

2025 CDO Council Survey Results

Analysis by:

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Survey Overview

- # of Responses decreased from last year (only 29 agencies out of ~100 total CDOs)

	2025	2024	2023	2022
Total # of Responses	30*	42	35	38
# of Large Agencies	9	14	35	23
# of Medium Agencies	8	15	9	9
# of Small Agencies	12	13	6	6

*One agency had two individuals respond to the survey

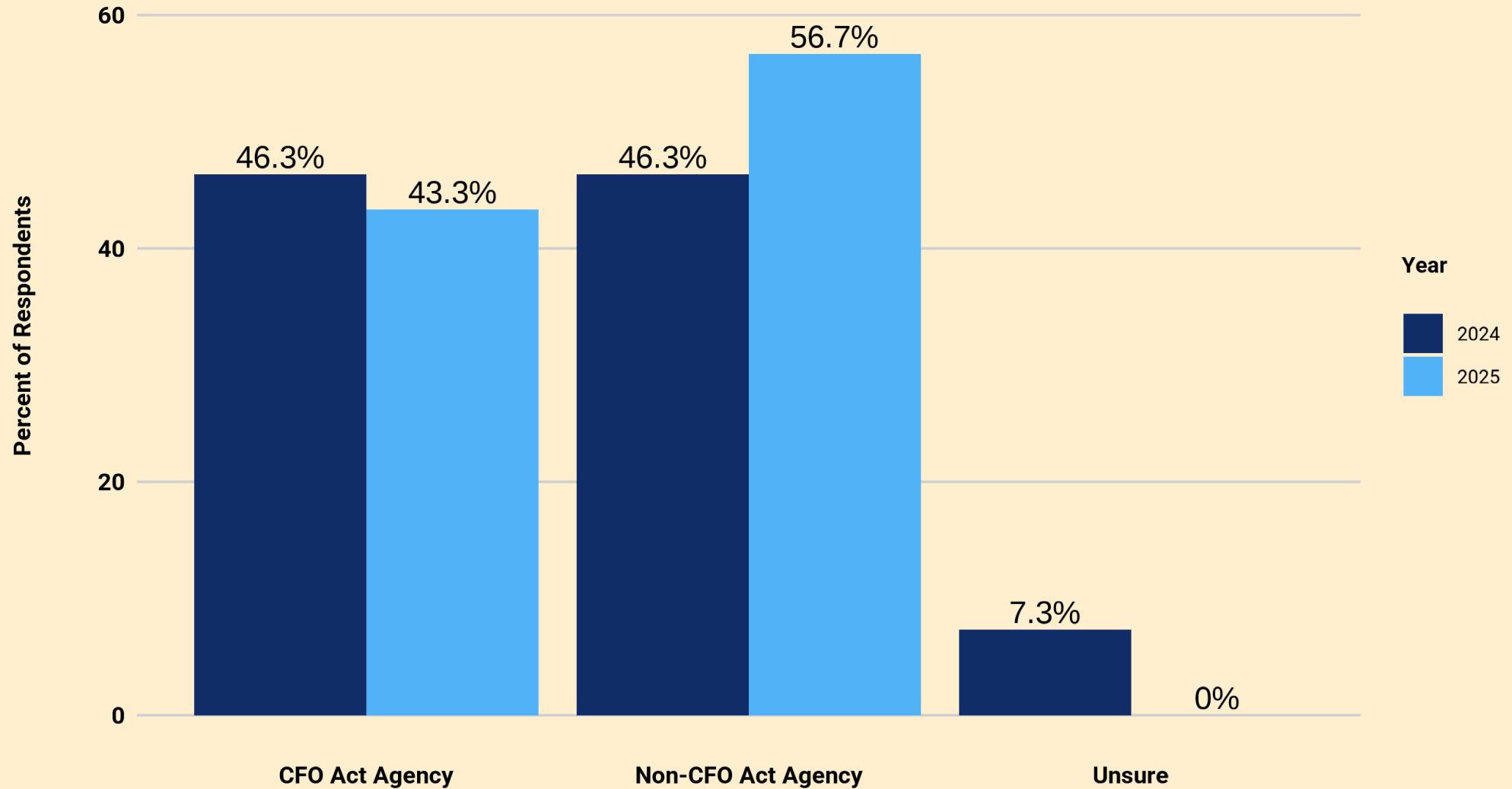
CDO Overview

- Under the Evidence Act, each agency designates a Chief Data Officer based on demonstrated training and experience in data management and governance (including standards), collection, analysis, protection, use, and dissemination.

Other CDO Partners

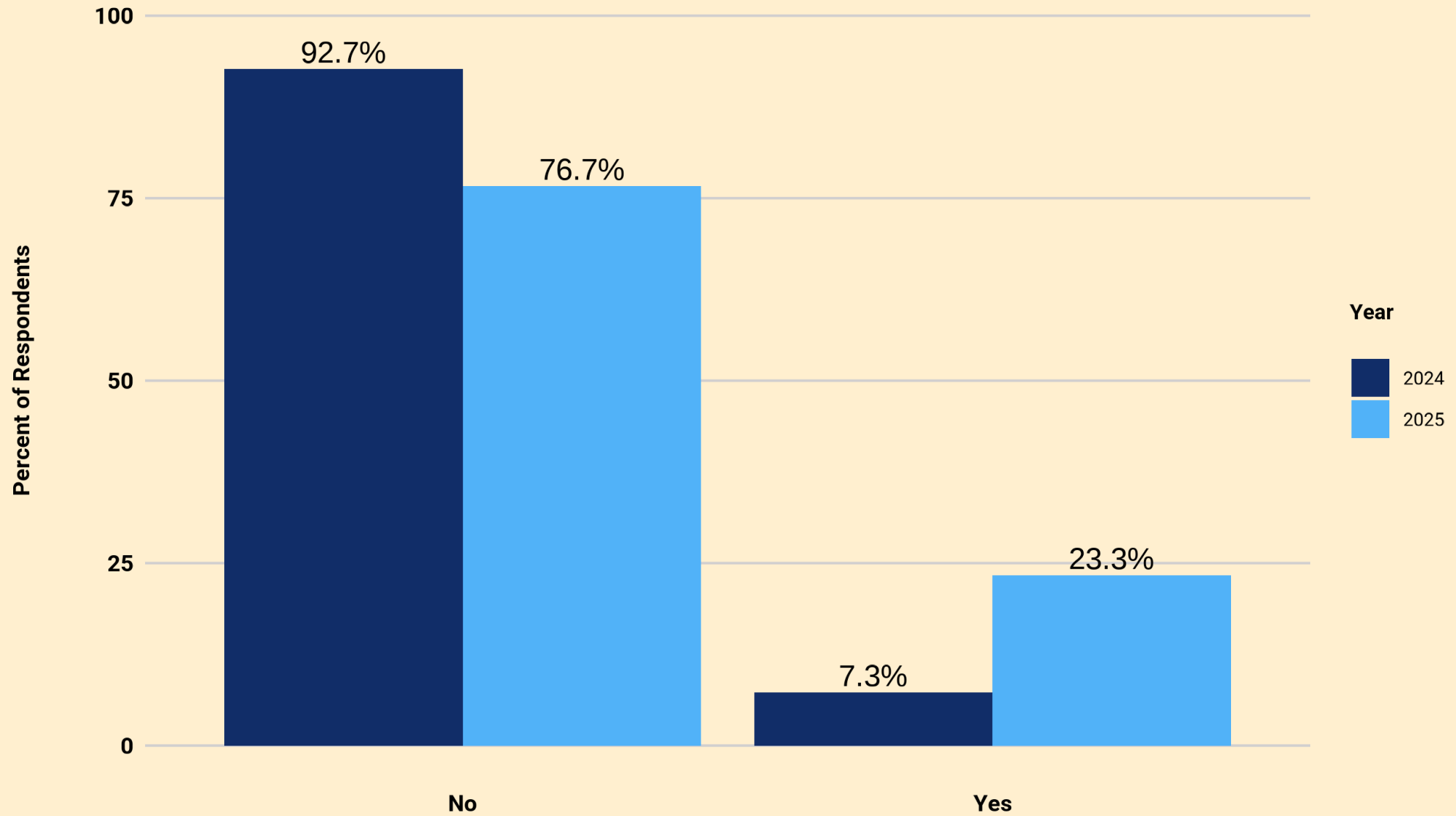
- Chief Information Officer (CIO), Chief Privacy Officer / Chief Information Security Officer (CISO), Statistical Official, Evaluation and Performance Improvement Officers, and Chief AI Officer (CAIO)
 - OMB's M-24-10 directs agencies to designate a CAIO

2. Are you in a CFO Act Agency?



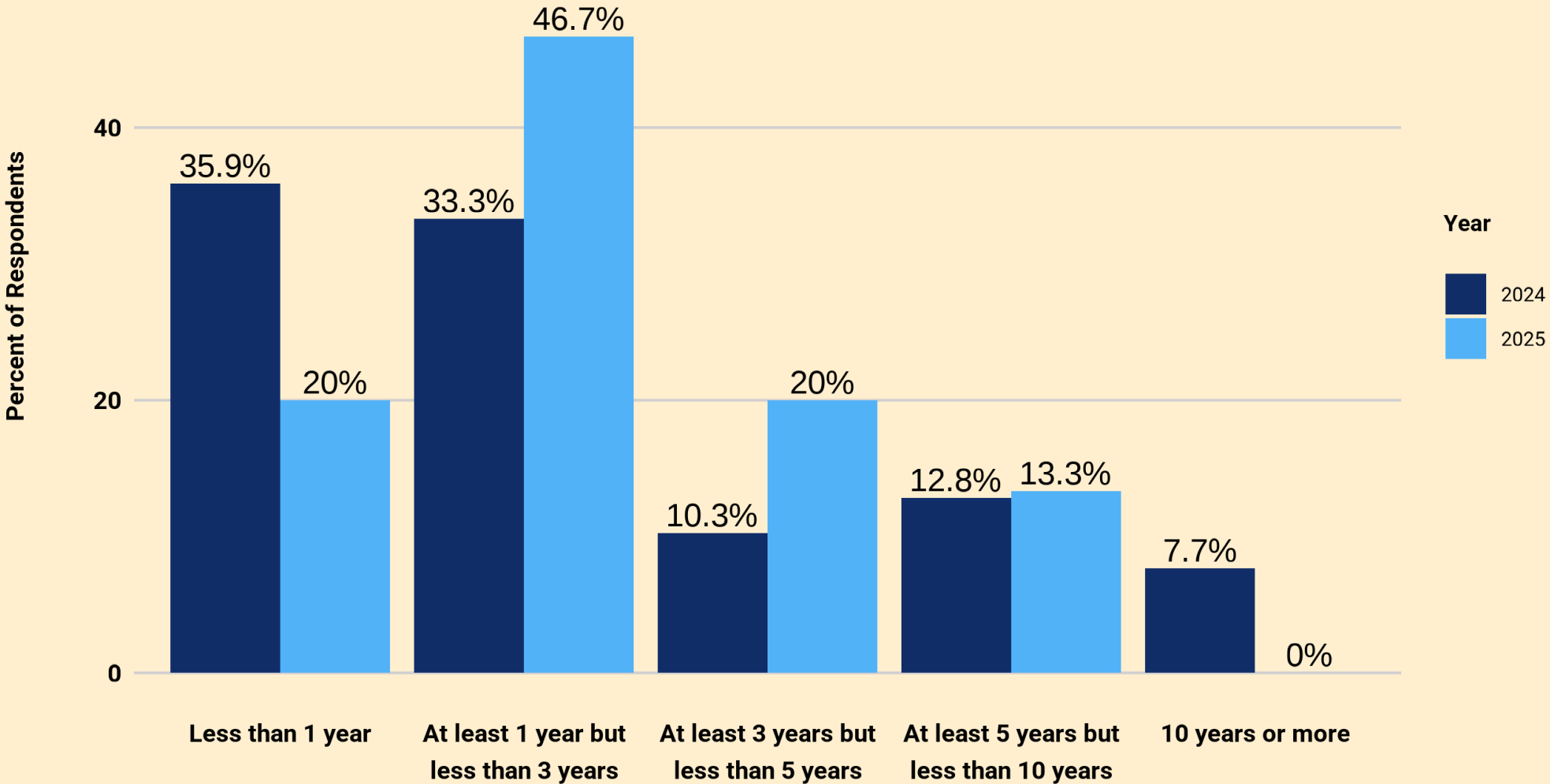
Data: Annual CDO Council Member Survey, 2024 and 2025

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



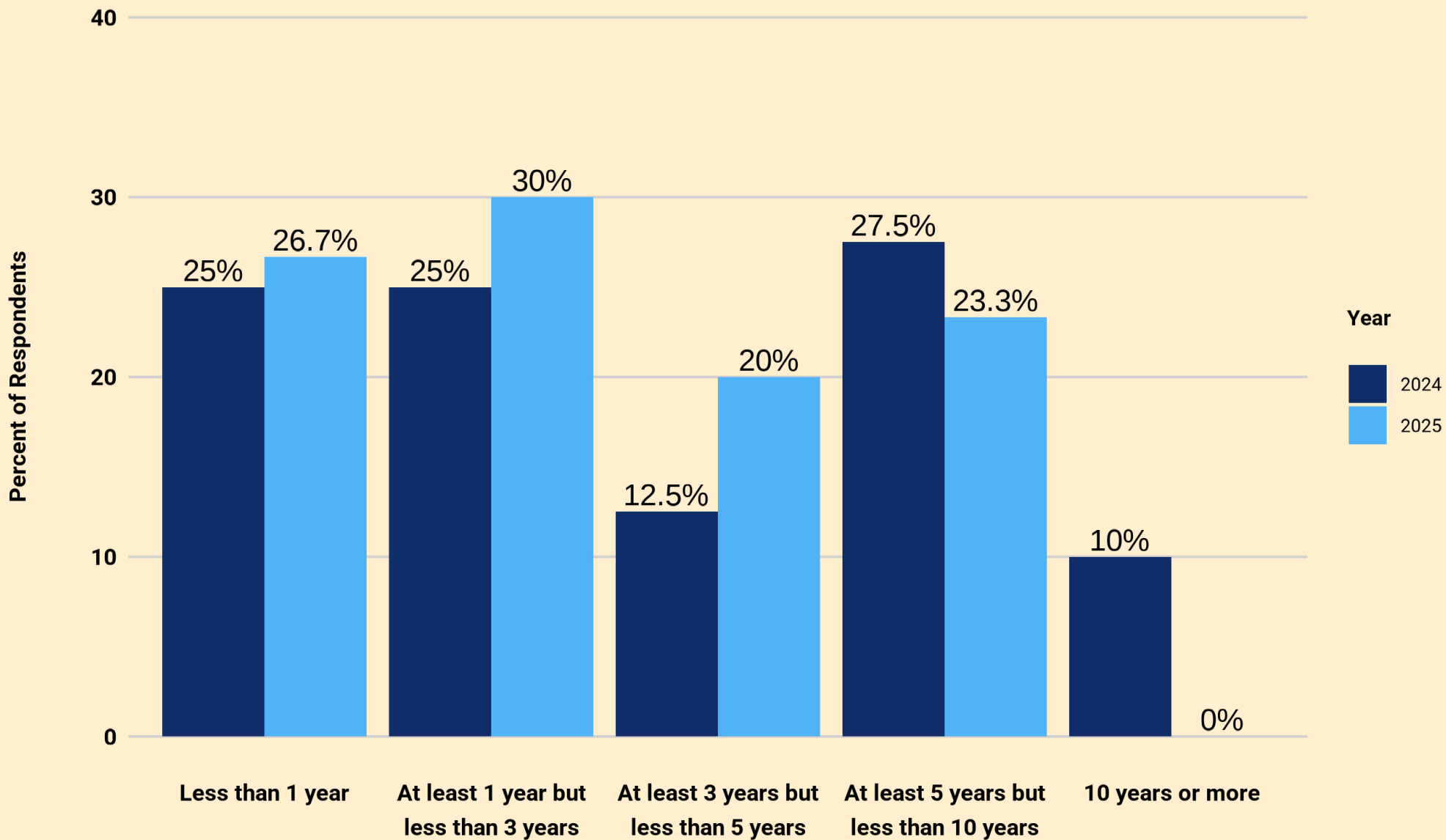
Data: Annual CDO Council Member Survey, 2024 and 2025

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



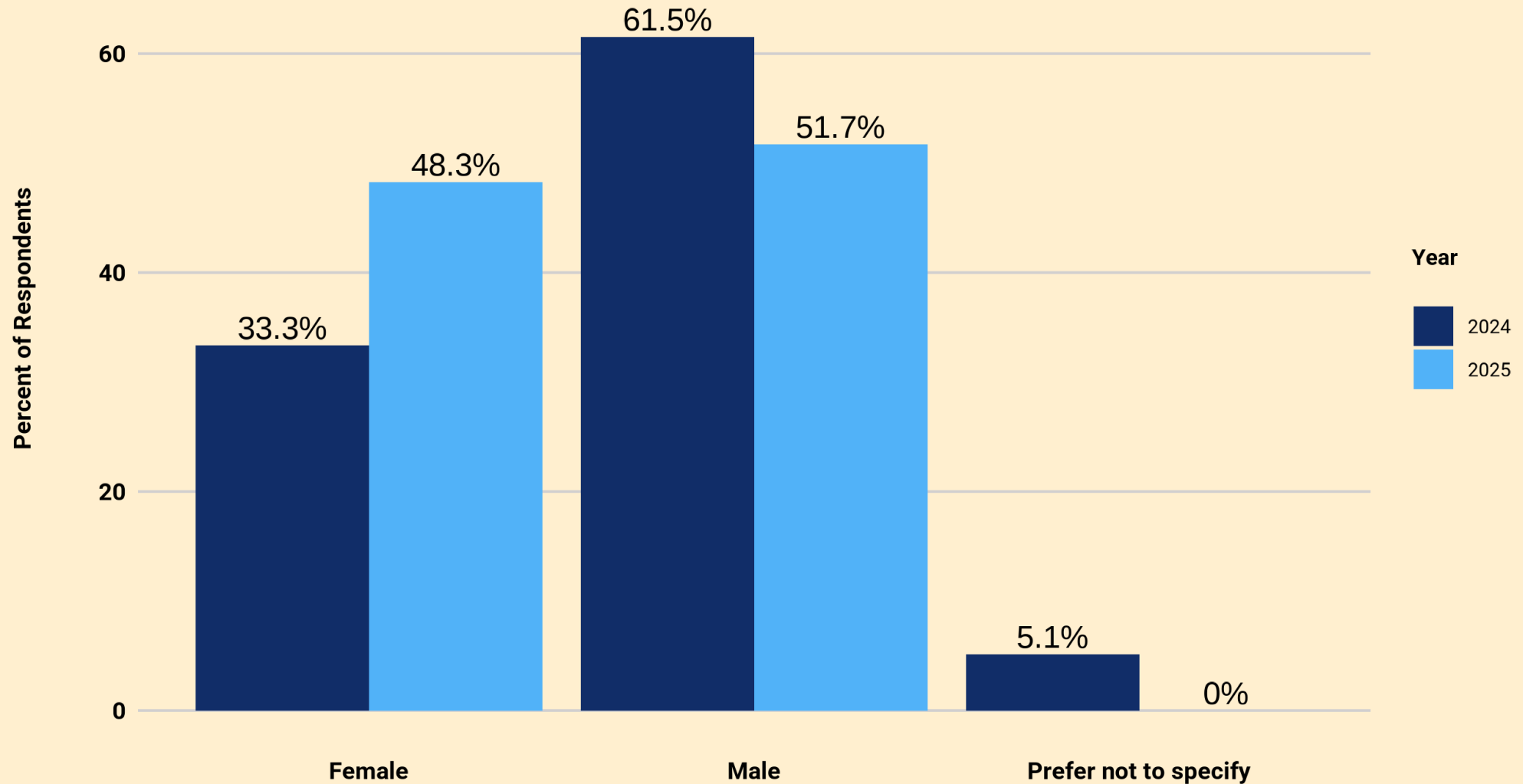
Data: Annual CDO Council Member Survey, 2024 and 2025

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



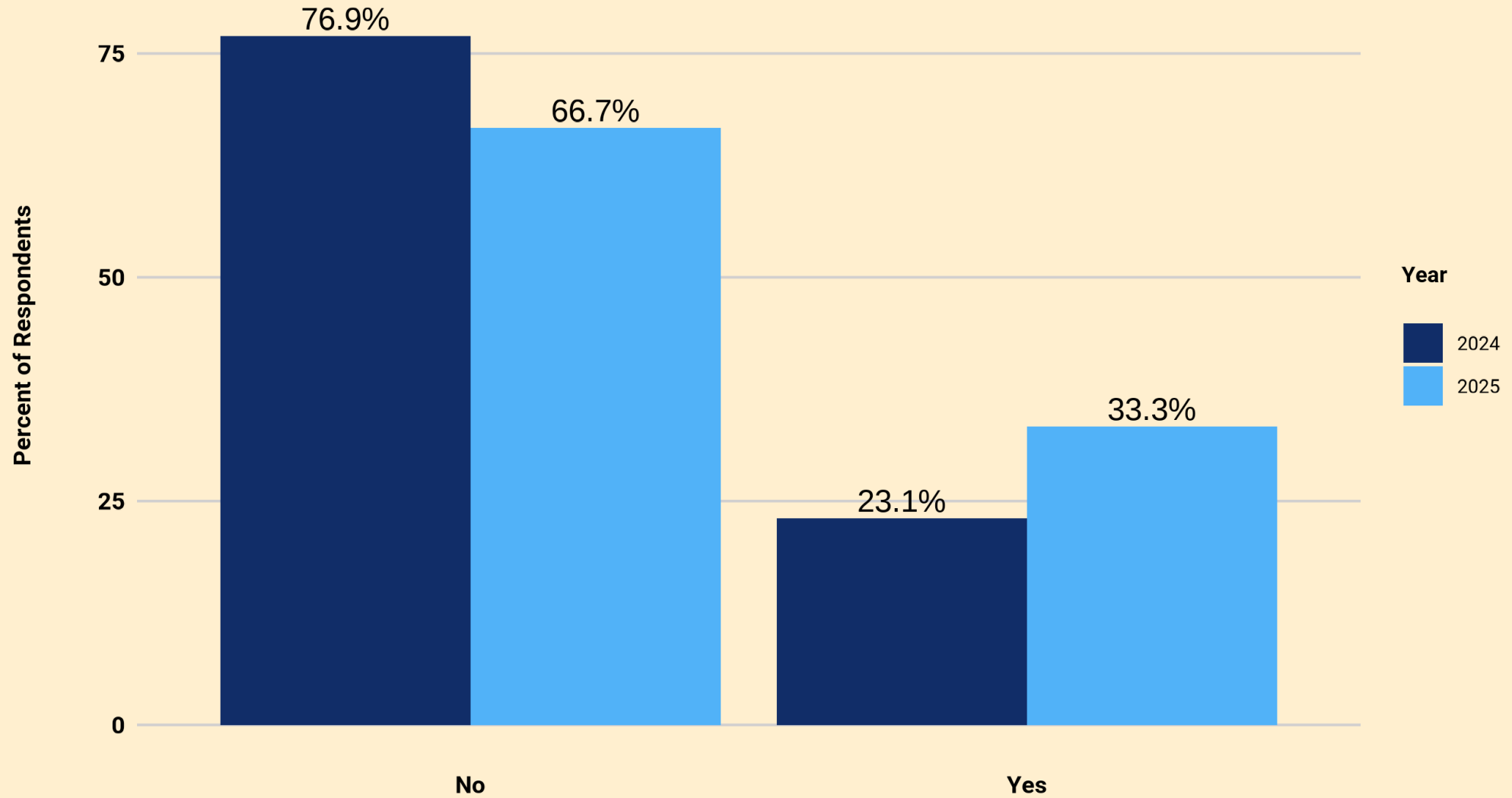
Data: Annual CDO Council Member Survey, 2024 and 2025

15. How would you describe your gender?



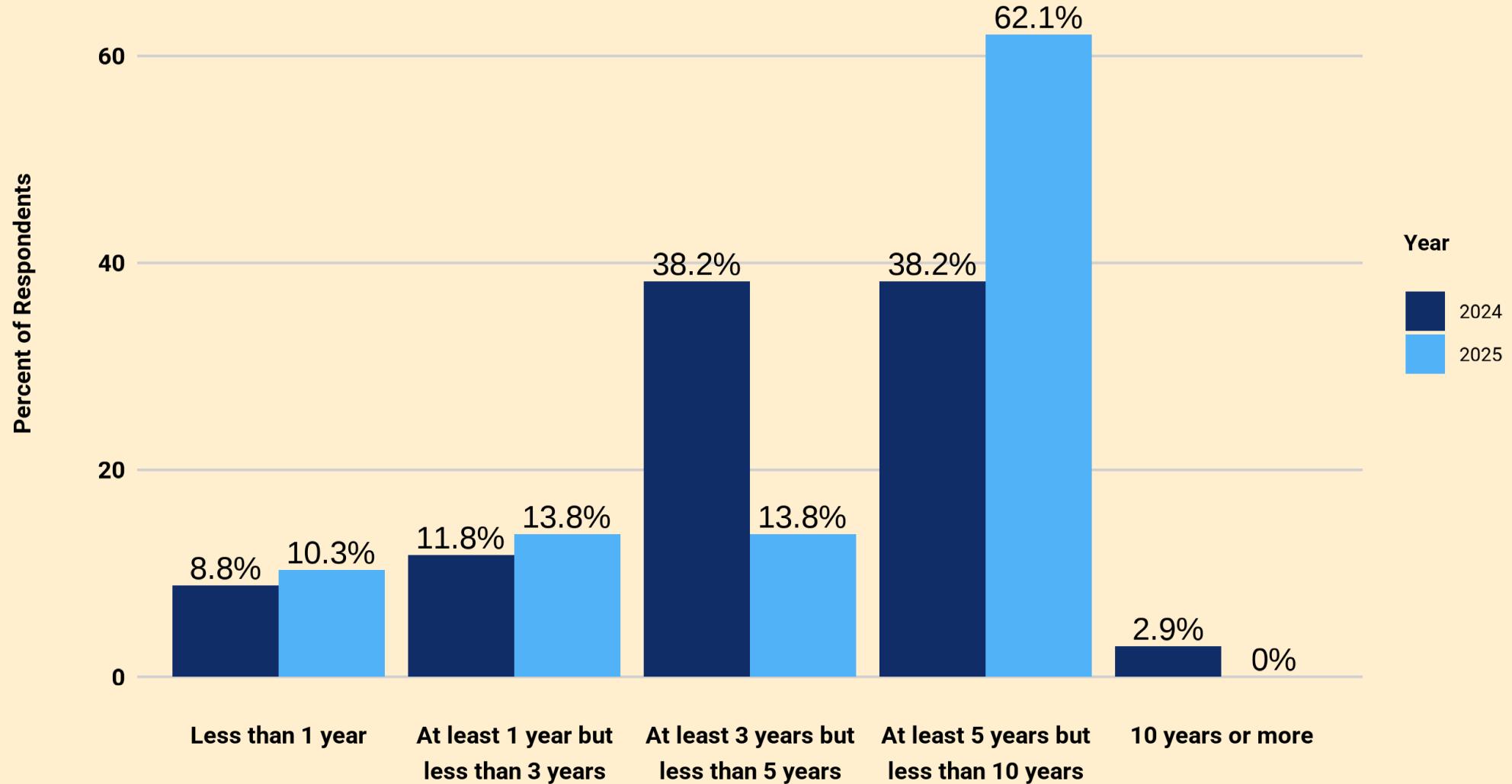
Data: Annual CDO Council Member Survey, 2024 and 2025

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



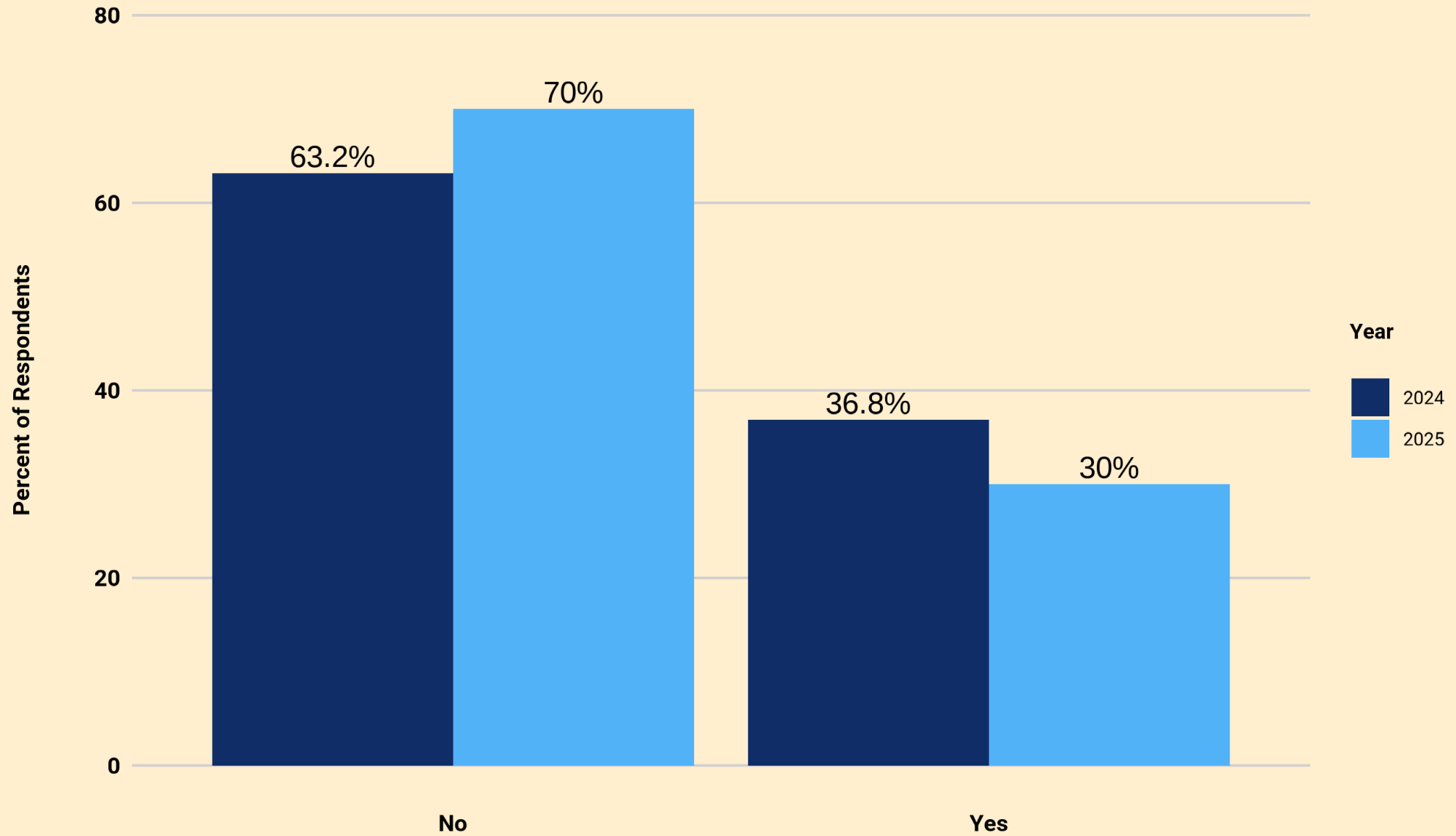
Data: Annual CDO Council Member Survey, 2024 and 2025

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



Data: Annual CDO Council Member Survey, 2024 and 2025

26. Do you have subcomponent CDOs at your agency?



Data: Annual CDO Council Member Survey, 2024 and 2025

CDO Council Overview

- Demographics Covered:
 - 22% CDOs are interim
 - Nearly even split of male/female CDOs
 - 32% of CDOs have other professional data and analytics certifications
 - 80% of CDOs have been in their current role > 1 year
- CDO Structure
 - 61% have had a CDO at their agency for more than five years
 - 29% have subcomponent CDOs at their agency

Data Responsibility (2025)

- Many respondents report primary responsibility for data analytics, governance, modernization, policy, strategy, open data, and evangelism
- Respondents frequently report no responsibility for data monetization, geospatial data, eDiscovery, FOIA, or records management

CDO Responsibilities Definitions

• Primary Accountable Official (PAO)

- The *named owner* with formal authority and **ultimate accountability** for the outcome. They answer for results, compliance, risks, and resourcing to senior leadership or oversight bodies.
 - **Typical signs:** Owns policy or charter; can set priorities; approves budgets or plans; is the escalation point when things go wrong.
- **Ex:** The USDA **Chief Data Officer** accountable for the departmentwide **data inventory policy** and its compliance schedule.

• Manager Responsibility

- The *day-to-day lead* who **runs the work** on behalf of the PAO—planning, staffing, tracking milestones, managing vendors, and reporting status. They are operationally responsible, but **not the ultimate owner**.
 - **Typical signs:** Writes the project plan; assigns tasks; runs standups; maintains dashboards and issue logs; prepares briefings for the PAO.
- **Ex:** An **EDMC program manager** who manages the rollout of the **enterprise data catalog**, including sprints, acceptance criteria, and adoption targets.

CDO Responsibilities Definitions (cont.)

• Partner

- A **co-owner or co-implementer** who contributes materially (expertise, systems, staff, funding), **shares decisions**, and is necessary for success—but **is not the ultimate accountable official**.
 - **Typical signs:** Joint governance boards; shared KPIs; formal MOUs; co-funding; integrated delivery teams.
- **Ex: Privacy and Information Security** partnering with the CDO office on **data governance controls** (e.g., metadata standards, access policies) where each brings requirements and approves the solution.

• No Practical Responsibility

- The office may be aware or tangentially affected, but has **no direct role** in decisions, funding, staffing, or delivery and **cannot materially influence** the outcome.
 - **Typical signs:** No chartered duties, no recurring work items, no seats on governance bodies, no assigned KPIs.
- **Ex:** A mission area team that **consumes** outputs from the enterprise data quality initiative but doesn't define rules, allocate staff, or manage its backlog.

Part of slide text generated with the use of AI

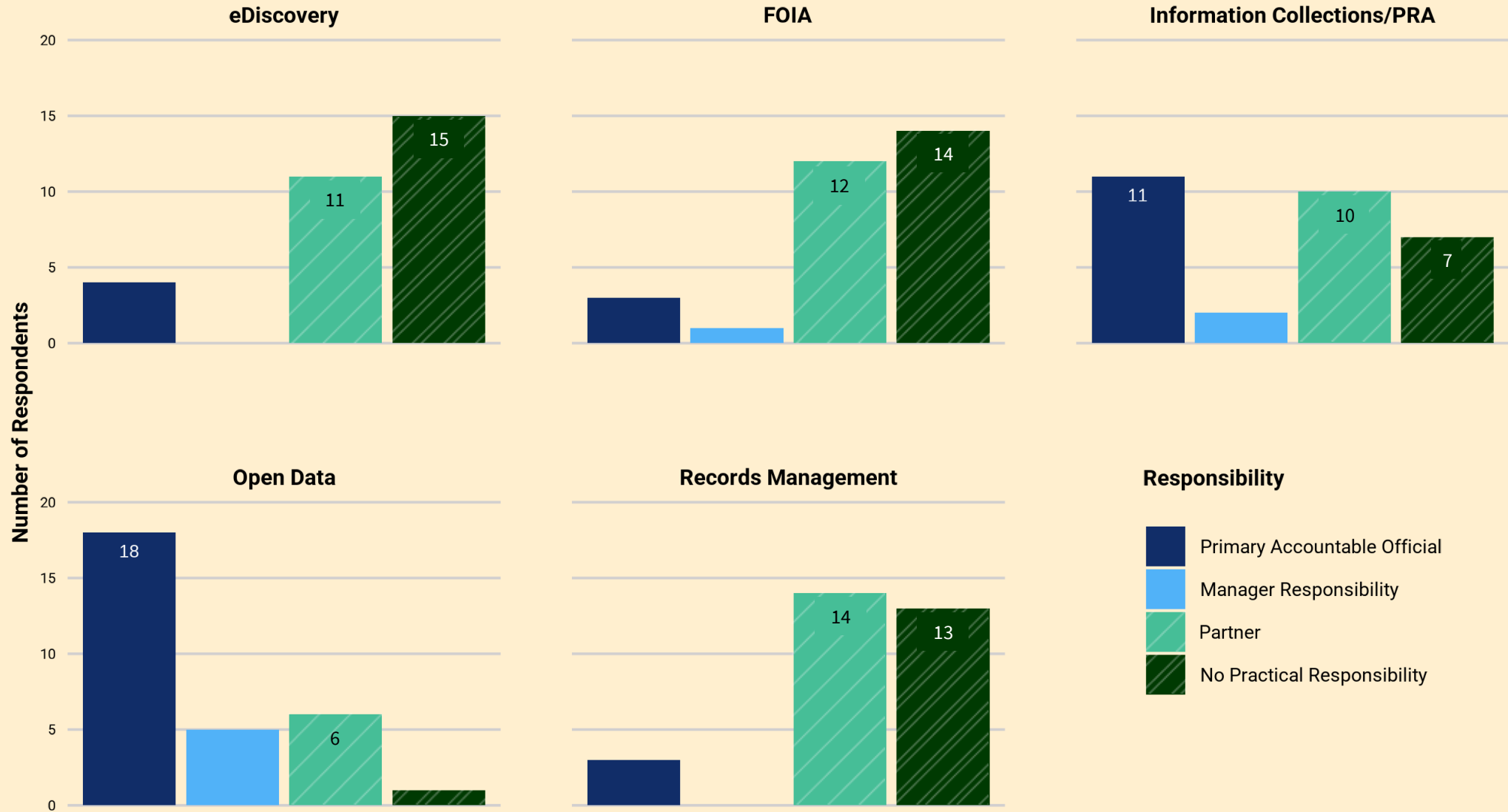
29. What responsibility do you have in the following areas?



Data: Annual CDO Council Member Survey, 2025

Labels are not shown for options selected by five or fewer respondents

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



Data: Annual CDO Council Member Survey, 2025

Labels are not shown for options selected by five or fewer respondents

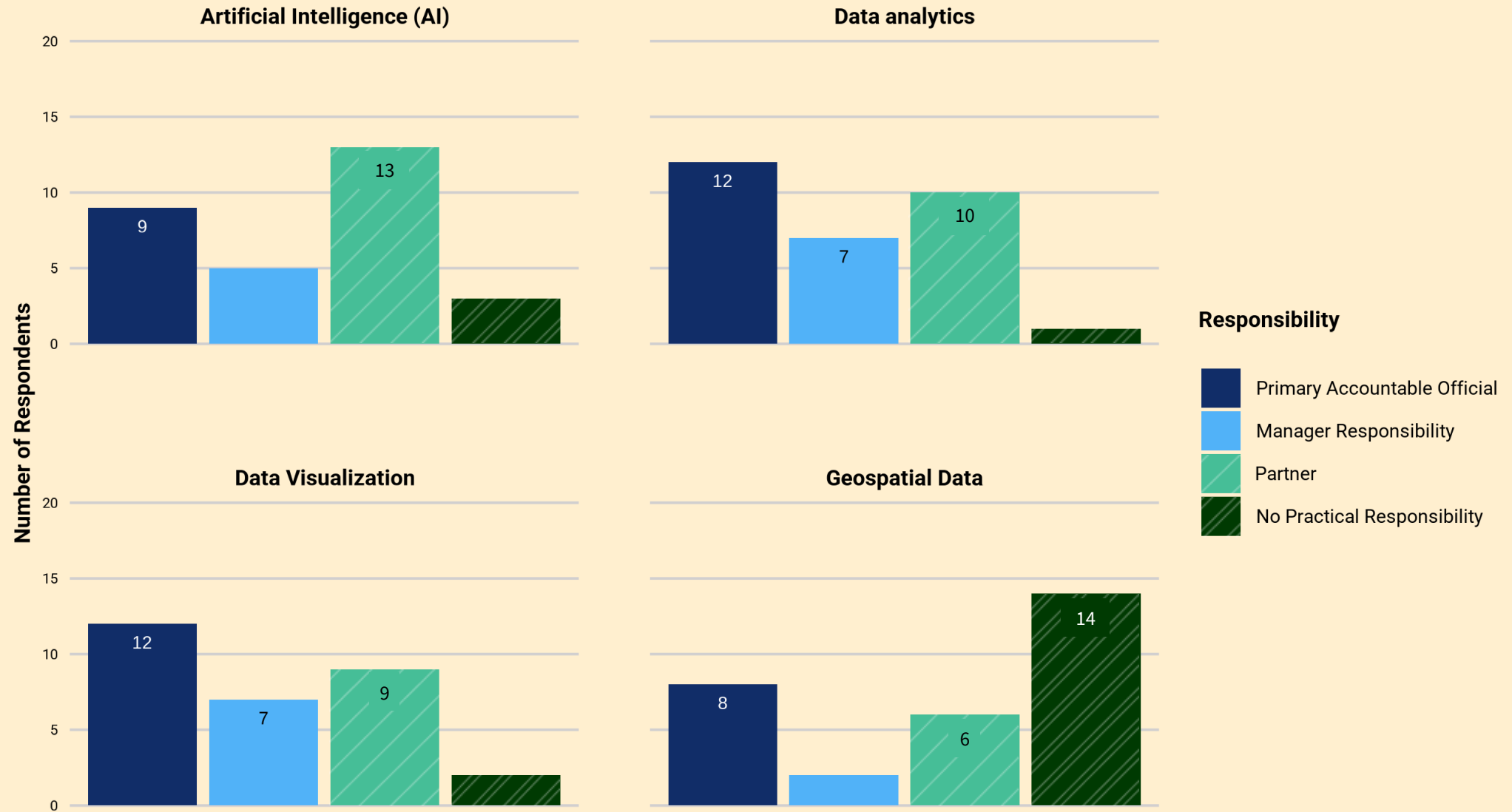
31. What responsibility do you have in the following areas?



Data: Annual CDO Council Member Survey, 2025

Labels are not shown for options selected by five or fewer respondents

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



Data: Annual CDO Council Member Survey, 2025

Labels are not shown for options selected by five or fewer respondents

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



Data: Annual CDO Council Member Survey, 2025

Labels are not shown for options selected by five or fewer respondents

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



Data: Annual CDO Council Member Survey, 2025

Labels are not shown for options selected by five or fewer respondents

Data Responsibility Changes

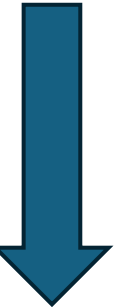
Notable shifts in CDO responsibility from 2024 to 2025

Domain	Responsibility	2024 % of CDOs (#)	2025 % of CDOs (#)
Data Modernization	Partner	28.6% (12)	46.7% (14)
Data Modernization	Manager Responsibility	19% (8)	10% (3)
Geospatial Data	No Practical Responsibility	21.4% (9)	46.7% (14)
Geospatial Data	Partner	28.6% (12)	20% (6)

Data Responsibility – Other Observations

Notable decreases in CDO responsibility from 2024 to 2025

Domain	Responsibility	2024 % of CDOs (#)	2025 % of CDOs (#)
Metrics Consulting	Manager Responsibility	26.2% (11)	13.3% (4)
Data Visualization	Manager Responsibility	31% (13)	22.6% (7)
Data Skills Development	Manager Responsibility	16.7% (7)	10% (3)



Notable increases in CDO responsibility from 2024 to 2025

Domain	Responsibility	2024 % of CDOs (#)	2025 % of CDOs (#)
Open Data	Manager Responsibility	2.4% (1)	16.1% (5)
Data Monetization	Partner	7.1% (3)	20% (6)

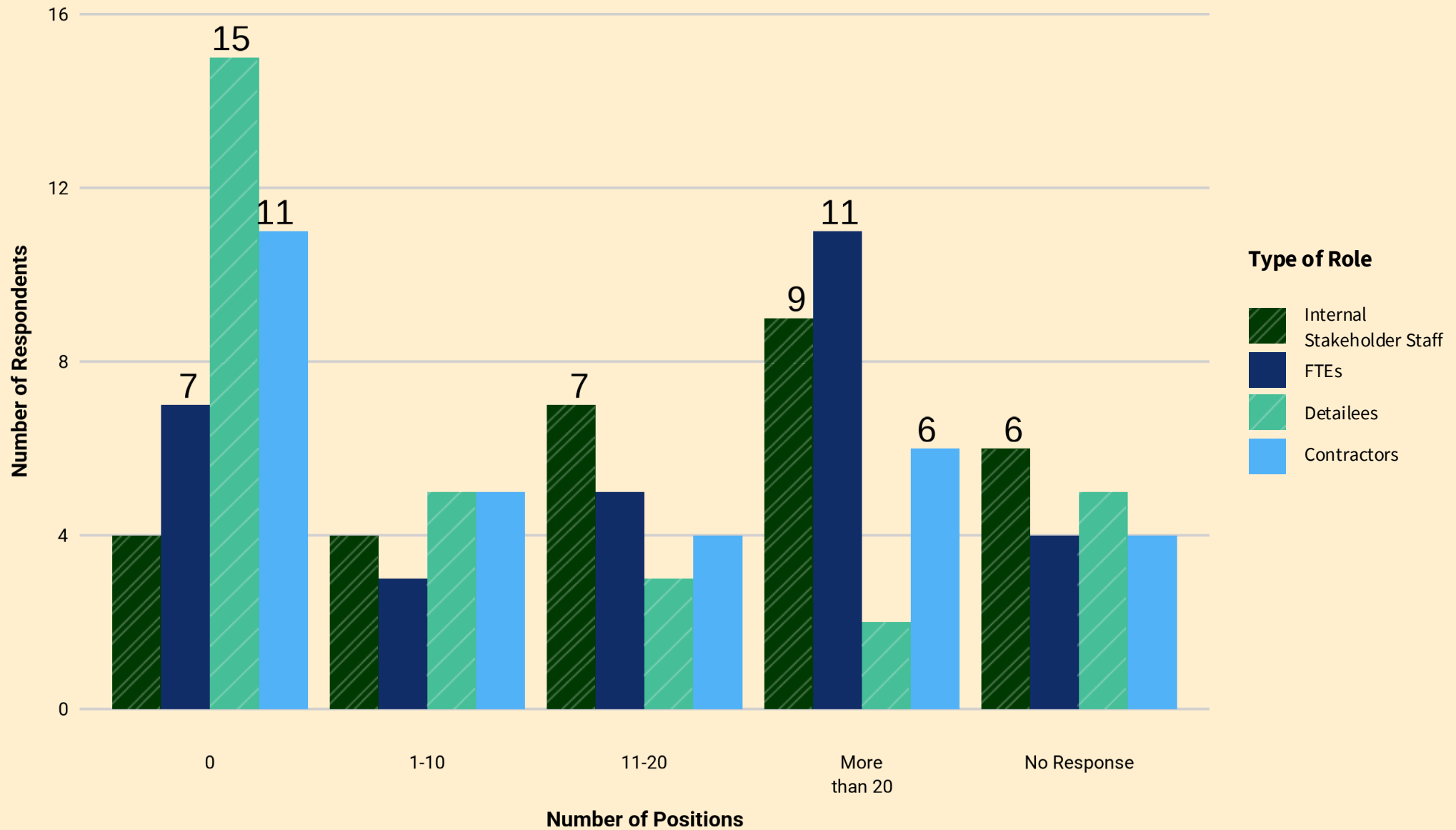


CDO Council Resources

The survey asked respondents about the number of staff available to support data projects and objectives under the CDO office. This includes federal staff, detailees, contractors, and other stakeholders.

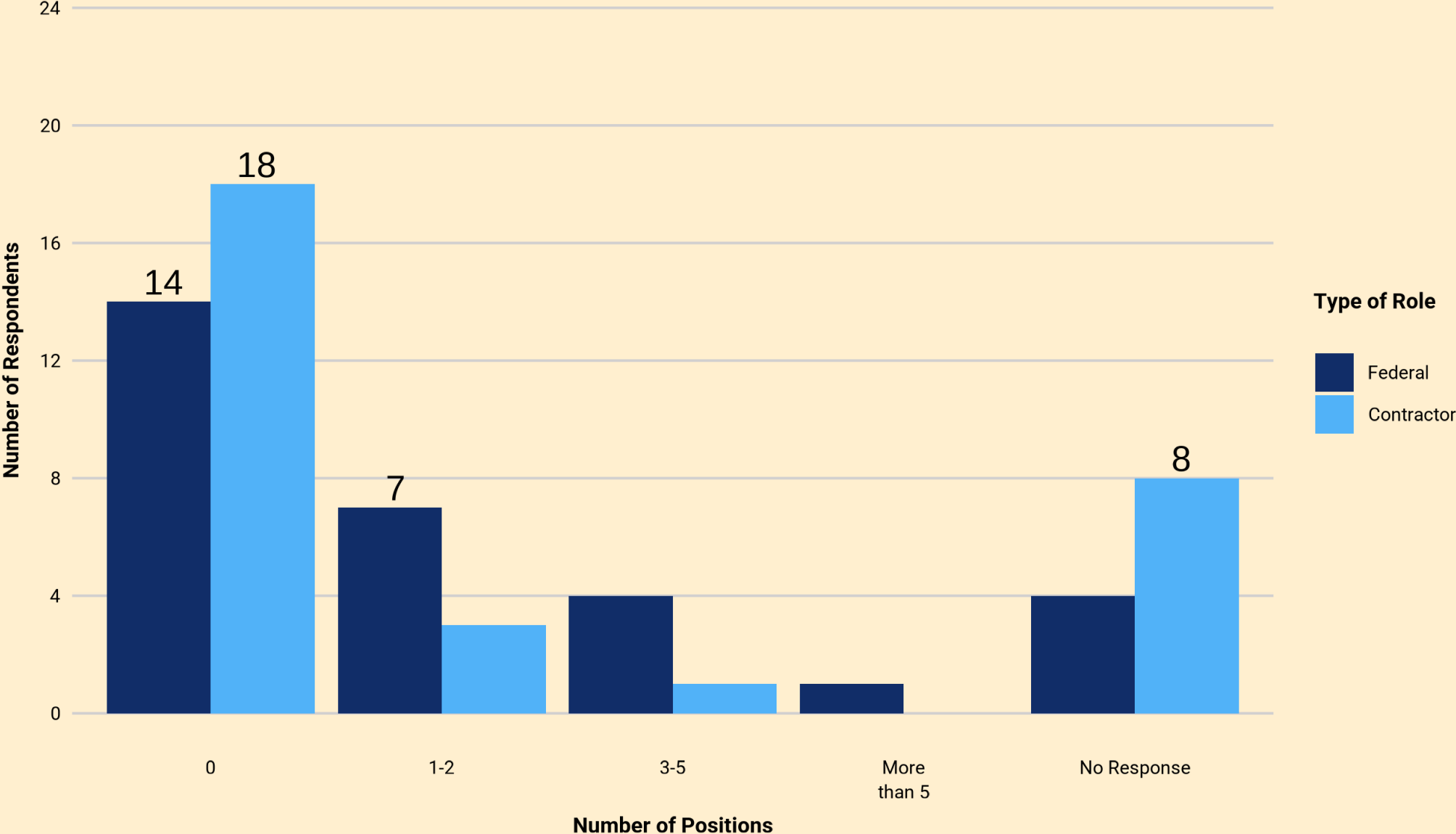
The survey also asked whether respondents' agencies had hired outside firms to support various data initiatives, as well as the number of open positions for data talent.

39. What type of support do you have to undertake the functions of a CDO?



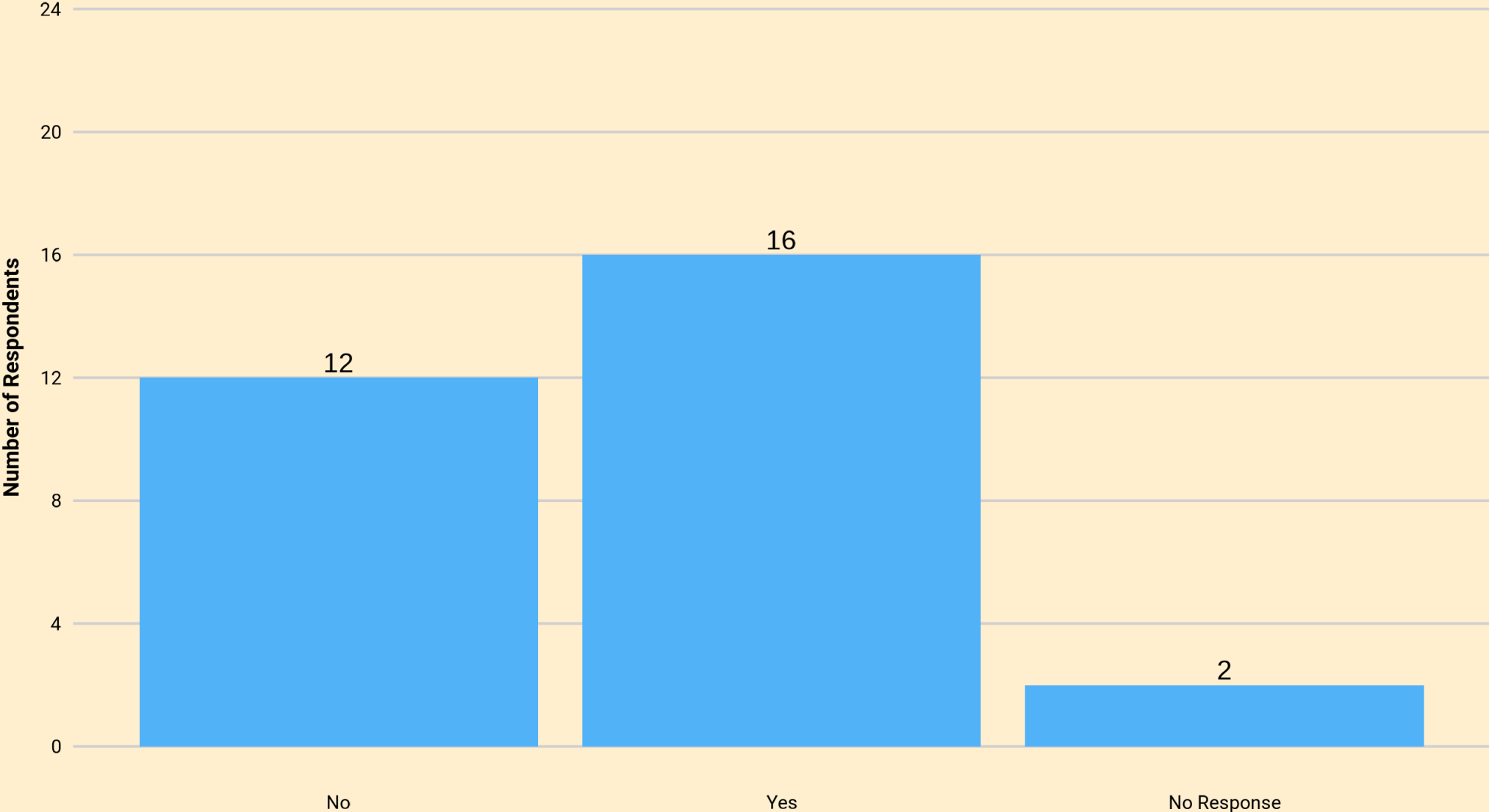
Data: Annual CDO Council Member Survey, 2025

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



Data: Annual CDO Council Member Survey, 2025

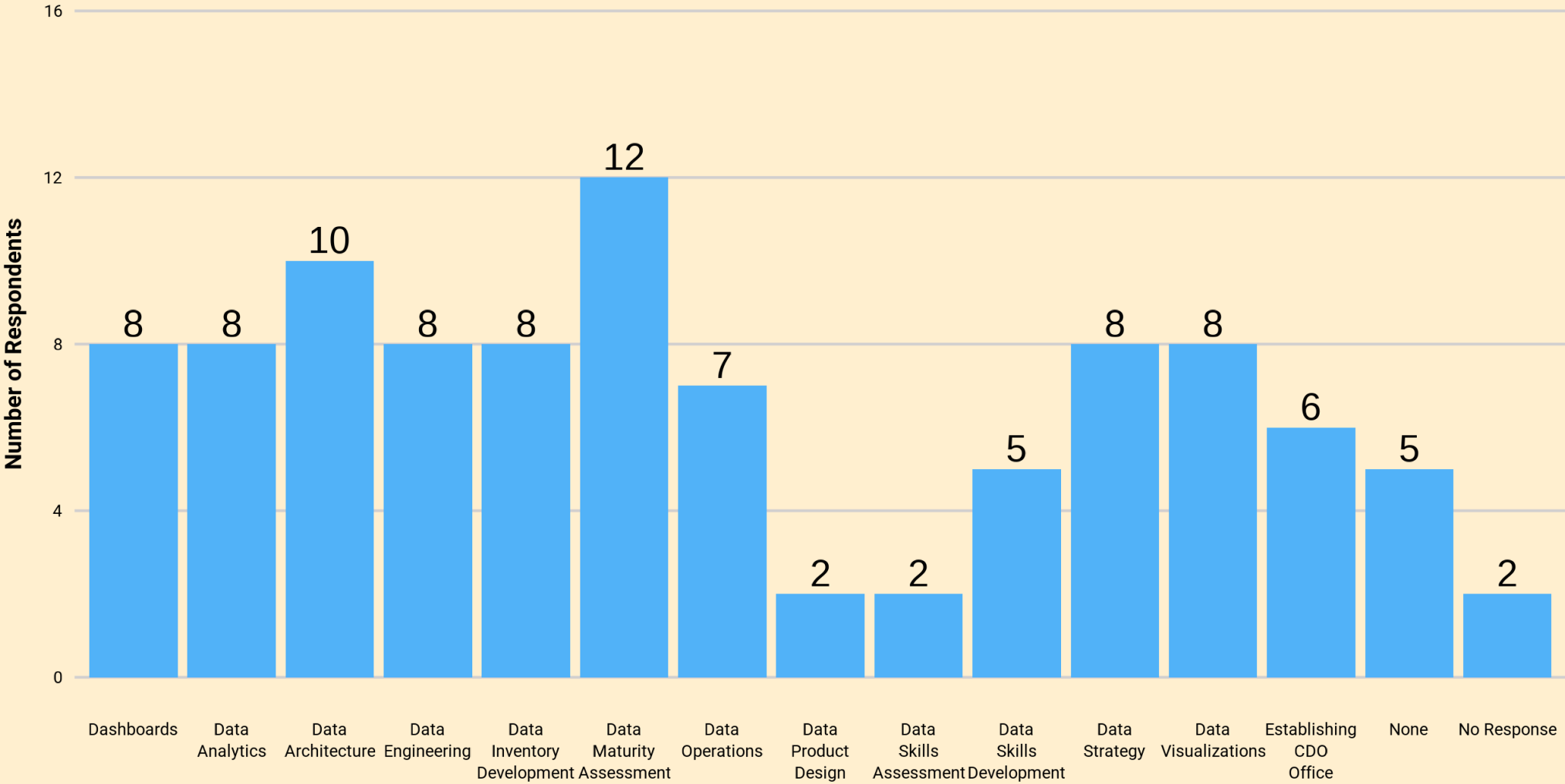
41. Does the CDO Office contain both business and technical people?



Data: Annual CDO Council Member Survey, 2025

42. Has your agency hired consultants or other outside groups to perform any of the following?

Multiple Selections Allowed



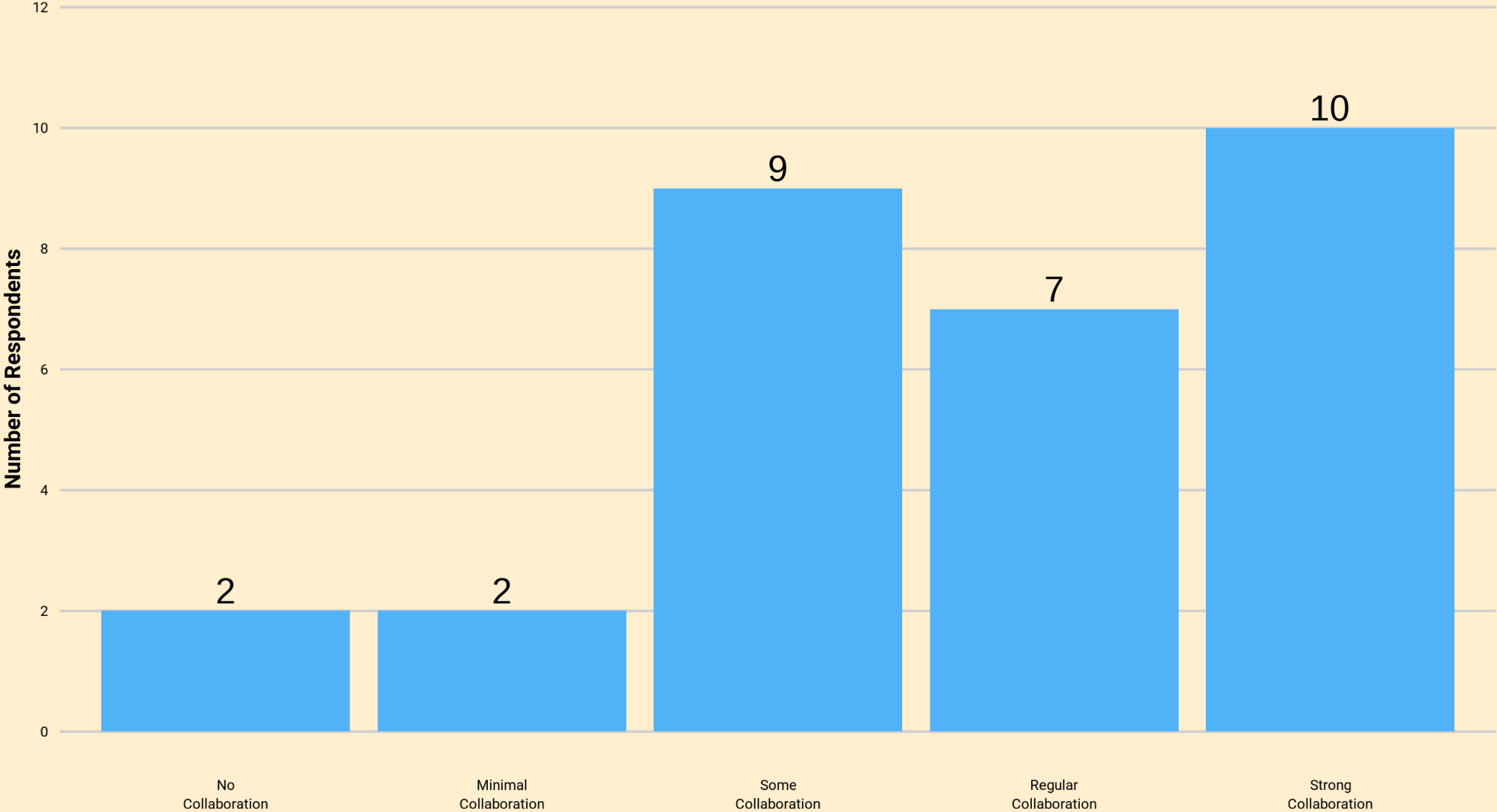
Data: Annual CDO Council Member Survey, 2025

Questions New In The 2025 Survey Instrument

The 2025 CDO Council Survey asked respondents to consider their and their agency's AI readiness in terms of data quality and maturity and AI strategy.

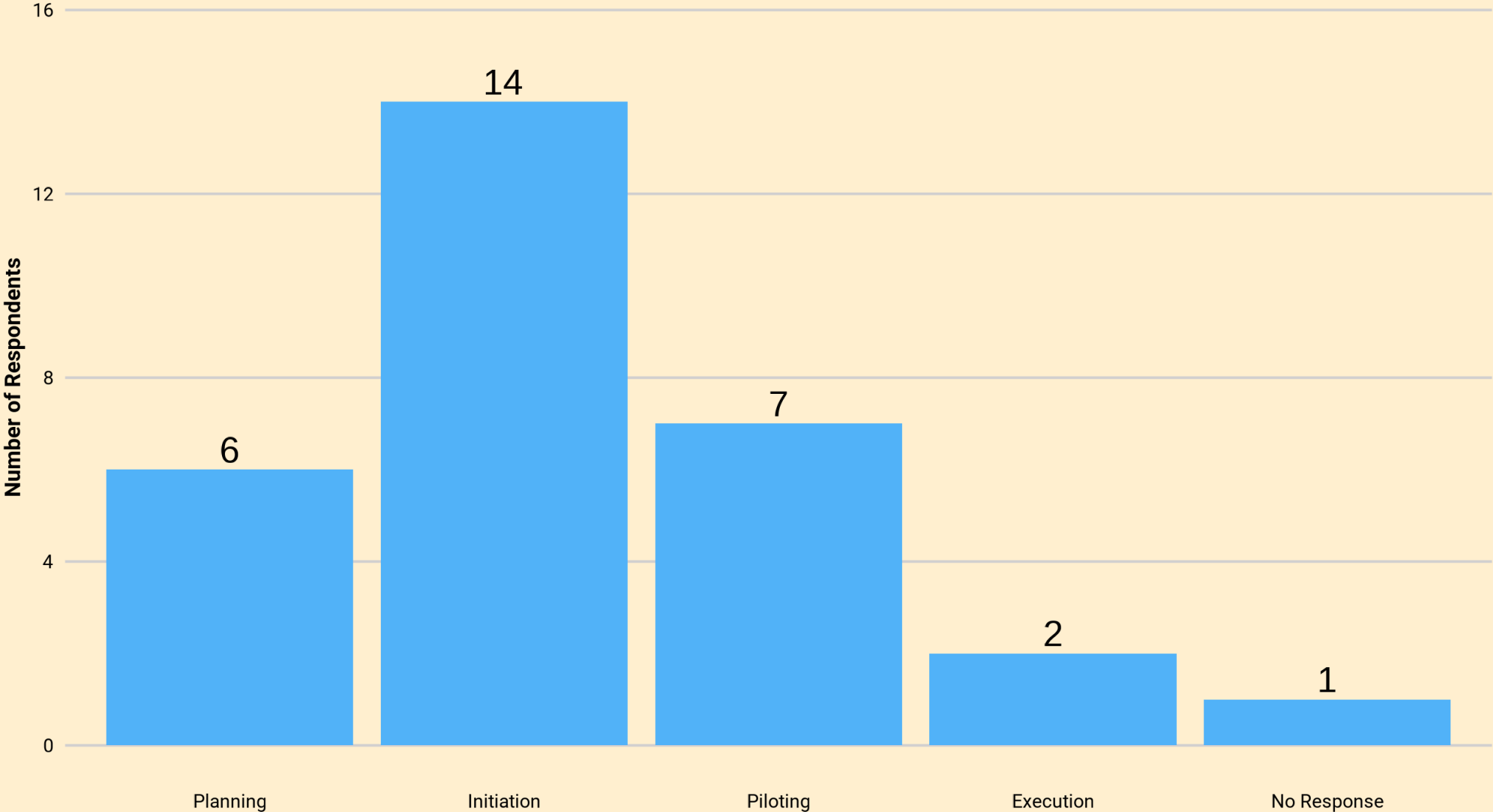
CDOs were also asked to identify how they envision AI/LLMs shaping the future of data at their agencies, as well as how they are leveraging existing CDO council resources to support AI readiness and how the CDO council could better support AI readiness efforts.

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



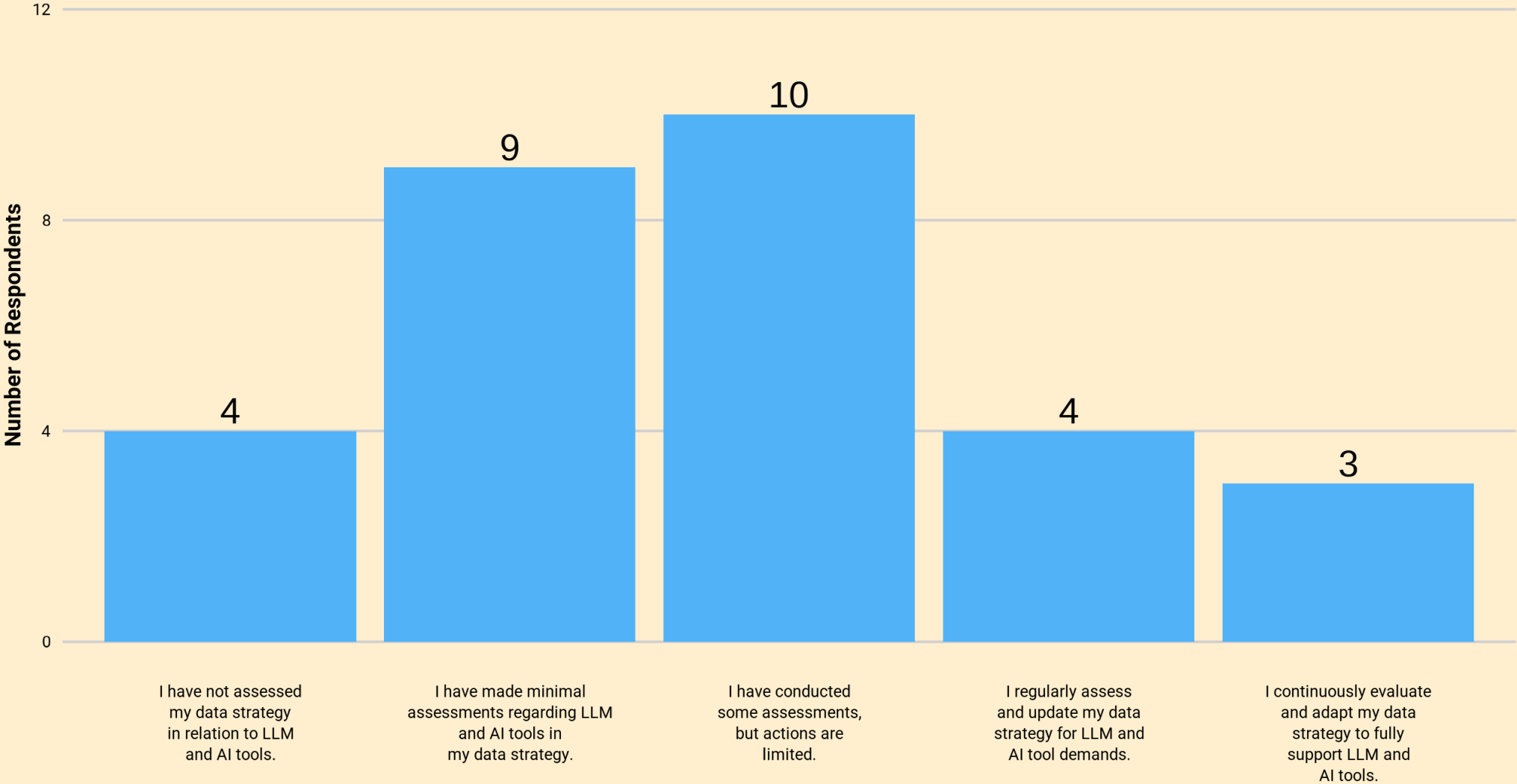
Data: Annual CDO Council Member Survey, 2025

44. As a whole, where is your agency on efforts to establish AI-Ready data maturation?



Data: Annual CDO Council Member Survey, 2025

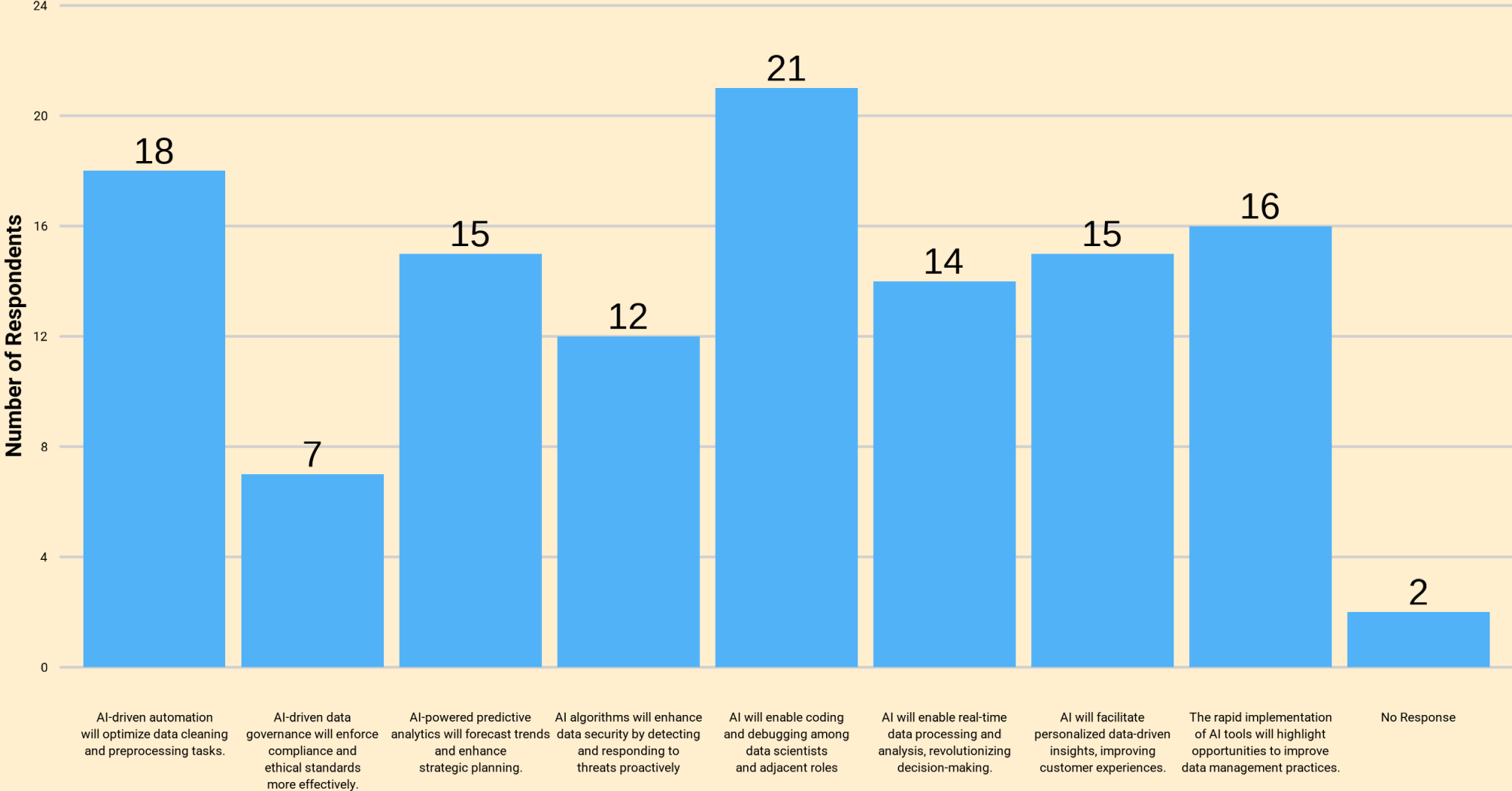
45. Which of the following statements most closely aligns with your approach to ensuring your data strategy is postured to meet the demand of LLM and AI tools?



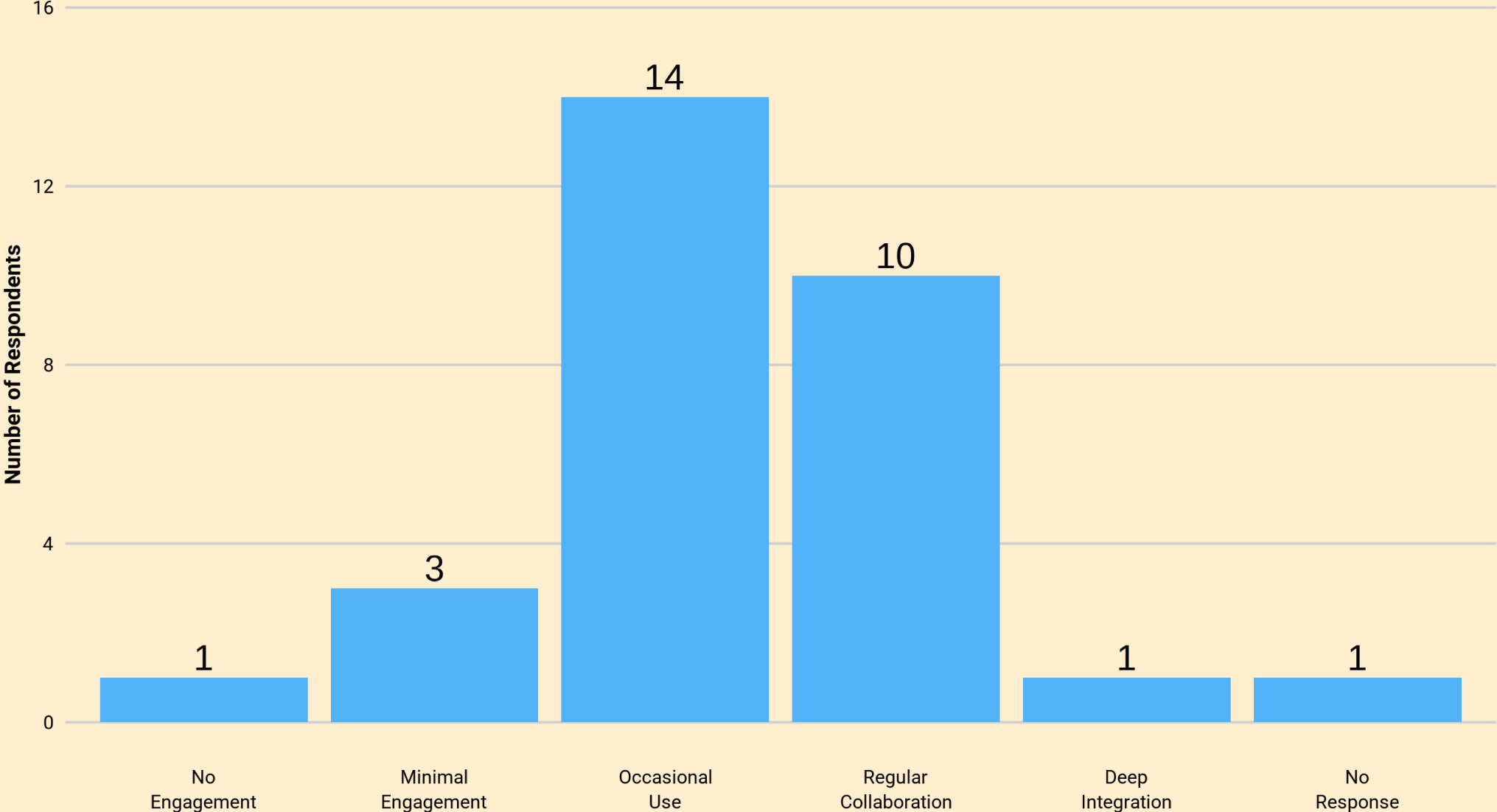
Data: Annual CDO Council Member Survey, 2025

46. How do you envision the future of data management in relation to LLMs or AI within your agency?

Multiple Selections Allowed



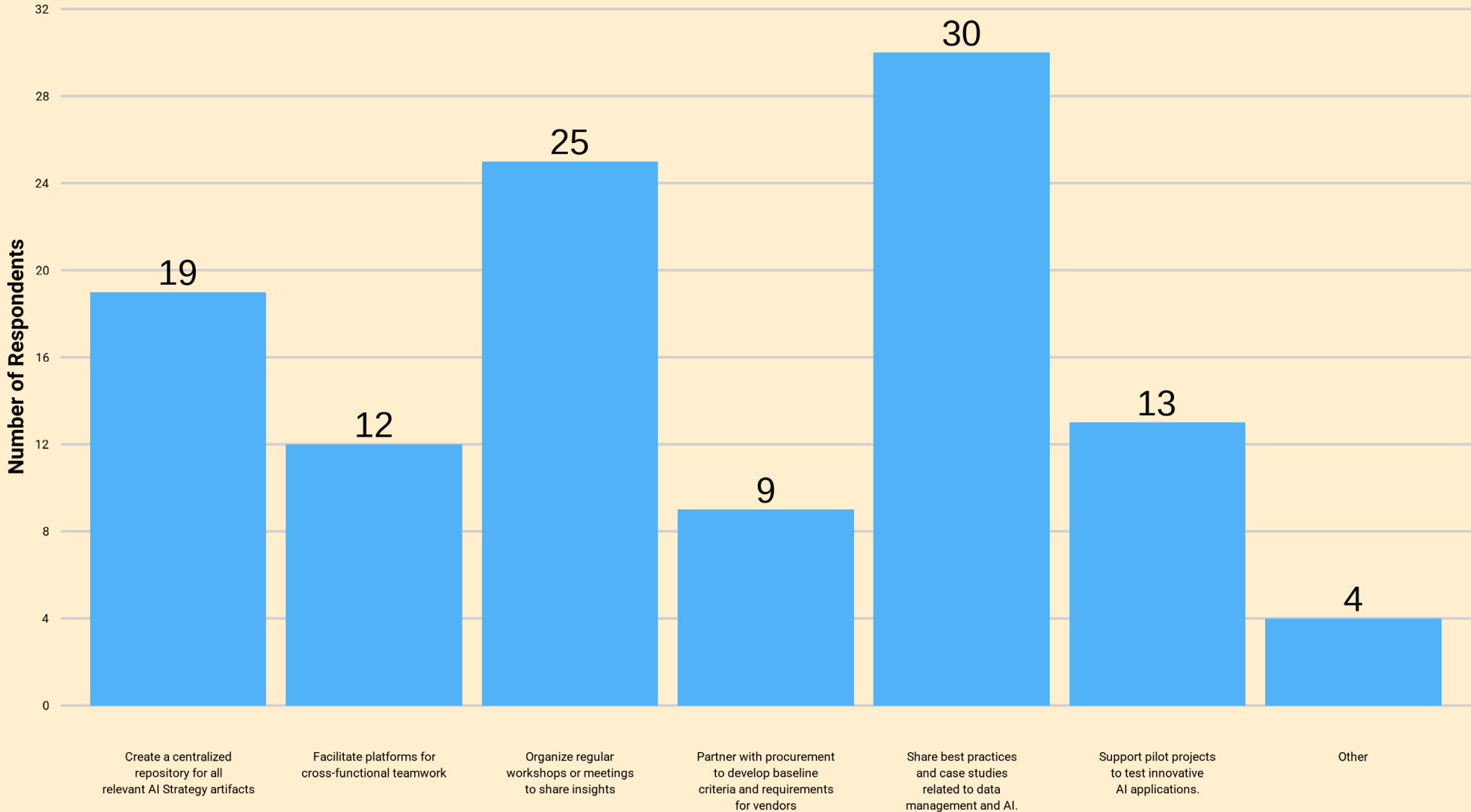
47. How are you leveraging existing CDOC artifacts and WGs to ensure data maturity to support AI requirements?



Data: Annual CDO Council Member Survey, 2025

48. How can the CDOC better support your data efforts to meet the demands of AI?

Multiple Selections Allowed



Data: Annual CDO Council Member Survey, 2025

Q48. How can the CDOC better support your data efforts to meet the demands of AI?

Text responses submitted as "Other":

- "Advocate for effective Data Management as prerequisite to Responsible AI"
- "Advocate with industry for ethical practices and quality testing standards"
- "Explore relevant cross federal standards work to help use integrated data for AI"
- "Share information on successful monitoring of bias and drift"

Future Work Suggestions

1. Share best practices and case studies related to data management and AI
2. Organize regular workshops or meetings to share insights
3. Facilitate platforms for cross-functional teamwork
4. Create a centralized repository for AI strategy artifacts
5. Support pilot projects to test innovative AI applications
6. Partner with procurement to develop baseline criteria and requirements for vendors

Other notable suggestions:

- a. Advocate for ethical practices and quality testing standards
- b. Share information on monitoring bias and drift
- c. Promote inter-agency collaboration
 - Provide agency CDO Examples