to workers related to work and administrative matters. Effects disciplinary measures as appropriate to the authority delegated in this area. Reviews and approves or disapproves leave requests. Assures that subordinates are trained and fully comply with the provisions of the safety regulations.

The incumbent is responsible for furthering the goals of equal employment opportunity (EEO) by taking positive steps to assure the accomplishment of affirmative action objectives and by adhering to nondiscriminatory employment practices in regard to race, color, religion, sex, national origin, age, or handicap. Specifically, incumbent initiates nondiscriminatory practices and affirmative action for the area under his/her supervision in the following: (1) merit promotion of employees and recruitment and hiring of applicants; (2) fair treatment of all employees; (3) encouragement and recognition of employee achievements; (4) career development of employees; and (5) full utilization of their skills.

Program and Policy Advice and Guidance 25%

Provides expert advice and guidance on the most challenging problems facing an agency having responsibility for programs of national and international scope and impact. Serves as an authoritative expert in the planning, monitoring, and administration of statistical analyses and studies that resolve unyielding problems for which traditional methods are neither applicable nor easily adaptable.

Advises the Director, BJS on statistical and technical issues related to current and proposed programs/series. Identifies the need for further investigation and program development. Assesses the feasibility of establishing new statistical programs or modifying existing programs to incorporate new data collections.

Advises the Director, BJS on complex regulatory, legal, and public policy implications of sensitive program issues, particularly related to the development and improvement of information systems to foster State participation in national statistical and record-keeping programs.

Serves a key role in the establishment and review of BJS policies and programs. Prepares or directs the preparation of materials and documentation required for Congressional hearings and oversight proceedings and/or specific Congressional, GAO, or OMB inquiries. Directs the preparation of the agency's response to inquiries for sensitive or technical information from department and Administration officials, private organizations, advocacy organizations, criminal and civil justice community, academia, the press, and the general public.
Develops, coordinates, and implements short and long-term plans to improve program policies, practices, methods, and organizational structure. Provides coordination and review of program priorities, changes, new initiatives, and resource allocations.

Assists in the budget development and administration activities of the Bureau including program assessments and evaluations carried out by the Office of Management and Budget and the DOJ Justice Management Division.

Recognized as an expert authority and leader in a statistical or technical area of specialization related to criminal justice statistics. As the top expert in a specialized area, provides information and consultation to individuals, federal agencies, state and local governments, and private industry on criminal justice statistic issues.

Collaborates as a recognized expert with officials and representatives of higher departmental echelons, counterpart government departments or agencies, national organizations, and related industries concerning national statistical programs and activities. Serves as principal liaison to other Federal statistical agencies on national level statistics of mutual interest and concern. Prepares and gives presentations concerning the interpretation and analysis of statistics, technical data, and/or regulations and statutes to state, local and foreign governments, subject matter experts, upper levels of management, industry and academia.

Monitors the impact of program activities and operations on management, planning, and policy formulation of Federal, state, and local criminal justice practitioners and authorities. Prepares and directs presentations (including congressional testimony) to high level Federal, state, and local officials on issues related to criminal justice research and statistical programs. Attends conferences and meetings to present BJS statistical data, programs, and initiatives.

Represents BJS before other high-level national audiences regarding technical aspects of statistical policies and programs.

Collateral Duties

Factor Statements

Factor 1-9 Knowledge Required by the Position

The position requires mastery of and skill in applying advanced principles and concepts of applied statistical methods to a specific subject matter area; and comprehensive knowledge of the laws, policies, and regulations governing the agency's major programs sufficient to anticipate new developments and emerging trends in the field; and/or conduct strategic planning with respect to
statistical survey design, analytic direction, and workload management. The position requires the ability to design and analyze collaborative statistical studies; and to coordinate and direct large statistical studies to make comparisons and develop conclusions on issues or problems critical to the agency mission and the statistical field. Must have knowledge of SPSS, SAS or other analytical software packages.


Knowledge of federal privacy and confidentiality laws and regulations as they relate to criminal history records and other records as well as the conduct of data collection activities utilized during criminal and noncriminal background checks (e.g., mental health records, immigration status records) and to carry out recurring statistical series. Knowledge of federal laws and regulations governing privacy, confidentiality, and human subjects research in conjunction with the administration of national data collection programs and the State Justice Statistics Program.

Factor 2-5 Supervisory Controls

Administrative supervision is provided by the Presidentially-appointed Director of BJS. The supervisor provides overall administrative and policy direction in terms of broadly defined mission or functions. The employee plans, designs, executes and evaluates the overall assignment area and independently determines methods and approaches to be used. Results of work are considered technically authoritative and if reviewed at all, it is in terms of fulfillment of BJS and OJP program objectives.

Responsibility for Others

- Includes responsibility for work outcomes and results

Factor 3-5 Guidelines

Broadly stated national goals and objectives, as well as statistical and technical literature serve as guidelines. They are often inadequate for treating the more difficult or unusual problems, issues or questions that arise and may require the employee to deviate from or extend traditional practices, methods and techniques. The employee is viewed as a technical authority on the various guidelines and constraints associated with BJS and OJP programs and projects to which assigned and must use considerable judgment and ingenuity in interpreting the purpose, intent and appropriate application of the guidelines.

Factor 4-6 Complexity

The work consists of assignments that involve solving problems that have a significant impact on broad agency areas and processes, e.g., serving as a primary agency consultant in specialized statistical activities, such as data collection and analysis of the performance of statistical studies of exceptional breadth and intensity of effort.
The employee decides what needs to be done in an environment characterized by undefined factors and conditions. The employee conducts extensive investigations and analyses of the nature and scope of statistical problems to make those decisions.

The employee must continually: plan and lead efforts to address issues in areas where precedents do not exist; develop new concepts, theories, approaches, or programs to solve problems that have previously resisted solution; and often pursues several activities concurrently or sequentially with the support of others within or outside the agency.

**Impact of Decisions**

- Opportunity to make decisions without supervision
- Requires making decisions that affect other people, the financial resources, and/or the image and reputation of the organization
- Requires making decisions that impact the results of co-workers, clients or the company

**Factor 5-6 Scope and Effect**

The purpose of the position is to exploit established and emerging statistical methods in resolving industry problems and determining results in applications and studies that determine and/or resolve national requirements. The employee revolutionizes system design processes for statistical studies and investigations.

The work effects the success and continuation of key programs essential to the agency's mission; vitality and integrity of mathematical, statistical, or science programs on a long-term and/or continuing basis; protection and quality of life, health, and/or property of the general public and national or international resources; continuing advancement of science and technology in research, industrial activities, academia, the Federal sector, and the private sector; and/or the determination of changes and trends in an industry or scientific discipline.

**Factor 6-3 Personal Contacts**

Typically, personal contacts extend to individuals/groups outside the organization in an unstructured environment. Contacts are with a wide variety of persons including managers and executives from within the agency.

**Communication**

- Requires contact with others (face-to-face, by telephone, or otherwise)
- Requires face-to-face discussions with individuals or teams
- Requires public speaking
- Requires telephone conversations
- Requires use of electronic mail
- Requires writing letters and memos

**Factor 7-3 Purpose of Contacts**

The purpose of contacts is to provide statistical assistance and consultation. The incumbent must use influence and motivation techniques to advise on appropriate methods and approaches and to interpret, apply and recommend improvements to policies and review methods.

**Personal Interaction**

- Requires coordinating or leading others in accomplishing work activities
- Requires work with external customers or the public
- Requires work with others in a group or team

**Factor 8-1 Physical Demands**

Typically the employee sits comfortably to do the work; however, there may be some walking, standing, bending, carrying of light items, such as, papers and books.

**Factor 9-1 Work Environment**

The work is usually performed in an office environment, meeting rooms or similar settings. Travel involves the normal risks and discomforts of automobile, bus, rail, or air transportation.

**Work Setting**

- Requires working indoors in environmentally controlled conditions

**Supervisory Factor Statements**

**Factor 1-4 Program Scope and Effect**

Directs a segment of a professional, highly technical, or complex administrative program which involves the development of major aspects of key agency scientific, medical, legal, administrative, regulatory, policy development or comparable, highly technical programs; or that includes major, highly technical operations at the Government's largest most complex industrial installations. Impacts an agency's headquarters operations, several bureau-wide programs, or most of an agency's entire field establishment; or facilitates the agency's accomplishment of its primary mission or programs of national significance; or impacts large segments of the Nation's population or segments of one or a few large industries; or receives frequent or continuing congressional or media attention.

**Factor 2-3 Organizational Setting**

- The position is accountable to a position that is SES level.

**Factor 3-3 Supervisory/Managerial Authority Exercised**
Exercises delegated authority to oversee the overall planning, direction, and timely execution of a program, several program segments (each of which is managed through separate subordinate organizational units), or comparable staff functions, including development, assignment, and higher level clearance of goals and objectives for supervisors or managers of subordinate organizational units or lower organizational levels. Approves multi-year and longer range work plans developed by the supervisors or managers of subordinate organizational units and subsequently manages the overall work to enhance achievement of the goals and objectives. Oversees the revision of long range plans, goals, and objectives for the work directed. Manages the development of policy changes in response to changes in levels of appropriations or other legislative changes. Manages organizational changes to the organization directed, or major changes to the structure and content of the program or program segments directed. Exercises discretionary authority to approve the allocation and distribution of funds in the organization's budget.

Exercises final authority for the full range of personnel actions and organizational design proposals recommended by subordinate supervisors, although it is possible formal clearance may be required for a few actions, such as removals and incentive awards above set dollar levels.

Factor 4A-4 Nature of Contacts

Contacts may take place in meetings, conferences, briefings, speeches, presentations, or oversight hearings and may require extemporaneous response to unexpected or hostile questioning. Preparation for these meetings typically includes using briefing packages or similar presentation materials that requires extensive analytical input by the employee and subordinates, and/or involves the assistance of a support staff.

Frequent contacts are comparable to any of the following:

- Influential individuals or organized groups from outside the employing agency, such as top- and mid-level corporate executives or national officers of employee organizations;

- Regional or national officers or comparable representatives of trade associations, public action groups, or professional organizations of national stature;

- Elected or appointed representatives of State and local governments;

- Nationally recognized journalists of major metropolitan, regional, or national newspapers, magazines, television, or radio media;

- Executive level heads of bureaus and higher level organizations in other Federal agencies.

Factor 4B-4 Purpose of Contacts

The purpose is to influence, motivate, or persuade persons or groups to accept opinions or take actions related to advancing the fundamental goals and objectives of the program or segments.
directed, or involving the commitment or distribution of major resources, when intense opposition or resistance is encountered due to significant organizational or philosophical conflict, competing objectives, major resource limitations or reductions, or comparable issues. Persons contacted are sufficiently fearful, skeptical, or uncooperative that highly developed communication, negotiation, conflict resolution, leadership, and similar skills must be used to obtain the desired results.

- **Personal Interaction**

  - Requires coordinating or leading others in accomplishing work activities
  - Requires work with external customers or the public
  - Requires work with others in a group or team

**Factor 5-8 Difficulty of Typical Work Directed**

- The highest graded non-supervisory work directed, which requires at least 25% of this position’s duty time, is GS-14 or higher, or equivalent.

**Factor 6-6 Other Conditions**

- This position manages through subordinate supervisors and/or contractors who each direct workloads comparable to GS-14 or higher.

**Other Significant Facts:**

This position is excluded from the bargaining unit.

Performs other duties as assigned.

**Equivalent Titles:**

<table>
<thead>
<tr>
<th>Equivalent Private Sector Titles</th>
<th>Equivalent Military Titles</th>
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<tbody>
<tr>
<td>Administrative Officer</td>
<td>Research and Engineering (51S)</td>
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<td>Civil Engineering Manager</td>
<td>Statistical Data Analyst (2085)</td>
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<td>Data Analyst</td>
<td>Test And Evaluation (51B)</td>
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<td>Engineering Manager</td>
<td>USMA, Professor Of Mathematical Sciences (47N)</td>
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Project Manager
Research Analyst
Research Scientist
Safety Engineer
Statistical Analyst
Statistician
Test Engineer
Position Title: Supervisory Statistician (Principal Deputy Director)
Classification: ES-1530-00
This Version: 3.0
Most Recent Version: 3.0

FLSA Determination

Position Number: ES6072
Organizational Code:
Final FLSA Determination: Exempt
Applicable Regulatory Citation(s):

Executive Exemption
5 CFR 551.205(a)  (a) An executive employee is an employee whose primary duty is management (as defined in Sec. 551.104 ) of a Federal agency or any subdivision thereof (including the lowest recognized organizational unit with a continuing function) and who:
(1) Customarily and regularly directs the work of two or more other employees. However, an employee who merely assists the manager of a particular department and supervises two or more employees only in the actual manager's absence does not meet this requirement. In addition, hours worked by an employee cannot be credited more than once for different executives. This takes into consideration those organizations that use matrix management, i.e., a system of "shared" leadership, where supervision cuts across product and service lines in terms of accessing activities and advising top management on business operations, but where the supervisor/leader does not have the operating authority over all employees. Thus, a shared responsibility for the supervision of the same two employees in the same recognized organizational unit does not satisfy this requirement. However, a full-time employee who works 4 hours for one supervisor and 4 hours for a different supervisor will be credited as a half-time employee for both supervisors; and
(2) Has the authority to hire or fire other employees or whose suggestions and recommendations as to the hiring, firing, advancement, promotion, or any other change of status of other employees, are given particular weight.

(b) Particular weight. Criteria to determine whether an employee's suggestions and recommendations are given particular weight by higher-level management include, but are not limited to: whether it is part of the employee's job duties to make such suggestions and recommendations; the frequency with which such suggestions and recommendations are made or requested; and the frequency with which the employee's suggestions and recommendations are relied upon. Generally, an executive's suggestions and recommendations must pertain to employees whom the executive customarily and regularly directs. Particular weight does not include consideration of an occasional suggestion with regard to the change in status of a co-worker. An employee's suggestions and recommendations may still be deemed to have particular weight even if a higher level manager's recommendation has more importance and even if the employee does not have authority to make the ultimate decision as to the employee's change in status.
5 CFR 551.203 Salary-based nonexemption.

(a) An employee, including a supervisory employee, whose annual rate of basic pay is less than $23,660 is nonexempt, unless:

(1) The employee is subject to Sec. 551.211 (Effect of performing different work or duties for a temporary period of time on FLSA exemption status); or

(2) The employee is subject to Sec. 551.212 (Foreign exemption criteria); or

(3) The employee is a professional engaged in the practice of law or medicine as prescribed in paragraphs (c) and (d) of Sec. 551.208.

(b) For the purpose of this section, "rate of basic pay" means the rate of pay fixed by law or administrative action for the position held by an employee, including any applicable locality payment under 5 CFR part 531, subpart F, special rate supplement under 5 CFR part 530, subpart C, or similar payment or supplement under other legal authority, before any deductions and exclusive of additional pay of any other kind, such as premium payments, differentials, and allowances.

Duties that Support Exemption Determination:

Program and Policy Advice and Guidance
Provides expert advice and guidance on the most challenging problems facing an agency having responsibility for programs of national and international scope and impact. Serves as an authoritative expert in the planning, monitoring, and administration of statistical analyses and studies that resolve unyielding problems for which traditional methods are neither applicable nor easily adaptable.

Advises the Director, BJS on statistical and technical issues related to current and proposed programs/series. Identifies the need for further investigation and program development. Assesses the feasibility of establishing new statistical programs or modifying existing programs to incorporate new data collections.

Advises the Director, BJS on complex regulatory, legal, and public policy implications of sensitive program issues, particularly related to the development and improvement of information systems to foster State participation in national statistical and record-keeping programs.

Serves a key role in the establishment and review of BJS policies and programs. Prepares or directs the preparation of materials and documentation required for Congressional hearings and oversight proceedings and/or specific Congressional, GAO, or OMB inquiries. Directs the preparation of the agency’s response to inquiries for sensitive or technical information from department and Administration officials, private organizations, advocacy organizations, criminal and civil justice community, academia, the press, and the general public.

Develops, coordinates, and implements short and long-term plans to improve program policies, practices, methods, and organizational structure. Provides coordination and review of program priorities, changes, new initiatives, and resource allocations.

Assists in the budget development and administration activities of the Bureau including program assessments and evaluations carried out by the Office of Management and Budget and the DOJ Justice Management Division.
Recognized as an expert authority and leader in a statistical or technical area of specialization related to criminal justice statistics. As the top expert in a specialized area, provides information and consultation to individuals, federal agencies, state and local governments, and private industry on criminal justice statistic issues.

Collaborates as a recognized expert with officials and representatives of higher departmental echelons, counterpart government departments or agencies, national organizations, and related industries concerning national statistical programs and activities. Serves as principal liaison to other Federal statistical agencies on national level statistics of mutual interest and concern. Prepares and gives presentations concerning the interpretation and analysis of statistics, technical data, and/or regulations and statutes to state, local and foreign governments, subject matter experts, upper levels of management, industry and academia.

Monitors the impact of program activities and operations on management, planning, and policy formulation of Federal, state, and local criminal justice practitioners and authorities. Prepares and directs presentations (including congressional testimony) to high level Federal, state, and local officials on issues related to criminal justice research and statistical programs. Attends conferences and meetings to present BJS statistical data, programs, and initiatives.

Represents BJS before other high-level national audiences regarding technical aspects of statistical policies and programs.

**Oversees National Statistical Programs and Studies**
Oversees the administration of and provides technical direction on a variety of national statistical programs and series on crime and the administration of justice. Provides leadership and direction to a professional staff contributing advances in the area of survey and sample design, data collection methodologies, computational statistics, and analytic techniques. Such advances and contributions result in enhanced statistical data and techniques providing a basis for continued research and improved domestic criminal justice policies and programs.

Directs the performance of complex methodological research for the development of new surveys in areas for which data are not available. Develops and approves methodology used for data collection and processing; including oversight of sample design, data collection, imputation/estimation procedures, tabulation, cost management, and quality control.

Directs studies requiring the application and integration of advanced statistical techniques to the field of criminal justice and national justice policy. Directs the development and implementation of short- and long-term plans and activities related to data collection programs and criminal statistics improvement programs.

Oversees and reviews all statistical publications, data releases, and program announcements for accuracy and content ensuring adherence to data quality standards and relevant statistical policy.

Monitors internal and external constituencies to ensure maximum utility of BJS statistical programs to a diverse array of criminal justice practitioners, policy makers in and outside the Federal sector, and related research organizations. Maintains continuing official liaison relationship with BJS data respondents which includes approximately 50,000 unique agencies, offices,
and institutions composing the criminal justice system nationwide. This involves demonstrating the added value of voluntary participation in more than 40 separate data collection programs.

Determines the feasibility and technical soundness of concept papers and proposals for specific statistical efforts. Examines statistical and substantive program elements and activities, as well as the implications and relevance of data and/or results acquired; includes developing changes/modifications to proposed projects and precedent activities.

Serves as a recognized authority, expert, and leader in a statistics or related regulatory field of specialization. Develops broad, complex programs or scientific conclusions, opinions, and recommendations that are critical to the agency or field.

Coordinates assigned program activities and operations with those of the Department of Justice and OJP. Provides guidance and technical leadership on the development and application of criminal justice statistics programs and operations throughout the agency.

Maintains liaison with external review organizations including the American Statistical Association, the National Academy of Sciences, and the Federal Interagency Council for Statistical Policy.

FLSA Overrides (if any):

Reason for Overrides:
Position Title: Chief Data Officer

Occupational Series: 0301

Pay Band: IGES

Mission:

The mission of the Office of the Inspector General is to conduct and supervise objective and independent audits, reviews, and investigations relating to Postal Service programs and operations to:

- Prevent and detect fraud, waste, and misconduct;
- Promote economy, efficiency, and effectiveness;
- Promote program integrity; and
- Keep the Governors, Congress, and the Postal Service management informed of problems, deficiencies, and corresponding corrective actions.

This position is established as Chief Data Officer for Chief Data Officer Team.

Serves as the principal senior executive in the Office of Inspector General, responsible for long-range planning and integration of key processes and services in support of the agency’s mission. Serves as a member of the OIG executive management team; works with other senior managers to plan and coordinate OIG activities and ensure effective and efficient use of resources and delivery of quality services in meeting the OIG’s mission. Ensures that appropriate functions and responsibilities are developed and executed for each directorate in accordance with regulatory standards and guidelines established for the Office of Inspector General.

Major Duties and Responsibilities:

Identifies and integrates key issues affecting Chief Data Officer Team, including political, economic, social, technological, and administrative factors. Determines the basic content and character of operations directed. This includes decisions on (1) what programs or major projects should be initiated, dropped, or curtailed; (2) how much resources to devote to particular projects (when man-years and a significant portion of a directorates budget is involved; (3) the timing of initiating, dropping, or curtailing particular programs or major projects; and (4) what changes in emphasis need to be made in programs or parts of programs.

Directs basic program planning and evaluation activities. Establishes (1) long-range planning in connection with prospective changes in functions and programs; (2) periodic and comprehensive evaluation of program goals and objectives; and (3) adjustments or redefinitions of broad objectives.

Formulates decisions on organizational improvements. Assesses (1) the desirability of changes in organizational structure and/or delegated authority and the particular changes to be affected; (2) measures for improving coordination among subordinate units; and (3) control measures needed to provide data for management.

Provides leadership in setting the expected performance levels of the workforce commensurate with Strategic Planning & Analytics objectives. Promotes quality through effective use of the organization’s performance management system (e.g., establishing performance standards, appraising staff accomplishments using the developed standards, and taking action to reward, counsel, or remove employees, as appropriate).
Assesses employees’ unique developmental needs and provides developmental opportunities which maximize employees’ capabilities and contribute to the achievement of organizational goals; developing leadership in others through coaching and mentoring. Fosters commitment, team spirit, pride, trust, and group identity; takes steps to prevent situations that could result in unpleasant confrontations.

Anticipates, identifies, diagnoses, and consults on potential or actual problem areas relating to program implementation and goal achievement; selects from alternative courses of corrective action, and takes action from developed contingency plans. Sets program standards; ensures accountability for achieving these standards; acts decisively to modify them to promote customer service and/or the quality of programs and policies.

Assesses current and future staffing needs based on Strategic Planning & Analytics goals and budget realities. Applies merit principles to develop, select, and manage a diverse workforce. Oversees the allocation of financial resources; identifies cost-effective approaches; establishes and assures the use of internal controls for financial systems. Manages the budgetary process, including preparing and justifying a budget and operating the budget under organizational procedures. Oversees procurement and contracting procedures and processes. Integrates and coordinates logistical operations.

Ensures the efficient and cost-effective development and utilization of management information systems and other technological resources that meet Chief Data Officer team needs; understanding the impact of technological changes on the organization.

Represents and speaks for Strategic Planning & Analytics and its work (e.g., presenting, explaining, selling, defending, and negotiating) to those within and outside the Office of Inspector General (e.g., agency heads and other United States Postal Service executives; corporate executives; the media; clientele and professional groups). Makes clear and convincing oral presentations to individuals and groups; clarifies information; and facilitates an open exchange of ideas.

Establishes and maintains working relationships with internal organizational units (e.g., other program areas and staff support functions). Approaches each problem situation with a clear perception of organizational and political reality. Utilizes contacts to build and strengthen internal support bases.

Develops and enhances alliances with external groups (e.g., other agencies or firms, state and local governments, Congress, and clientele groups). Engages in cross-functional activities and maintains common ground with a widening range of stakeholders.

Works in groups and teams; conducts briefings and other meetings; gains cooperation from others to obtain information and accomplish goals; and facilitates win-win situations. Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations exercising tact and treating others with respect.

Ensures that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner.
Introduction

This position is located within the Department of Homeland Security (DHS), Immigration and Customs Enforcement (ICE), Office of the Assistant Director for Information Governance and Privacy (IGP). The incumbent of this position will serve as the Chief Data Officer (CDO) responsible for enterprise-wide governance and utilization of information as an asset by using data processing, analysis, mining, and other means necessary to ensure data quality and security.

The Information Governance and Privacy Office is comprised of the Privacy Office, the Information Governance Office, and the Records Office. This office oversees the management, sharing, protection and access to ICE data, and ensures the information ICE maintains meets all legal and policy requirements. The office’s mission is to ensure the integrity of the agency’s records and data, and that individual privacy is protected.

The Chief Data Officer's primary purpose is to create value from the organization’s data and address complex challenges by leveraging enterprise data and use data as a strategic asset. The Chief Data Officer is responsible for creating and executing an enterprise data strategy and optimizing the use of data across functional areas. This position reports to the Assistant Director for Information Governance and Privacy.

Major Duties and Responsibilities

The CDO creates and executes an enterprise data strategy and optimizes the use of data across functional areas. Ensures data quality, data transparency, governance and risk management, as well as consistent and effective use of data for analytic reporting. Develops and leverages in-depth knowledge of existing databases and drives change to optimize, update, and protect existing data sources to maximize the integrity and value of the agency's data.

Works with an inter-agency community to include U.S. Citizenship and Immigration Services (USCIS), Customs and Border Patrol (CBP), DHS Office of Immigration Statistics, U.S. Department of State, U.S. Department of Justice and other required offices. Leads interagency groups that will coordinate and optimize the structure, definition, and use of data in related mission areas, such as the immigration domain. Engages in and leads extensive inter-agency and intra-agency communication and coordinated work, standard setting, issue identification and resolution related to complex and high profile issues.

Serves as the agency Subject Matter Expert (SME) for primary customers such as:
Executive Assistant Directors, Assistant Directors, Chief Financial Officer, Chief Information Officer, and other senior leadership and establishes an Enterprise Data Management strategy and develops an organizational culture that treats data as a cross-functional asset.

Responsible for leveraging data insights that help drive strategic and tactical business decisions, and serves as the champion for a data-driven, decision-making culture. Develops an ICE Enterprise Data Management strategy by maintaining close working relations with the ICE Office of the Chief Information Officer (OCIO), DHS HQ OCIO Enterprise Data Management Office (EDMO), Homeland Security Investigations (HSI) Law Enforcement Information Sharing Management (LEISM) division, and the HSI Law Enforcement Information Sharing Initiative (LEISI).

Formulates agency strategy on Information Governance which directly supports the budget formulation process. Creates policy development that impacts information governance. Supports the agency's exploitation of data and use of research and analytics to maximize the return on data assets. Develops and implements methods to ensure consistent and effective application and use of data in support of data sharing initiatives as well as analytics across the ICE enterprise. Requires the development and maintenance of controls on data quality, interoperability, and sources to effectively manage agency risk.

Identifies emerging types and sources of data to drive business innovation throughout the organization and define processes for the effective, integrated introduction of new data.

Develops and leads an Information Governance process which consists of four critical tenets: data principles, data standards, data policies, and data guidelines. As part of the governance process, a cyclical review is required to revise any agency procedures for the appropriate use of information within changing privacy needs, retention requirements, ethical values, policies, leadership expectations, and agency norms. This may require the creation or amendment of existing agency policies and controls for the appropriate classification and protection of enterprise information assets through a defined life cycle from acquisition through disposal.

Promotes the information services that the enterprise provides and the information management capabilities that the agency has. This requires that reports derived from controlled data are consistent and representative of the true state of the organization. This may also require the creation and deployment of best practices and methodologies regarding data and analytics.

Possesses exceptional written and verbal communication skills to provide briefings for DHS and ICE senior leadership. Supports the Assistant Director for Information Governance and Privacy through chairing and co-chairing information governance related boards and working groups. Supports the Assistant Director's role as on the ICE
Data Governance Board (IDGB). The IDGB provides consensus, guidelines and best practices following EDM standards.

Expert in creating and leading teams to gather information, provide guidance, and reach consensus with stakeholders when faced with conflicting information governance related issues.

The incumbent participates in special studies and projects, as required and performs other duties as assigned.
Factor Level Determinations

Factor 1, Knowledge Required by the Position, 1-8  1550 Points

This position is an expert analyst and strategist who has mastered the application of a wide range of qualitative and quantitative methods for the exploitation of data and use of research and analytics to maximize the return on data assets. Requires an extensive knowledge of the range of administrative laws, policies, regulations, and precedents applicable to the administration of information governance. This includes expert knowledge of DHS and ICE specific information governance goals and objectives, the sequence and timing of key information governance events and milestones, and methods of evaluating the governance process and the cyclical review required to revise any agency procedures.

Demonstrated leadership skills to serve as the ICE Subject Matter Expert (SME) on all issues related to the integrity of ICE data in all areas in which it resides. Expert knowledge of how to best leverage data insights to help drive strategic and tactical business decisions in order to serve as the agency SME. Work requires knowledge of the inter-agency community to lead interagency groups that will utilize and generate data related to the immigration and law enforcement domains. Comprehensive knowledge of inter-office communication and coordination work, standard setting, and issue identification and resolution related to complex and high profile issues.

Demonstrated analytic skills to identify, interpret, formulate, develop, and assess highly complex data from multiple enterprises. This position requires knowledge to determine why the agency or its information systems are generating poor or inconsistent data, gathering the relevant ICE points of contact to triage, problem solve and ensure the issue is addressed.

Knowledge and skills are applied in order to design an Information Governance process unique to the agency and its critical national security mission that is a subject of interest by outside groups, the Administration and Congress. This knowledge is sufficient to apply to the creation or amendment of existing agency policies and controls and where the boundaries of the high profile projects like Immigration Data Modernization are extremely broad and difficult to determine in advance, as the actual limits of the projects are developed as the study proceeds.

Strategic objectives are developed to identify and propose solutions to Information Governance problems which are characterized by their breadth, importance and criticality, and for which previous studies and techniques are either non-existent or inadequate.

Knowledge may be applied in preparing recommendations for legislation to change the way the information governance programs are carried out. Coordinates special data
related projects, facilitates specific undertakings that span operational lines, and reaches desired objectives set forth by government-wide data standards. For example, immigration data that will improve all government operations and reporting related to aliens and immigration.

Involves the development of reporting data within the agency for external consumers such as the news media and Congress, as well as reporting that will inform the decisions of office and agency leadership related to the budget, resource allocation, and enforcement priorities.

Ability to present and define the results of such analyses to counterparts and high level officials in ICE and other Federal agencies. Provides briefings for senior ICE leadership and DHS offices with an interest in Information Governance and may include briefings for DHS leadership particularly briefings for OCIO, DHS Budget Office and Legislative Affairs.

Comprehensive knowledge and understanding of the Agency, its organizational structure, lines of formal and informal delegations of authority; and the Agency's objectives to achieve program objectives and sound solutions for implementation. Comprehensive understanding of ICE programs to evaluate program policies, objectives, progress, and work operations.

**Factor 2, Supervisory Control, 2-5**

650 Points

This position is recognized as an authority in the analysis and evaluation of information governance programs and issues. The CDO works with considerable independence under the general administrative direction of the Assistant Director for Information Governance and Privacy, who makes assignments in terms of broadly defined objectives.

The CDO is delegated complete responsibility and authority to plan, schedule, and carry out major Information Governance projects concerned with the analysis and evaluation of data in all programs and across the organization to ensure effectiveness.

Analyses, evaluations, and recommendations developed by the CDO are normally reviewed by management officials only for the potential influence on broad agency policy objectives and program goals. Findings and recommendations are normally accepted without significant change.

**Factor 3, Guidelines, 3-5**

650 Points

Guidelines consist of basic administrative policy statements concerning information governance as set forth in the applicable DHS or government standards, industry best practices, and include the applicable laws, rules, and regulations affecting ICE and DHS. Availability and applicability of guidelines to information governance problems
varies significantly.

This position requires the use of judgment and discretion in determining the intent and in interpreting and revising existing policy and regulatory guidance for use by others within ICE and DHS. The CDO is recognized as an expert in the establishment of an Enterprise Data Management strategy and in the development of an organizational culture that treats data as a cross-functional asset.

**Factor 4, Complexity, 4-6**

This position plans, organizes and carries through to completion complex information governance studies and involves substantial efforts leading interagency groups to develop a government-wide standard for immigration data for Immigration Data Modernization (IDM) and related projects involve carrying out the objectives of the ICE Enterprise Data Management strategy and/or the Assistant Director for Information Governance and Privacy. Develops strategies and takes initiative to create policies to mitigate threats and ensure the integrity of data and compliance with any and all laws, regulations and policies. Achieves goals by utilizing innovative approaches to interpret data related problems and to implement solutions to help resolve organization conflicts regarding authoritative and trusted data sets that ICE maintains across the agency and with external partners. In general, assignments include high profile, sensitive and typically complex information governance problems which may have a significant impact on DHS/ICE operations and are extremely difficult to identify.

The nature and scope of the data issues are largely undefined. Difficulty is encountered in the work required to lead and coordinate interagency efforts and to develop and implement a data governance process and methods to ensure consistent and effective application and use of data to support information sharing and analytics across the ICE enterprise.

**Factor 5, Scope and Effect, 5-6**

The purpose of the work is to perform very broad and extensive study assignments related to Information Governance programs which are of significant interest to the public and Congress. Related programs studied cut across and strongly influence a number of agencies including US Department of State, US Department of Justice, USCIS, and CBP. Studies are of major importance to each of several DHS component offices and several departments and because legislation may be conflicting or unclear, there may be disagreements about which department or agency had primary responsibility for significant aspects of Information Governance. Analysis frequently involves extensive problems of inter-office, interagency, and outside groups.

Recommendations resulting from studies involve highly significant Information
Governance projects and matters and have an impact on several departments and agencies. Analytical studies often lead to recommendation for the effective negotiation of domestic or internal data sharing arrangements that implicate privacy, security and other Information Governance issues. Thus, the CDO’s position may result in substantial redirection of Federal efforts or policy related to major issues of national impact and concern. Results of work are mission critical to ICE and DHS and affect large numbers of people on a long term, continuing basis.

Factor 6 & 7, Personal/Purpose of Contacts 6-4/7-D 330 Points

Personal contacts are with high ranking officials such as agency heads, top congressional staff officials, DHS, ICE, HSI, Management & Administration, Office of the Principal Legal Advisor and Enforcement and Removal Office Senior Leadership officials who are contacted for a variety of Information Governance related matters. Persons outside DHS include; U.S. Department of State, U.S Department of Justice (Immigration Courts), Federal Bureau of Investigation IT Division, and other staff personnel at Federal agencies interested in the Information Governance policies of ICE.

Contacts are made to lead interagency groups, settle matters involving significant data issues related to the structure, quality and consistency; make recommendations affecting inter-agency information governance programs, exchange information, trouble shoot trends or areas of unexpected results, provide interpretation of ICE policies and positions, and to implement findings and recommendations that impact on ICE programs.

Factor 8, Physical-Demands, 8-1 5 Points

Work is primarily sedentary, although some slight physical effort may be required.

Factor 9, Work Environment, 9-1 5 Points

Work is performed in a typical office setting with adequate lighting and in a climate controlled office. This position may require occasional travel to ICE offices, FBI’s Criminal Justice Information Service Division, attend conferences and other travel as required.
Factor Level Evaluation Summary:

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Total Points: 4090
GS-15 Point Range: 4055 – up
Final Classification: Chief Data Officer
GS-0301-15
I. POSITION SUMMARY

The FAA’s Chief Data Officer (CDO) is a senior executive who bears responsibility for strategically managing and exploiting the information assets of the agency. The CDO focuses on the opportunities, threats, capabilities and gaps related to managing information as a strategic asset and potentially a liability. The position encompasses an offensive and defensive posture: the CDO must create value by unlocking and sharing data and information in ways that will spur innovation inside and outside the agency, and must manage risk inherent in massive and fast-changing data resources through effective governance. The CDO is an innovator who explores new ideas, creates new offerings, and brings transformative initiatives to internal and external stakeholders. The CDO reports to the FAA’s Chief Information Officer (CIO). This position requires initiative, exercise of independent judgment, and considerable diplomacy, in a wide variety of situations.

II. MAJOR DUTIES AND RESPONSIBILITIES

Within broad statutory, regulatory, department and agency requirements, the Chief Data Officer (CDO) accomplishes the following:

Creates Business Value:

- Works closely with internal stakeholders to identify new kinds, types and sources of data to drive innovation throughout the agency, as well as externally.
- Works closely with external stakeholders to understand their desire for FAA data, so that they can develop and deliver innovative products into the aviation marketplace.
- Works closely with internal and external stakeholders to identify and mitigate roadblocks to innovation and product success.
- Exploits data using research and analytics to maximize the return on data assets.
- Leads the development, publication and maintenance of the corporate information architecture, as well as a road map for its future development that matches and supports business needs.
- Leads the deployment and management of data quality monitoring systems. Measures master data and reference data for compliance to policy, standards and conceptual models.

Provides Leadership:

- Is the executive with responsibility and accountability for enterprise information assets, and information innovation.
• Works with the CIO and the Enterprise Information Management (EIM) Steering Committee to establish vision, and to create a culture that treats data as a cross-corporate asset.

• Identifies and standardizes the use and governance of information in support of the overall enterprise information strategy.

• Is the corporate leader of data insights that help drive strategic and tactical business opportunity, and is a champion for a data-driven, decision-making culture.

• Defines processes for the effective, integrated introduction of new data, and to ensure consistent application and use of data analytics.

• Advances the role of the business data stewards in each major business unit.

• Evolves and institutionalizes behaviors for the appropriate use of information within changing privacy needs, ethical values, societal expectations and cultural norms.

• Defines job roles, recruits candidates and then manages directly or indirectly a team of enterprise information management professionals.

• Communicates the benefits of enterprise information management efforts and measures the results.

• Engages with internal and external stakeholders

Manages Risk:

• Develops and maintains controls on data quality, interoperability and sources to effectively manage corporate risk.

• Defines and manages policies and programs for data stewardship and custodianship in concert with legal, information security, and corporate risk and compliance offices.

• Defines, manages, and controls master data and metadata management policies, controls, and standards, including reference data.

• Creates policies and controls for the appropriate protection of enterprise information assets through a defined Information life cycle from acquisition or creation to end of life destruction and disposal procedures.

III. SUPERVISION RECEIVED

The Chief Data Officer (CDO) reports to the FAA’s CIO, who provides general policy and program direction. Work is reviewed in terms of broad program effectiveness and accomplishments. Otherwise, the CDO operates with complete technical independence, directs subordinate staff members, and makes commitments on his or her own authority.
This generic Position Description is excerpted from Aiken and Gorman (2013).\textsuperscript{1}

TITLE: CHIEF DATA OFFICER

REPORTS TO: TOP JOB

POSITION SUMMARY:

This position has the overall responsibility for team-lead definition, engineering, and execution of organizational real- and meta-data architecture strategy including the planning, funding, training, development, integration, deployment, recovery, and evolution functions that are required to effectively and efficiently deliver data architecture components that tangibly support the implementation of the organization’s strategy.

RESPONSIBILITIES:

1. The position directs program-wide coordination of organizational data architecture activities to ensure maximal support for the overriding concern – participating in the achievement of the business strategy. This includes ensuring that:

   • Organizational data architecture activities are practiced in a coherent and coordinated manner – by defining, coordinating, resourcing, implementing, and monitoring organizational data architecture program strategies, policies, plans, etc. as a coherent set of activities beginning with the organizational data strategy and extending to all aspects of communication and execution including leveraging data assets to cut costs, accelerate growth, and foster innovation.

   • Existing data is culled and specific subsets are selected to enhance their fitness for use.

   • Data governance functions as the primary vehicle for implementing organizational data architectures. Data governance ensures that organizational data architectures remain efficient/effective and business driven. Data governance is recognized internally as the source of organizational expertise and best practices in governing the organization’s information assets (such as use of standards). The data governance organization approves the data governance strategy, secures funding, and determines budgets/priorities for organizational information architecture.

   • Organizational data architecture integrates itself into the existing architecture enhancement and application systems development processes in a manner that allows for synergistic growth with other architecture disciplines and that result in methods to continually advance organizational architectural capabilities.

2. Ensuring that the organization has an optimized, flexible/ adaptable data distribution network (DDN) that is capable of delivering data in response to changing business dictates. DDN evolution is accomplished by identifying, modeling, coordinating, organizing, distributing, and

\textsuperscript{1} The Case for the Chief Data Officer: Recasting the C-Suite to Leverage Your Most Valuable Asset by Peter Aiken and Michael Gorman, 2013, pages 61-65.
architecting data shared across boundaries. The goal is to architect the improvement of organizational data exchange processes between programs, within organizational units, and between the organization and its business partners. The effectiveness of this DDN is the currency of organizational information architecture and this group must become recognized internally for its expert data delivery capabilities.

3. Ensuring that specific individuals are assigned the responsibility for the maintenance of specific data items as organizational assets, and that those individuals are provided the requisite KSAs to accomplish these goals in conjunction with other data stewards in the organization. A strong governance/stewardship program ensures the development of organizational expertise and requires all participants to have up-to-date knowledge, skills, and abilities.

4. Continuously improving the effectiveness and efficiency of data delivery systems including database technologies, virtualization, services, etc. This involves specifying and designing appropriately architected data assets that are capable of supporting organizational needs using appropriate technologies and architectural patterns (cloud, SOA, MDM, warehousing, etc.). This must be accomplished with regard to and anticipation of future technology trends.

5. Governing the architecture and integrity of all real- and meta-data assets including: the initiation, operation, tuning, maintenance, backup/recovery, archiving and disposal of data assets in support of organizational activities. Responsible for ensuring that the data assets are, and will be available for required business purposes under various evaluated risks (business continuity/disaster recovery).

REQUIREMENTS:

Must be results oriented with superior leadership skills to inspire and motivate staff.

Demonstrated critical thinking skills, excellent communication, interpersonal relations and negotiation skills are essential as well as strong administration, organizational, analytical and problem solving skills.

Supervises and is responsible for overseeing work that is highly complex and varied in nature. Develops integrated solutions to achieve highly complex technical and business objectives. Must be a subject matter expert and have a strong understanding of present and future data utilization. Must have direct experience in data architecture, modeling, integration, design, quality engineering to implement various data strategy components. Must demonstrate success in planning, development and support of data infrastructure-based support for the company strategy.

Position requires a bachelor’s degree in Computer Science, Information Technology or related field (advanced degree desired), ten to fifteen years of progressive responsibility including executive leadership ability. CDMP preferred!
Supervisory Management Analyst (Chief, Data Governance Division)
ADMINISTRATIVE OFFICE OF THE U.S. COURTS

Job Overview

Summary

The Administrative Office (AO), an agency of the Judicial Branch of the Federal government, is committed to serving and supporting the Federal court system of the United States. The AO provides a broad range of legislative, legal, financial, technology, management, administrative and program support services to the Federal courts.

The Administrative Office of the U.S. Courts is seeking a senior manager to serve as the Chief of the Data Governance Division within the Judiciary Data and Analysis Office (JDAO) of the Department of Program Services (DPS). The office is comprised of a diverse team of statisticians, data architects, project managers, and other subject matter experts in collecting, analyzing, and disseminating essential judiciary information and statistics to make fact-based decisions and fulfill Congressional reporting requirements. The office develops and maintains business analytical tools and services, such as an enterprise data warehouse, to store and manage the data that supports the Judiciary’s information needs.

AO positions are classified and paid under a broad-banded system with the exception of positions in the AO Executive Service. Salary is commensurate with experience. Most AO employees are eligible for full Federal and Judiciary benefits.

The AO is committed to attracting the best and brightest applicants in our support of the Third Branch of government. We take pride in serving the Judicial Branch and supporting its mission to provide equal justice under law.

Duties

The Chief of the Data Governance Division provides the leadership and management to a division responsible for the development and implementation of data governance for the Judiciary. The incumbent will work closely with senior managers and staff across the Administrative Office and the Judiciary. The incumbent will be responsible for providing direction and facilitating the development of governance approach, prioritization, and implementation. This will require the ability to communicate concepts at the business and tactical levels, build partnerships, and manage resources. The Chief of the Data Governance Division reports to the Chief of the Judiciary Data and Analysis Office. The incumbent will directly supervise an overall team of 15 to 20 analysts (both employee and contractor) and manage 3-5 matrix teams of up to 15 people each from all business areas of the Judiciary. The incumbent will work in a customer-focused environment where high quality deliverables must be met on time. This is a high profile position and will require interactions with courts, defenders and other Judiciary staff in both a business and technical capacity. This incumbent will be responsible for the organizational change management required to embrace data governance; ensure data is used and valued as an asset and adopt the value of standardization and transparency. In addition, the incumbent will ensure business rules (developed through collaboration) that promote quality data and are followed. This work will impact how Judiciary data is used by the Judiciary and other agencies and organizations such as the Federal Judicial Center, Sentencing Commission, Department of Justice and public at large. The incumbent will serve as a senior expert and technical authority on the data governance program, including Judiciary’s implementation of data quality, data integration, and data sharing. The incumbent of this
position will have experience managing policy matters; possess excellent personnel management and organizational skills; and a demonstrated record of effectively collaborating across functional lines to lead and manage major programmatic or policy changes. The ideal candidate will have demonstrated knowledge and experience in the following areas: data strategy and planning; building coalitions; leading and managing change; information and data sharing; and data-driven decision making.

The duties of the position include, but are not limited to:

- Leading and managing day-to-day operations of the Data Governance Division;
- Developing and implementing a data governance approach and identifying the strategic and tactical actions necessary to achieve Judiciary goals and objectives through improved data management and access;
- Identifying data and information requirements;
- Working with stakeholders to ensure support for the understanding, access, protection, and use of quality data;
- Facilitating intra-agency stakeholder meetings related to data governance;
- Managing matrix work groups to develop business rules associated with data;
- Managing the development and implementation of a continuous data quality process;
- Overseeing the design of a metadata process for use in reporting, analysis, and data access;
- Serving as a senior advisor and managing the efforts of matrix workgroups, and preparing and presenting orally and in writing technical and non-technical briefings and documents.

**Travel Required**

Occasional Travel

Limited travel 6-8 times per year.

**Relocation Authorized**

No

**Key Requirements**

More than one selection may be made from this announcement.

Selectees may be subject to a one-year trial period.

Selectee must favorably complete a background investigation.

All requirements must be met by the closing date of this announcement.

**Qualifications**

Applicants must have demonstrated experience as listed below. This requirement is according to the AO Classification, Compensation, and Recruitment Systems which include interpretive guidance and reference to the OPM Operating Manual for Qualification Standards for General Schedule Positions.

**Specialized Experience:** Applicants must have at least one year of specialized experience which is in or directly
related to the line of work of this position. Specialized experience is demonstrated expert-level experience in leading and managing a significant intra-agency change progress that has increased data-driven decision making. Applicants will be asked to demonstrate their specialized experience in narrative form (8,000 characters or less) as part of the Occupational Questionnaire.

AND

Applicants must have experience demonstrating each of the core competencies listed below:

Leading Change: This involves the ability to bring about strategic change, both within and outside the organization to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing environment. Hallmarks of this competency are creativity and innovation, external awareness, flexibility, resilience, strategic thinking and the ability to influence others to translate the vision into action.

Results Driven: This involves the ability to meet organizational goals and customer expectations. Inherent to this competency is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks. Must be able to hold self and others accountable for measurable, high-quality, timely and cost effective results. Must be able to determine objectives, set priorities and delegate work. Must be able to anticipate and meet the needs of both internal and external customers. Must be decisive, even what data are limited or solutions produce unpleasant consequences. Should position the organization for future success by identify new opportunities and take calculated risks to accomplish organizational objectives.

Oral Communication: Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Problem Solving: Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

CONDITIONS OF EMPLOYMENT:

All information is subject to verification. Applicants are advised that false answers or omissions of information on application materials or inability to meet the following conditions may be grounds for non-selection, withdrawal of an offer of employment, or dismissal after being employed.

Selection for this position is contingent upon completion of OF-306, Declaration for Federal Employment during the pre-employment process and proof of U.S. citizenship or, for noncitizens, proof of authorization to work in the United States and proof of entitlement to receive compensation. Additional information on the employment of non-citizens can be found at: https://help.usajobs.gov/index.php/Employment_of_Non-citizens. For a list of documents that may be used to provide proof of citizenship or authorization to work in the United States, please refer to http://www.uscis.gov/files/form/i-9.pdf.

A background security investigation is required for all selectees. Appointment will be subject to a selectee’s successful completion of a background security investigation and favorable adjudication. Failure to successfully meet these requirements may be grounds for appropriate personnel action. A background security reinvestigation or supplemental investigation may be required at a later time.
All new AO employees must identify a financial institution for direct deposit of pay before appointment.

If selected for first-time appointment to the Federal government, you may be required to serve a trial period. Failure to complete successfully the trial period may result in termination of employment.

If selected for a supervisory position, you will be required to serve a supervisory probationary period. Failure to complete successfully the probationary period can result in return to a position comparable to the one held immediately before supervisory assignment, or if you were not a Federal employee, you may be moved to a position one level below the supervisory position. An employee serving a trial period may be removed from employment under provisions of the AO's trial period policy.

If appointed to a temporary position, management may have the discretion of converting the position to permanent depending upon funding and staffing allocation. Relocation expenses may be provided, but only if authorized by the Director of the AO. The selectee of this position may be assigned to an official duty station outside the advertised area.