



The Mission-Driven CDO

Insights from the 2023 Survey of
Federal Chief Data Officers (CDOs)

In the fall of 2023, federal department-, agency-, and bureau-level CDOs and Statistical Officers completed a [survey](#) developed by the Data Foundation and Deloitte to understand the evolving CDO role and CDO community needs. The insights below are based on the results of this survey, which is the fourth annual of its kind.

CDOs are...

Catalysts

for AI adoption and innovation within their organization.

- **55%** of CDOs already use basic or advanced AI and **95%** intend to adopt new AI technologies for their organizations in the next year.
- The **2023 Executive Order** establishing the Chief AI Officer (CAIO) role will increase the expansion of AI throughout all organizations.

CDOs will be critical partners to CAIOs, aligning all cross-functional areas of their organization to strategic AI initiatives.

Champions

of data literacy and culture in the workforce to keep pace with emerging technology.

- Well-trained talent specializing in the intersection of data, AI, and industry is cited by **60%** of CDOs as a key resource needed to effectively carry out their missions.
- Beyond foundational data knowledge, **75%** of CDOs believe their roles also influence the organization's data culture, encouraging data professionals to value data and use it ethically and responsibly.

Data literacy programs can position their organization's staff for success and boost data-driven decisions.

Strategists

aligning data governance and equitable practices to the organization's mission.

- CDOs are supporting their organization's mission by maximizing the value of their organization's data, supporting a data community, and leading the development of data policies and processes.
- CDOs are expanding data-driven decision making, improving data infrastructure and data quality (i.e., demographic representation in data), and promoting inclusivity in the workplace and in staffing.

CDOs are responsible for orienting their organization towards equitable and data-centered approaches that serve their mission and the public.

Operators

of shared data agendas and evolving needs of their organizations.

- **52%** of CDOs work with a host of C-Suite leaders, with **60%** of CDOs naming CIOs as the leader they collaborate with most frequently. In 2023, more CDOs (**55%**) experienced challenges reporting up to CIOs than in 2022 (**34%**).
- CDOs cite funding, authority, and staffing constraints as the top three barriers hindering mission success. CDOs also provided an array of additional barriers, indicating that each organization faces unique challenges.

With the advent of the new CAIO position, it is even more crucial for CDOs to establish shared agendas across leaders. Despite differences among organizations, the key to success is that each organization's structure and resources empowers the CDO office to achieve their data goals and mission requirements.



The **2023 Federal CDO Survey** illustrated four emerging characteristics of CDOs: Catalyst, Strategist, Champion, and Operator. To accelerate CDO and CAIO journeys towards these goals, below are a sample of Deloitte's suite of tools and services.

The Catalyst - Thinking about innovating and adopting new technology?



AI Readiness & Management Framework (aiRMF): Partner with Deloitte to assess where you are on your AI journey, define target outcomes, and chart a path forward across 10 AI capability areas to achieve enterprise AI readiness and maturity.



Government AI Use Case Dossier: See what's working for other agencies and consider the ways AI can advance your mission with the Government and Public Services Sector AI Use Case Dossier.



Trustworthy AI™: Understand seven key areas of risk for AI and keep your use of AI safe and ethical with Deloitte's Trustworthy AI™ framework in line with NIST.

The Strategist - Thinking about equity and data centered approaches?



AI & Data Strategy Services: Align on an organizational vision for AI, prioritize AI use cases, and make strategic choices about where to invest in AI, accelerated by Playbooks and immersive Labs guided by experienced facilitators.



CDO Playbook: See the most recent thought leadership of CDOs in the government based on trends and understanding AI priorities, strategies, and implementation of operation models.

The Champion - Thinking about data literacy, culture, and quality?



Deloitte's POV on Data Literacy: Learn how to support members of your organization in reading, working with, analyzing, and using data to ethically solve challenges, drive innovation, and collaboratively create value.



Trustworthy AI™: Understand seven key areas of risk for AI and keep your use of AI safe and ethical with Deloitte's Trustworthy AI™ framework in line with NIST.



CDO Playbook: See the most recent thought leadership of CDOs in the government based on trends and understanding AI priorities, strategies, and implementation of operation models.

The Operator - Thinking about aligning data strategy and data processes?



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Data Labs, including CDO/CAIO Transition and the Data Strategy Lab: Create organizational vision, disrupt ordinary thinking, and learn from industry leaders how to achieve your vision.

Contact Us

Deloitte supports many Federal clients in the data and AI space. With best-in-class AI advice and capabilities, we can help at each stage of the race, providing Chief Data Officers with the CDO Services they need to navigate the role of the CDO.



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