Federal Data and Digital Maturity Index

Department of Labor

January 19th, 2022

PARTNERSHIP FOR PUBLIC SERVICE

BCG

Background and Discussion Goals

Background and Recap

- The Federal Data and Digital Maturity Index (FDDMI) covers 29 baseline dimensions with a focused view on Human Capital
- Results shown are for 41 total respondents across DOL, including DO/HQ and various bureaus (e.g. BLS)
- Each dimension in the results corresponds to a question in the survey – results shown are simple averages of responses for a given dimension

Meeting Goals and Objectives

- Initial debrief discussion to review top line results and discuss key takeaways
- Identify priority dimensions or topic areas for follow on discussion and assessment
- Discuss accomplishments to date, current and planned initiatives contributing to results
- Facilitate an open discussion to gather feedback on survey process and unpack valuable insights based on results

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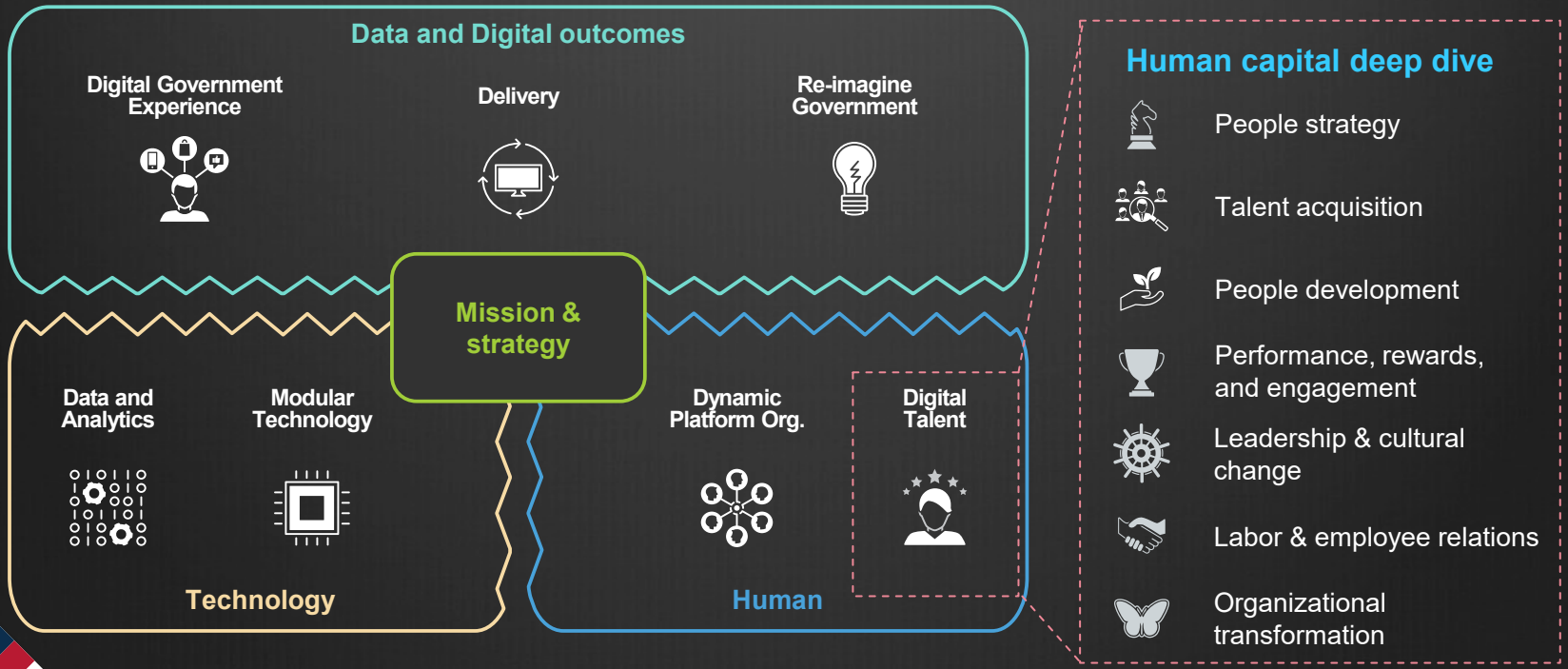
Recap | The survey measures data and digital maturity across 29 dimensions & human capital



Labor Results: Executive Summary

Topline Results

37 ***Labor current maturity score (Fed avg = 36)***

75 ***Labor target maturity score (Fed avg = 74)***

Priority Dimensions for investment

1. **World Class Technology Function**
2. **Modularity**
3. **Service Delivery**

Key Takeaways

- Labor's strengths and highest ambitions are concentrated on tech dimensions – potentially undervaluing human and outcomes components
- Labor's core mission and strategy scores are in line with those across dimensions, indicating success in translating strategy to action
- Labor's weakest maturity and importance scores mainly fall within outcomes related dimensions – translate tech advancements to citizen offerings
- Labor's largest ambition gaps to close and importance scores fall within modular technology dimensions, building on current leading capabilities
- Labor's current data and analytics capabilities exceed Fed averages and target maturity excels in procurement and modularity

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We gathered a diversity of perspectives from stakeholders across Labor

Office of the Chief Data Office

[3] people

Office of the Chief Information Office

[3] people

Office of Chief Talent Or Human Capital Office

[6] people

Administration & Management Office

[2] people

Executing Departments

[27] people

Recap | The survey measures digital maturity across 4 maturity stages

FDDMI score

Maturity (1-100)

Starter	Literate	Performer	Leader
0-7 / 8-15 / 16-24	25-32 / 33-40 / 41-49	50-57 / 58-65 / 66-74	75-82 / 83-90 / 91-100
Unclear Digital vision Business and IT sometimes work on digital topics Organization not yet digitally enabled	Clear vision/strategy & roadmap defined Processes are being digitized but executed in functional silos Digitally enabled governance in place	Strong digital mindset and agile culture Business and IT have jointly built key Digital capabilities across all areas Digital initiatives are built & implemented with success	Initiatives are contributing to strategy with a clear value added Digital has been embedded throughout the organization Outperforms peers in key digital metrics
10% / 17%	34% / 39%	42% / 35%	14% / 9%

Benchmark Legend: Global Private Sector Companies | Global Public Sector Agencies

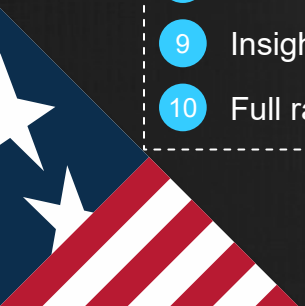
Survey results provide layers of detailed data for decision-makers

1. Top-line scores (current and target) for Labor
2. Top-line scores (current and target) for US Government overall
3. Prioritization of dimensions by current/target gap and importance

Previewed below

4. Labor scores by dimension by department
5. Labor scores by dimension and full demographic break-downs
6. Summary benchmark scores to overall private sector
7. Detailed benchmarks to overall private sector, by dimension and demographics
8. Detailed benchmarks to private sector peers, by dimension and demographics
9. Insights on priority focus areas and potential interventions
10. Full raw data from Labor survey

Available for future discussions



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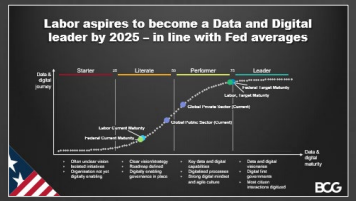
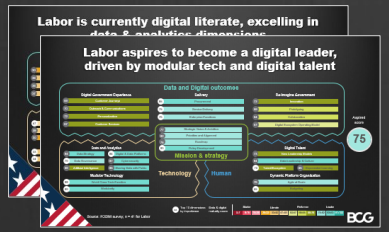
Primer: Interpreting Labor Survey Results

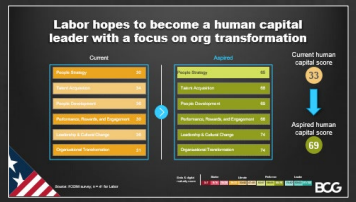
1. *Overall score, plotted along the FDDMI continuum relative to benchmarks*



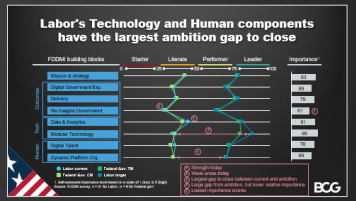
2. *Labor focused results for current and target maturity across dimensions*



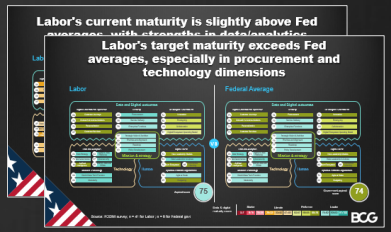
3. *Human Capital Deep Dive scores – current and aspired combined view*



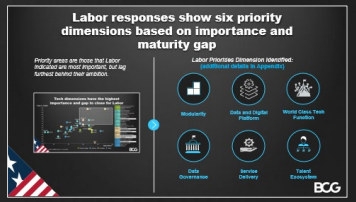
4. *Summary of Labor scores and importance by dimension, relative to federal benchmarks*



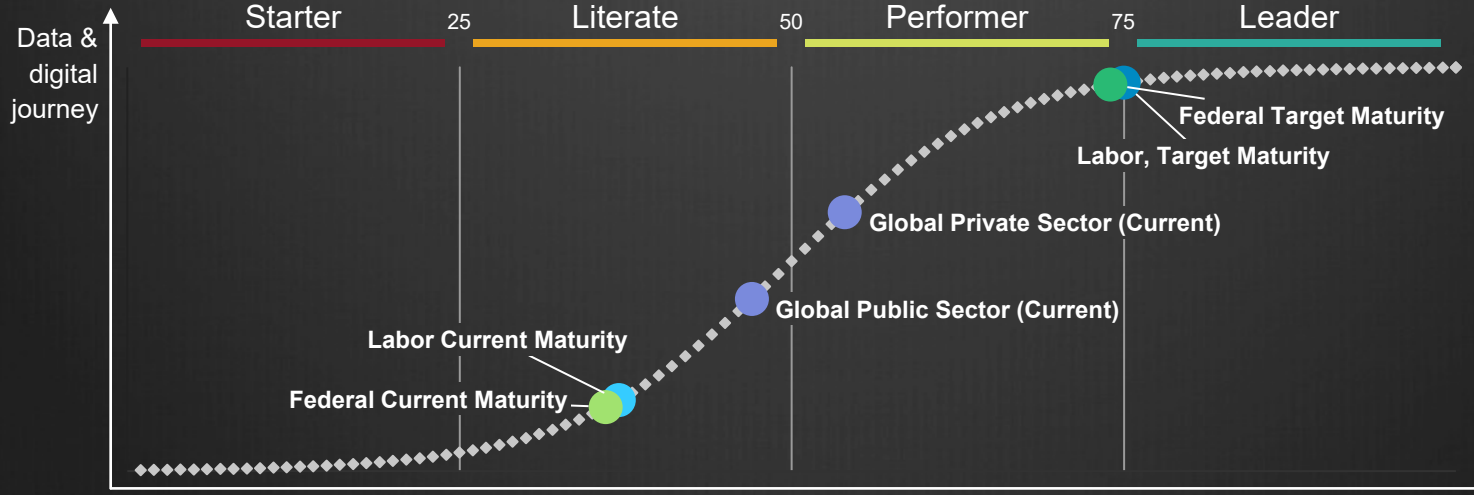
5. *Summary of Labor current/aspired scores compared to federal averages*



6. *Identifies priority enabler areas for Labor to focus attention based on survey results*



Labor aspires to become a Data and Digital leader by 2025 – in line with Fed averages



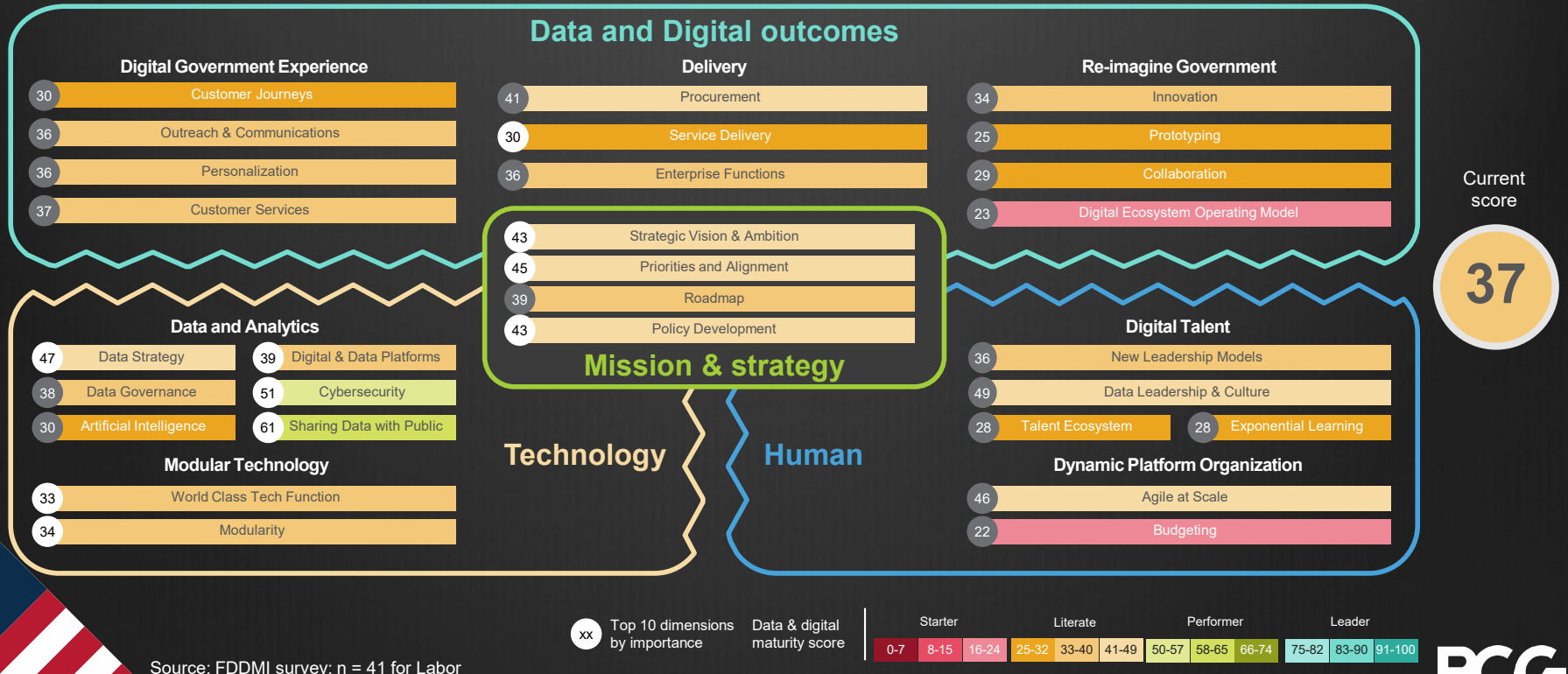
- Often unclear vision
- Isolated initiatives
- Organisation not yet digitally enabling

- Clear vision/strategy
- Roadmap defined
- Digitally enabling governance in place

- Key data and digital capabilities
- Digitalised processes
- Strong digital mindset and agile culture

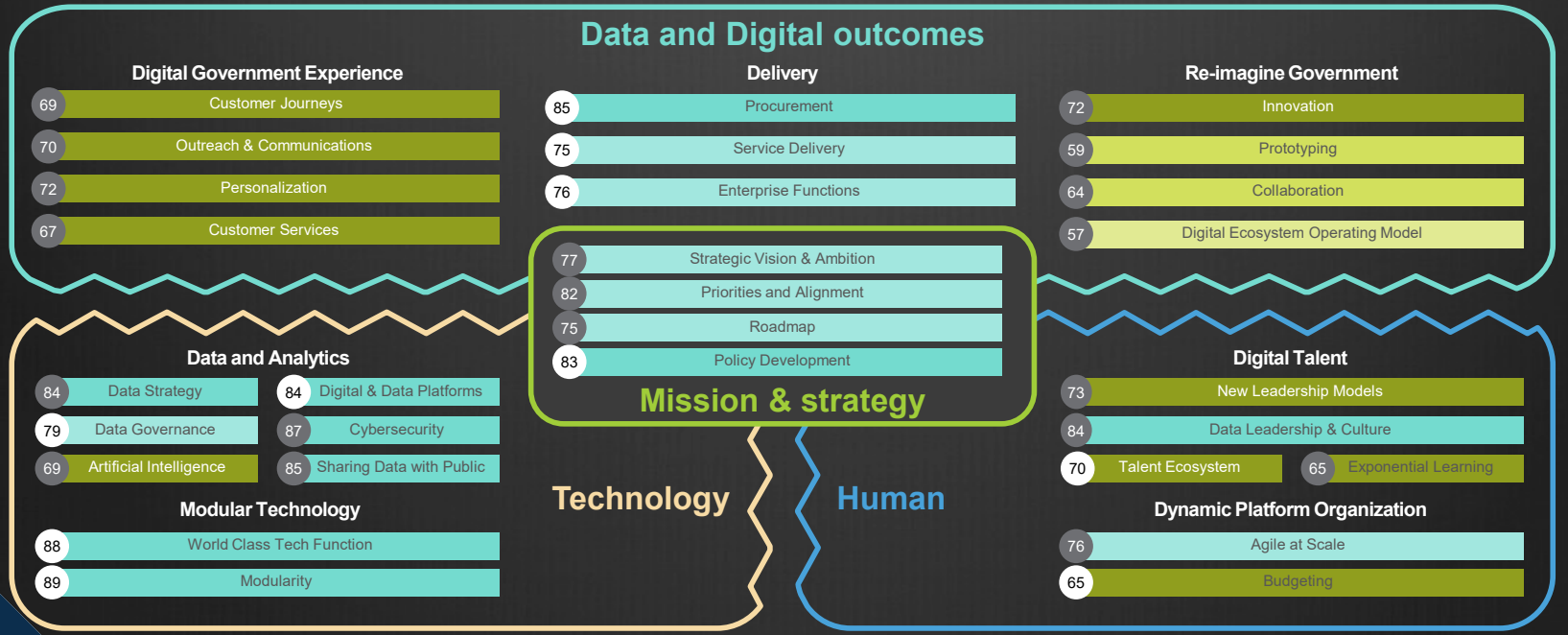
- Data and digital visionaries
- Digital first governments
- Most citizen interactions digitized

Labor is currently digital literate, excelling in data & analytics dimensions



Source: FDDMI survey; n = 41 for Labor

Labor aspires to become a digital leader, driven by modular tech and digital talent



Aspired score

75

Source: FDDMI survey; n = 41 for Labor

XX Top 10 dimensions by importance

Data & digital maturity score

Starter			Literate			Performer			Leader		
0-7	8-15	16-24	25-32	33-40	41-49	50-57	58-65	66-74	75-82	83-90	91-100

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Labor hopes to become a human capital leader with a focus on org transformation

Current human capital score

33

Aspired human capital score

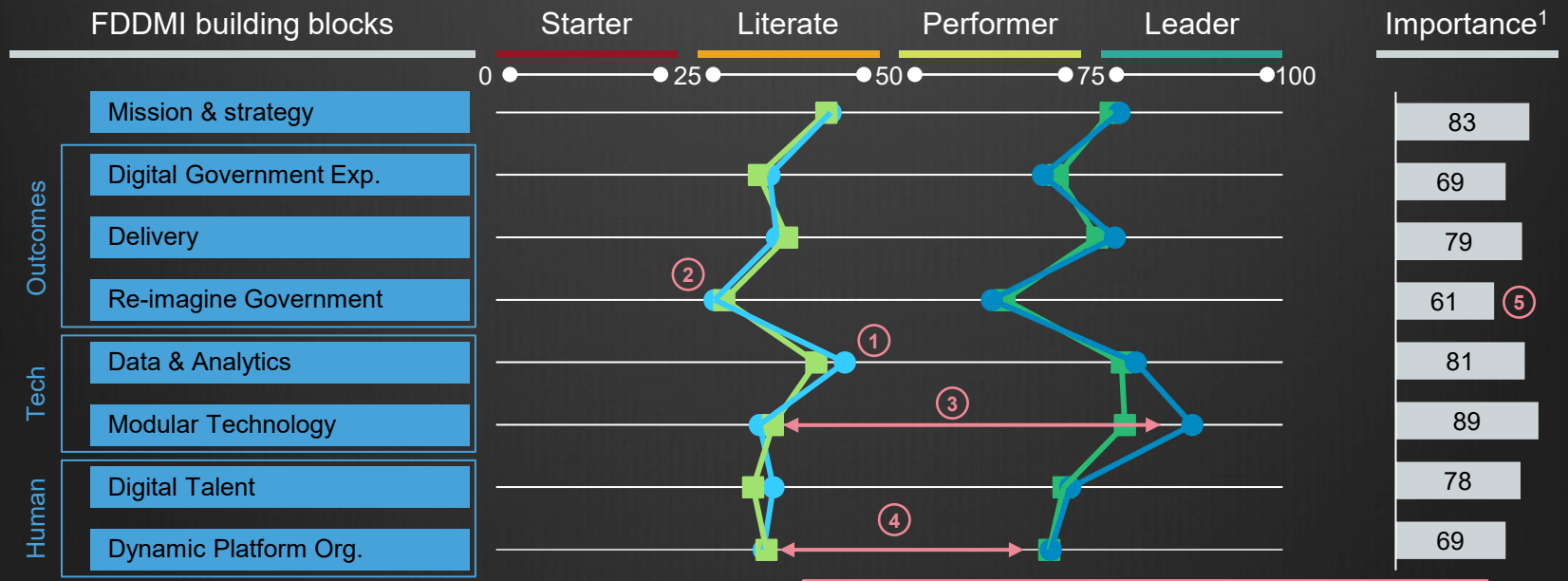
69

Source: FDDMI survey; n = 41 for Labor

Data & digital maturity score

Starter			Literate			Performer			Leader		
0-7	8-15	16-24	25-32	33-40	41-49	50-57	58-65	66-74	75-82	83-90	91-100

Labor's Technology and Human components have the largest ambition gap to close



1. Self-assessed importance level based on a scale of 1 (low) to 5 (high)
Source: FDDMI survey; n = 41 for Labor ; n = 8 for Federal govt

① Strength today
② Weak areas today
③ Largest gap to close between current and ambition
④ Large gap from ambition, but lower relative importance
⑤ Lowest importance scores

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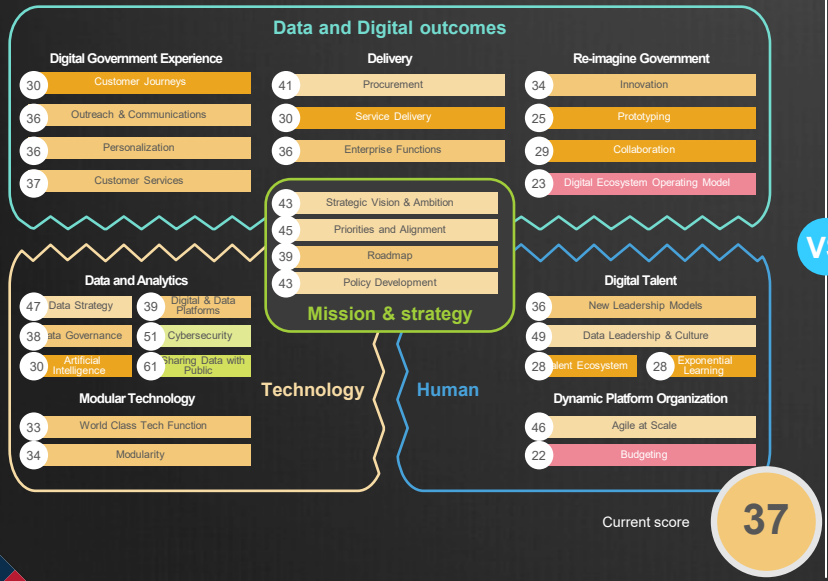
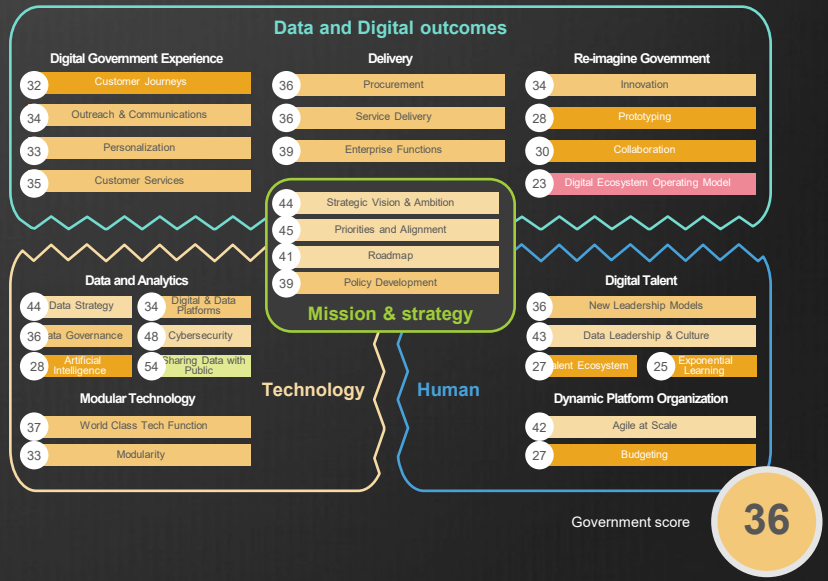
Labor's current maturity is slightly above Fed averages, with strengths in data/analytics

Labor



VS

Federal Average



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Source: FDDMI survey; n = 41 for Labor ; n = 8 for Federal govt

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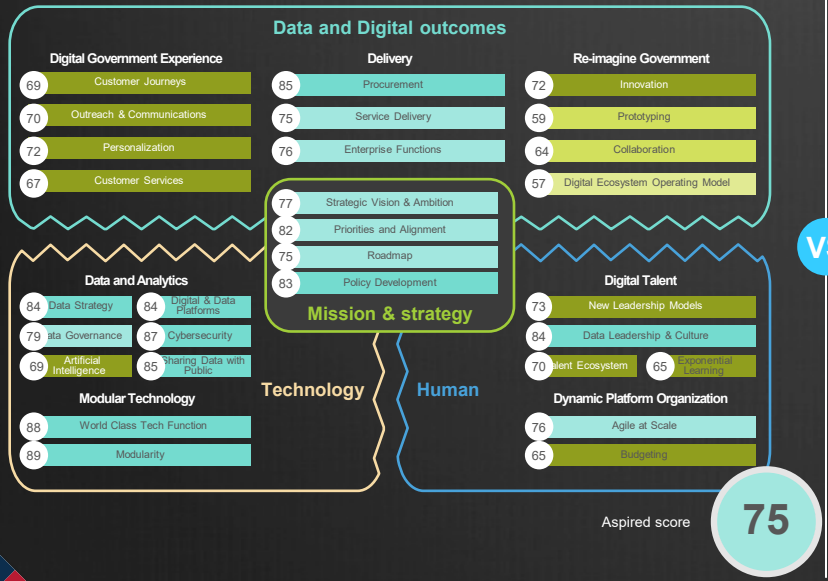
Labor's target maturity exceeds Fed averages, especially in procurement and technology dimensions

Labor



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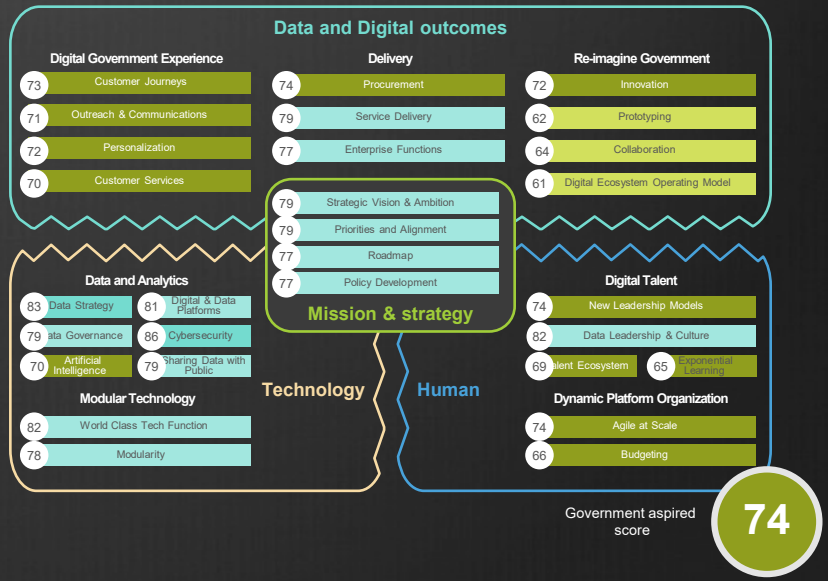

Data & digital maturity score

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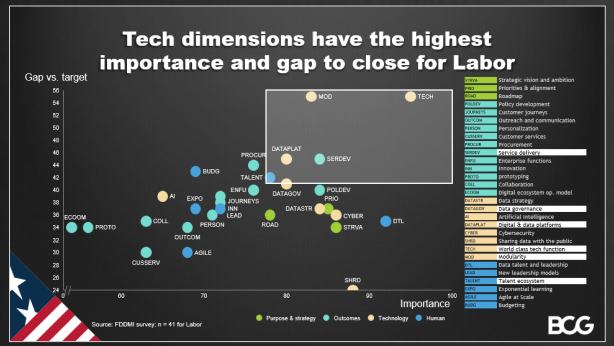
Labor responses show six priority dimensions based on importance and maturity gap

Priority areas are those that Labor indicated are most important, but lag furthest behind their ambition.



Labor Priorities Dimension Identified:
(additional details in Appendix)

- **Modularity**
- **Data and Digital Platform**
- **World Class Tech Function**
- **Data Governance**
- **Service Delivery**
- **Talent Ecosystem**

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Labor can engage in focus groups and annual survey rounds to maximize value

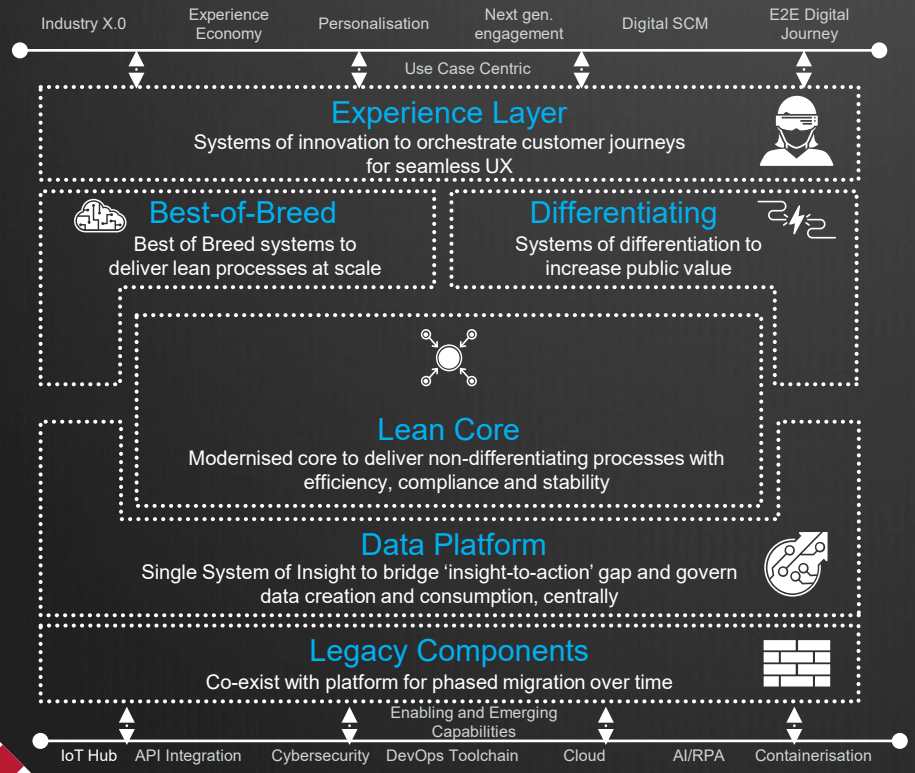
Follow on discussions with topic experts with more detail on priority dimensions and actionable recommendations to address identified pain points

Focus group discussions with other participating agencies to share insights on survey learnings and best practices across government

Updated federal government average data as respondents increase; **future rounds of survey completions** to assess maturity progression, etc.

APPENDIX: Priority Dimension Additional Details

Platform modernization links IT to value and enables flexible & lower-cost platforms



- Coordinate the customer journey across all touchpoints
- Reduce cost at the core by simplifying back to a lean and vanilla state
- Cover high-value gaps with more flexible best-of-breed apps
- Create personalised and differentiating digital apps and service journeys
- Maintain pace and demonstrate value through leveraging data
- Encapsulate, contain, and gradually decommission legacy components

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DDP approach takes a mental flip: link strategic priorities with the digital WHAT and then combine it with the HOW

Core elements of the overall DDP roadmap

Approach

WHY

Existing business strategy

- I Improve citizen trust
- II Integrated services
- III Omnichannel experience
- IV Resilient and future proof
- V Sustainability & Responsibility

Understand tech & digital levers to re-imagine and accelerate the strategic priorities

WHAT

Digital use cases driving value

- Policy
- Service design & innovation
- Service development & implementation
- Service delivery and support

Identify and prioritize tangible digital use cases that drive value using:

- Digital maturity assessment
- Best practice benchmarks
- Pain points along key customer groups and employee journeys

HOW

- Data & digital platforms
- Organization and people
- Governance

Derive the right target technology, organization and execution model to deliver those digital solutions at scale whilst paying off past debt

Myriad opportunities exist for public sector entities to leverage digital and technology

Policy, new services & business models

- Evidence-based policies (data-informed & adaptable policies through the use of data & AI)
- Augmented Decision Making (augmented intelligent systems in daily tasks)
- Government as a Platform (service expansion through collaboration with the broader ecosystem)

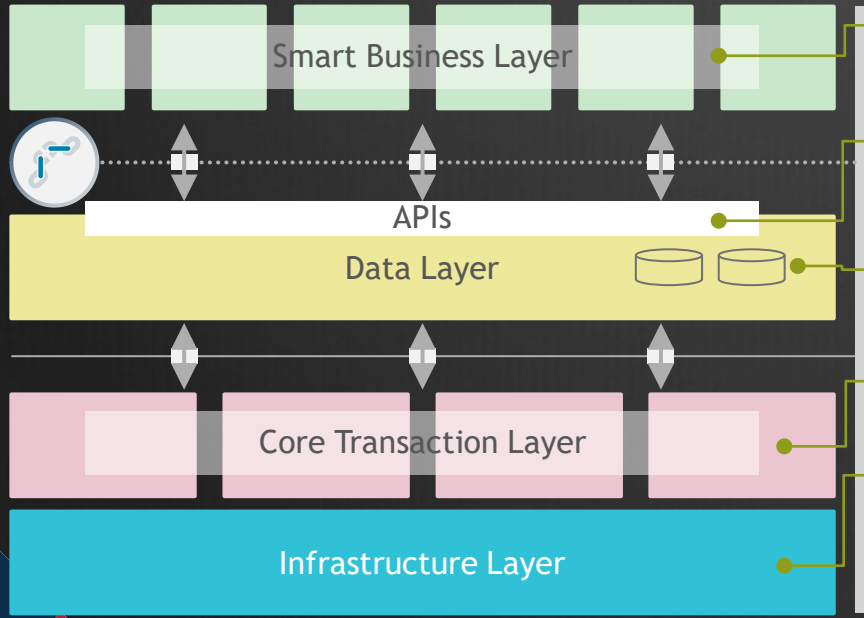
Citizen experiences & service delivery

- Personalized and Proactive Service Delivery
- Joined-up services designed around citizen life events
- E-Participation (proactive engagement of citizens in decisions making and running of government) that's open, transparent and ethical

Operations

- Always-on Transformation (timely response to the ever- changing environment & needs)
- Public Infrastructure and Asset Optimization (data-informed investment decisions)
- Procurement and other Digital Support Functions (end-to-end digitalization of back-office processes eg. HR, Finance)

A unique DDP architecture enables value outcomes with modularity, flexibility, scalability, speed & security



- Modular architecture with microservices allowing reuse and easy adaptation
- Exposure of data and services via APIs for flexible access to build new use cases—data and services built once
- Data and analytics platform to decouple core from digital and provide value-adding capabilities (e.g., AI, ML)
- Lean core systems for solid and stable back-end processes
- Cloud services and autom. provisioning for scalable infrastructure backbone
- Cybersecurity and privacy is embedded across layers to unlock full DDP potential

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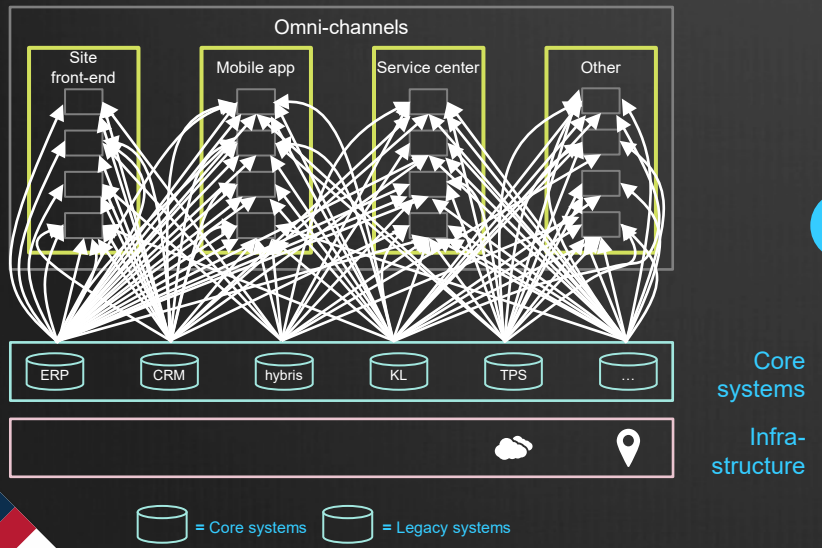
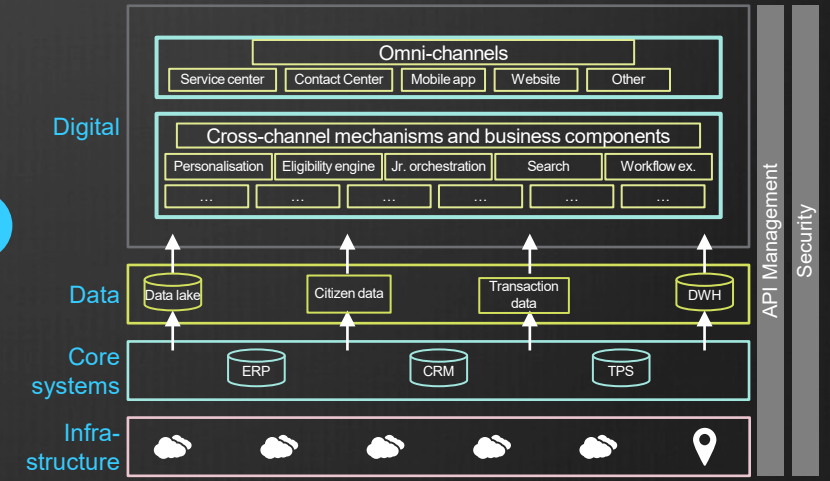
Moving from monolithic systems to modular architecture liberates the data & supports new technologies ...

Current complex landscape



To be: A Digital and Data Platform



Key ingoing question: What are you optimizing for?

IT Efficiency and Cost

What is the right target IT cost level for your company?

How much to invest in change to ensure future-readiness?

How to increase the share of direct/value-adding activities?

Agility and Business Value

What is the right future IT org structure (e.g., Number layers, span of control)?

How to achieve effective business and IT collaboration?

How to reduce complicatedness in IT and at the interface of business and IT?

Digital Capabilities and Culture

How to ensure that the IT/Tech workforce is equipped with the right digital and tech capabilities?

How to ensure that the IT/Tech function is able to recruit and retain talent?

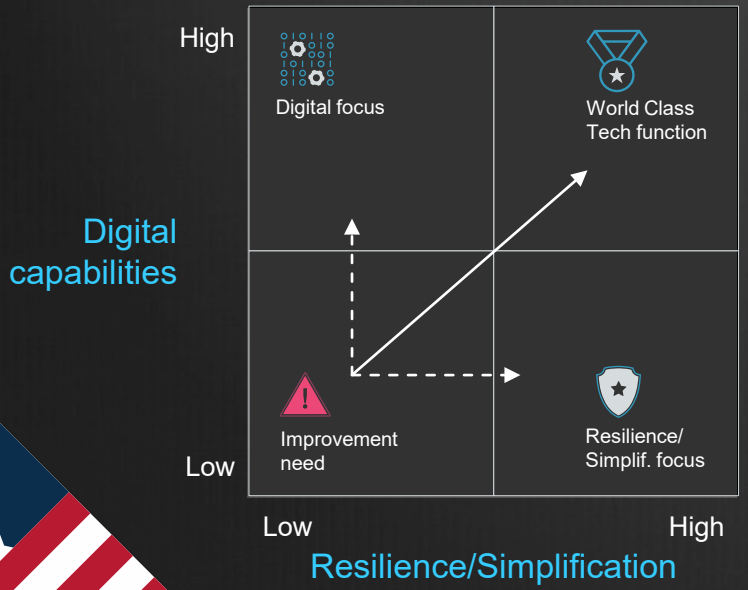
Stability and Security

How to successfully combine operational stability with agility that meets and/or exceeds market expectations?

How to incorporate security by design in IT services and applications to mitigate risks?

To build a World Class Technology Function, need to increase digital capabilities and resilience/simplification

Enhance digital capabilities and resilience/simplification ...



... to build a World Class Technology Function

- Efficiency & Cost
- Agility & Business Value
- Capabilities & Culture
- Stability & Security

Specific levers to build a World Class Technology Function

	Levers to boost Digital capabilities	Levers to boost Resilience/Simplification
1 Application, data, IT infrastructure	Build a modern data and digital platform embracing digital design patterns	Simplify application, data and IT infra. landscape by reducing redundancies and number of platforms
2 Operating model & Bus./Tech collaboration	Improve business tech collaboration by applying agile ways of working	Simplify IT/Tech organization, governance and processes end-to-end
3 Workforce, leadership & culture	Build world class tech and engineering capabilities	Increase workforce effectiveness by shifting from indirect to direct activities and selective insourcing of critical skills
4 Sourcing & Ecosystem	Build the digital ecosystem and enhance agile sourcing	Simplify supplier portfolio and improve supplier management
5 Cybersecurity	Implement de-risking of agile delivery and establish security end-to-end	Prevent, detect, respond, and recover from cyber attacks
6 Digital product & operational Tech	Become a player in digital product and service technology	Realize synergies by combining IT and OT where possible

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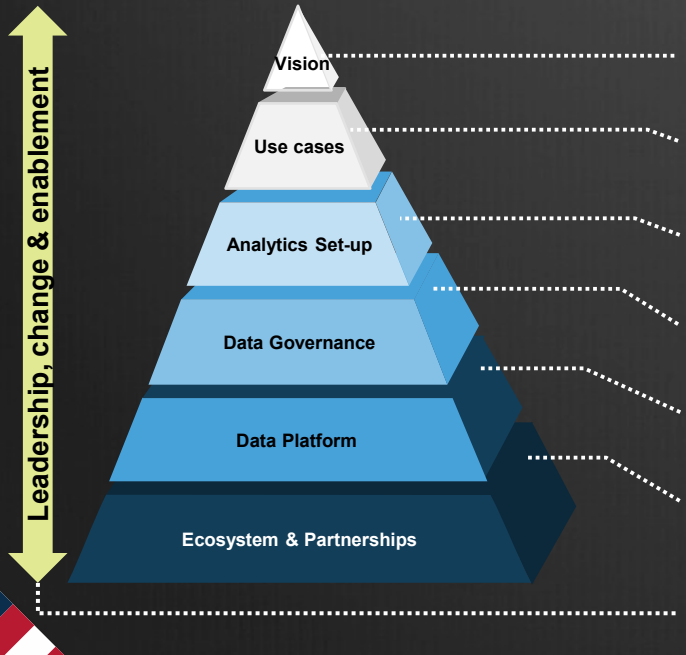
DACAMA is based on the Data Capabilities framework (aka “the pyramid”)

Data Capabilities Framework



Key issues to address (simplified)

- Why are we interested in data? What are we trying to achieve?
- Improvement of current practices or radical transformation?

- Which are the main macro use-cases? How much value/€€ do we expect from each?
- Do we have the right end-to-end ownership and accountability for our use cases?

- Do we have the right talent pool? Have we implemented the right analytics functions?
- Do we have a thorough analytics process, leading to concrete results?

- Do we have in place a Data Management organization?
- Have we launched basic Data hygiene actions (incl. defining quality and KQIs)?

- Do we have an infrastructure suitable to our vision and future use cases (incl. technologies and operating model)? Is it end-to-end (modeling-> industrialization)?

- Do we understand and leverage the data ecosystem around us?
- How should we manage the ecosystem? What role should we play in it?

+

- How do we handle change management from legacy to a data-driven company?
- Do we leverage the new ways of working?

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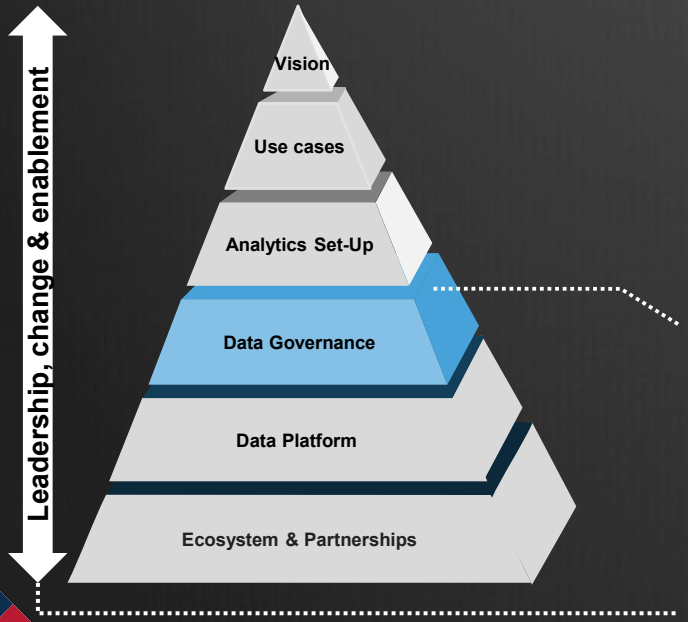
Fully leveraging Data requires several capabilities working together in a cohesive operating model

Data Capabilities Framework



Data Governance is a fundamental data capability

- Do we know the value that good data quality represents for us?
- Do we have a trustworthy and useful description of our data?
- Have we defined and measured current data quality?
- Have we launched basic Data hygiene actions?
- Do we have a set of data policies adapted to our needs?
- Do we have in place a data governance organization

Data governance must cohesively integrate with other capabilities to drive value from data

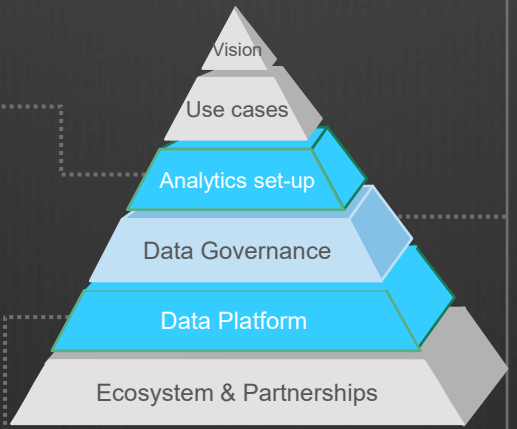
Type of issues if delivered individually …

… Analytics use cases industrialization is constrained and remains at PoC stage due to e.g.,

- Access issues to the Data within the legacy
- Misunderstanding related to master and reference data
- Biased results due to lack of data quality (freshness, granularity, accuracy or integrity)

… IT-driven architecture projects often fail to deliver ambitioned results by lack of e.g.,

- Data sourcing strategy (identification of the right source, ingestion patterns, transformation rules, exposition needs,…)
- Data migration plans (business priorities not considered and value of new technologies not grasped timely enough)



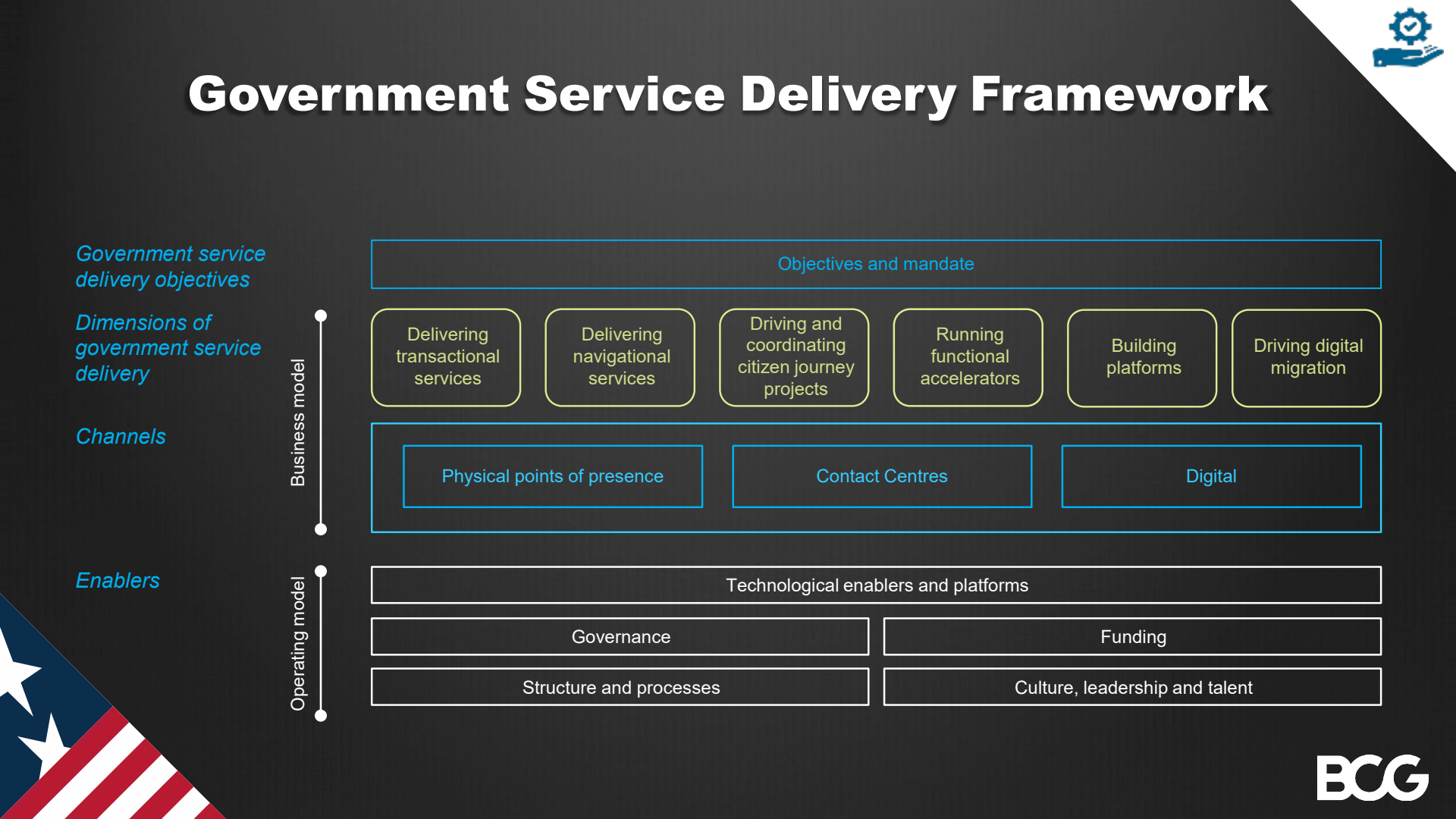
Data capabilities model

Data Governance brings solutions

By remaining pragmatic and avoiding the "Ministry of Data" trap, data governance identifies and deploys the right organization, roles, policies and tools in order to ensure

- Data access in line with business needs (validated across the agency)
- A single point of truth for all master and reference data objects (data dictionary and metadata repository)
- A high level of quality of main data objects (via prioritized and efficient data hygiene actions)
- Data mapping by business domains
- Allocated responsibilities on key datasets to ensure quality and consistency of the related data
- Data tracking and understanding of data usage by the business (functional and technical data lineage)
- Privacy, regulatory and security compliance

Government Service Delivery Framework



There are a wide range of dimensions of government service delivery

Delivering transactional services

Transactional services require an exchange between government and customer. There are a variety of types, and each differ in complexity, sensitivity and delivery

Delivering navigational or advisory services

Navigational services help steer customers through government processes, making it easier to transact and interact with government

Driving and coordinating citizen journey projects

End-to-end process reengineering through customer journey projects breaks the trade off between cost and customer experience

Being a functional accelerator

Being a centre of excellence for service delivery and proving leadership, best practices and/or training for other government entities in specific functional areas e.g. robotic process automation

Building platforms

Build and manage standard ICT solutions/platforms that enable services to be built and modified quickly and at reduced risk

Driving digital migration

Drive government's digital agenda by vigorously pushing service delivery towards online channels

These challenges are exacerbated by customers' rising expectations of how government services should be delivered

Horizons for using digital technology in service delivery transformation

RECENT FOCUS

- Rising customer expectation for simple and seamless cross-channel experience
- Intelligent automation applied to optimise manual-intensive processes
- Digital technologies utilised to boost social inclusion for disadvantaged communities

Customers expect to be able to transact efficiently through channel of choice (usually digital preferred)

CURRENT EMPHASIS

- Digital identity as a game changer by enabling widespread 'tell-us-once' approach
- Customer journey-led service design around key life events
- Sophisticated use of social media for analysing customer sentiment and for communicating brand personality

Customers expect a high quality end-to-end experience that seamlessly meet their needs

EMERGING HORIZON

- Proactive and personalised services based on integrated customer data
- Artificial intelligence delivering high quality recommendations and decision-making input
- Sustain ideas generation and customer empowerment through platform-based crowd sourcing

Customers expect services tailored to their specific needs and context, more proactive and more personalized

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Three step approach to improving digital skills and attracting digital staff in your agency

Identify current skill gaps through strategic workforce planning

Understand future capability demand required to deliver the digital transformation strategy

Develop a baseline skills map to understand capability supply

Analyse gaps between desired capability and capability demand

Close skill gaps through training, acquisition and redeployment

Identify capabilities that can be trained or need to be acquired

Close skill gaps by focusing on the following areas

- Recruiting digital skills
- Training and Pathways
- Skill redeployment

Change the way your agency approaches digital skills

Build in measurement systems to track the digital skills in your organisation

Use analytics to understand skill gaps to inform hiring and training

Develop real time performance management platforms

Reform back end governance and processes to allow for workforce flexibility

Ongoing people retention effort

Build in system for feedback (e.g., engagement measurements, exit interviews, pulse checks)

Change governance and processes to be able to respond to feedback

Develop an environment where staff with digital skills feel supported and empowered (e.g., through new ways of working)

Three step approach to improving digital skills and attracting digital staff in your agency

Identify current skill gaps through strategic workforce planning

- [ ] Does you agency know the key digital capabilities required to implement the digital strategy?
- [ ] Do you have an understanding of what the current capabilities of your staff are?
- [ ] Do you understand where the priority skill gaps that need to be filled are?

Close skill gaps through training, acquisition and redeployment

- [ ] Is there a clear training plan, including identified staff?
- [ ] Does your agency know what makes a organisations attractive for people with digital skills?
- [ ] Are there any staff whose skills would be better utilised in another part of the agency?
- [ ] Is there a system in place to track improvements in capability?

Change the way your agency approaches digital skills

- [ ] Does your agency have the capability to track staff skills and capability needs in real time?
- [ ] Do staff have the ability to easily move across the agency to where their skills are best used?
- [ ] Have people in your agency had exposure to private sector digital skills?

Ongoing people retention effort

- [ ] Does your agency understand the drivers of employee dissatisfaction?
- [ ] Does your agency have the ability to respond to employee dissatisfaction?
- [ ] Is your agency one where staff feel supported and empowered by leadership?

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Six high value actions you can take immediately to start improving your digital skills and attracting digital people

1 Understand capabilities required	Write a short term skills map that details the core capabilities required to deliver planned initiatives over the short term
2 Focus on hiring people with digital skills	Refocus hiring efforts through channels where people with digital skills are, as well as making digital positions more attractive
3 Offer flexibility to move to digital programs	Allow staff with demonstrated expertise in digital to self-select into project teams that required those digital skills
4 Expose people to digital	Move high performers into areas of the agency that are working in digital, to create exposure and understanding of digital to the next generation of leaders
5 Offer digital training and secondments	Provide digital training and secondments to digitally mature agencies to provide the opportunity for staff to develop their skillsets in digital
6 Start creating a supportive environment	Create an environment where people can thrive by introducing agile ways of working and empowering people to make decisions

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APPENDIX: Additional Survey Background and Context

We launched the survey because unlocking data and digital capabilities drives huge improvements in mission performance

Improved productivity from digitization and automation

50% - 75%

of current effort reduced to enable higher-value work

Reduced costs and accelerated delivery enabled by additional data sets & analytics

~70%

reduction in service costs with smart maintenance

Streamlined operations through digital enablement and tools

60%+

less re-work with DevSecOps

Improved decision-making from cross functional teaming and collaboration

33%

increase in operational work time by removing unnecessary emails & meetings

- *Benchmark from Government-wide survey also supports budget defense, demonstrating link between priorities and need*
- *Mission achievement is enabled through technology solutions and delivery methodologies optimized to support business and organizational needs*

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Data and digital capabilities extend well beyond traditional IT

Traditional IT provides applications and services to end users


Desktop/laptop


Networking


Telephony


Servers/storage


Office productivity


Finance/accounting

Product acquisition

Data and digital transform the way organizations achieve their mission

Updated infrastructure

- Core infrastructure
- Public/private cloud
- Data center/facilities

ALL OF TRADITIONAL IT

Optimized approaches

- Remove bureaucratic layers
- Replace legacy functions
- Automate/streamline processes

New capabilities

- AI/ML
- Enhanced precision enables new capabilities
- Data mining vs. estimating

Data-informed decisions

- Data/analytics
- Predictive AI
- Common, authoritative data

Agile culture

- Governance
- Org structure
- Digital University

Effective platforms

- Integration platforms
- Product mgmt.
- API & microservices

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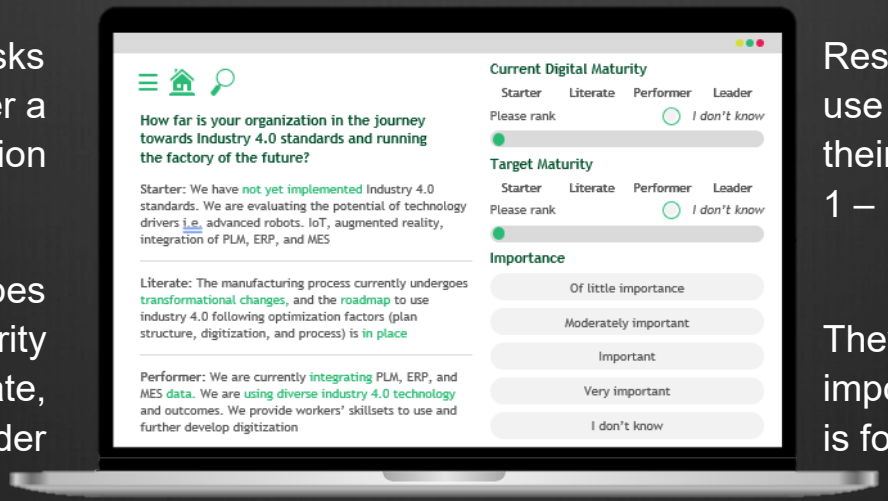
Survey collects data on v_cl_name's current maturity, target maturity, & each dimension's importance

Each dimension asks respondents to answer a specific question

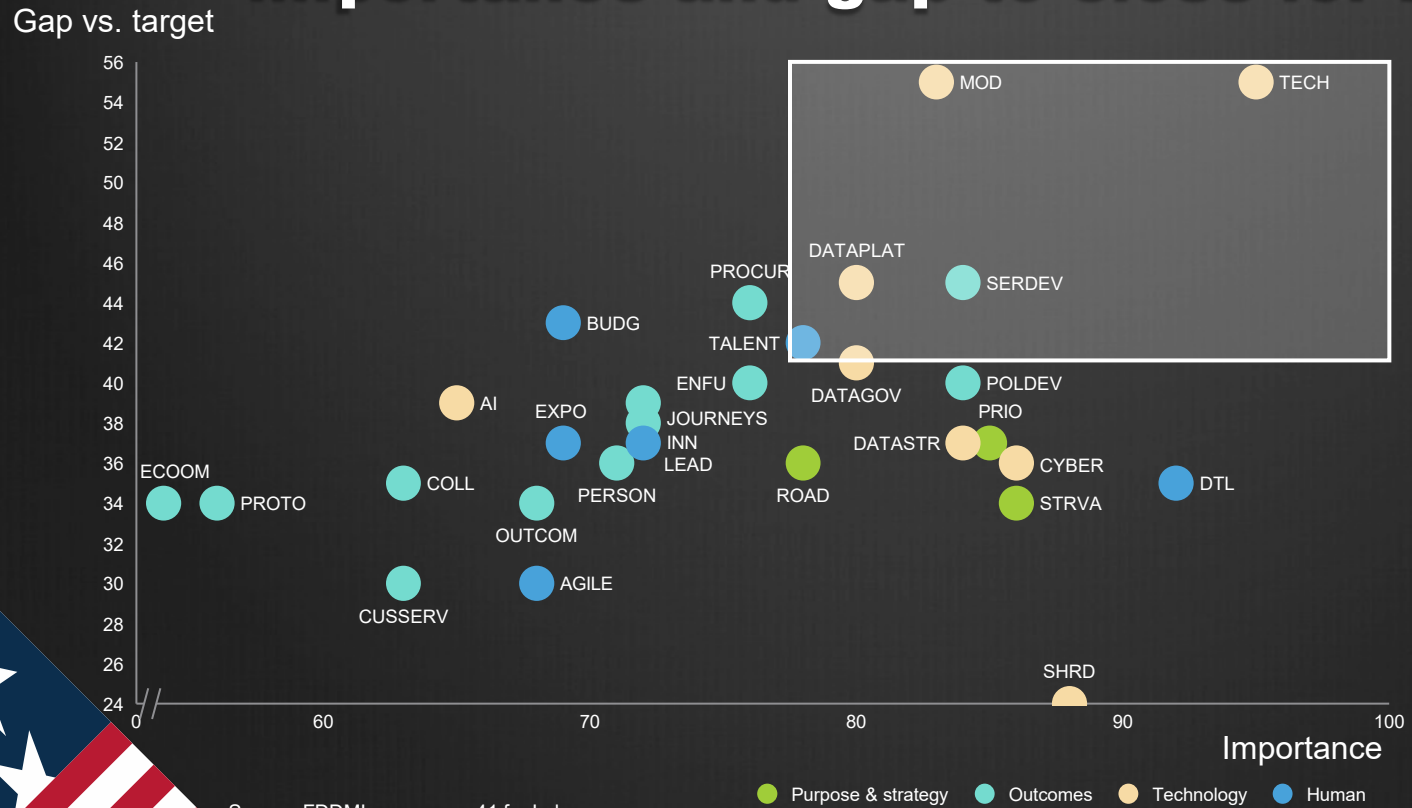
The survey the describes four different maturity levels – Starter, Literate, Performer, and Leader



Respondents then use sliders to place their Labor on a 1 – 100 scale

They also designate how important this dimension is for their Labor

Tech dimensions have the highest importance and gap to close for Labor



STRVA	Strategic vision and ambition
PRIO	Priorities & alignment
ROAD	Roadmap
POLDEV	Policy development
JOURNEYS	Customer journeys
OUTCOM	Outreach and communication
PERSON	Personalization
CUSSERV	Customer services
PROCUR	Procurement
SERDEV	Service delivery
ENFU	Enterprise functions
INN	Innovation
PROTO	prototyping
COLL	Collaboration
ECOOM	Digital ecosystem op. model
DATASTR	Data strategy
DATAGOV	Data governance
AI	Artificial Intelligence
DATAPLAT	Digital & data platforms
CYBER	Cybersecurity
SHRD	Sharing data with the public
TECH	World class tech function
MOD	Modularity
DTL	Data talent and leadership
LEAD	New leadership models
TALENT	Talent ecosystem
EXPO	Exponential learning
AGILE	Agile at Scale
BUDG	Budgeting

Source: FDDMI survey; n = 41 for Labor

Recap: Survey Questions by Dimension

Area	Dimension	Question
Mission and Strategy	1. Strategic Vision and Ambition	Does your organization have an ambitious strategic vision and cascading targets that account for data and digital trends and opportunities?
	2. Priorities & Alignment	Are you familiar with your organization's data and digital initiatives, and desired outcomes and do you have formalized processes, metrics, and investment strategies in place?
	3. Roadmap and Strategy	Has your organization defined the short- and long-term data and digital roadmap?
Digital Government Experience	1. Policy Development	To what degree is your organization using data, digital tools, and digital processes to develop new policies, create new programs, or shape decision-making processes?
	2. Customer Journeys	What is your organization's current approach to assessing, defining and delivering a best-in-class customer journey experience through data and digital?
	3. Outreach and Communications	How do you target audiences via digital channels? How does your organization run a digital outreach and communications operating model?
	4. Personalization	Does your organization leverage data and use advanced analytics to deliver a one-to-one experience, personalized to your customers in a scalable, cost-efficient way?
	5. Customer Services	Are digital interactions substantially leveraged? Is each customer service channel (call center, web, app, mail, email, chatbots, etc.) optimized for efficiency and effectiveness using data and digital technologies?

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Recap: Survey Questions by Dimension

Area	Dimension	Question
Delivery	1. Procurement	To what degree does your organization's procurement organization leverage digital technologies and analytics to optimize their work and deliver better solutions for your organization?
	2. Service Delivery	Are data and digital tools used to optimize, guide, or implement the delivery of services?
	3. Enterprise Functions	Are data capabilities and digital technologies and opportunities holistically deployed across enterprise functions or part of a roadmap to digitize enterprise functions?
Re-Imagine Government	1. Innovation	How does your organization foster data and digital innovation, identify opportunities and gaps, and develop and deploy new data and digital activities?
	2. Prototyping	How does your organization mobilize your organization for three- to six-month digital MVP/prototype projects?
	3. Collaboration	How does your organization utilize the progress made by other public sector organizations for realizing your own data and digital ambitions?
	4. Digital Ecosystem Operating Model	Is the most effective digital ecosystem governance and organization established? Are methods in place to share data among digital ecosystem members?

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Recap: Survey Questions by Dimension

Area	Dimension	Question
Data and AI	1. Data Strategy	Does your organization fully understand the benefits that data can create? Have you implemented a structured plan to realize this value to improve public service delivery?
	2. Data Governance	Does your organization have the organizational structures necessary to effectively and efficiently govern data and analytics?
	3. Artificial Intelligence	Does your organization leverage AI to improve your capabilities and business processes, as well as to create significant value?
	4. Data and Digital Platforms	Does your organization have an efficient tech architecture that allows you to quickly deliver significant value from data and new digital solutions?
	5. Cybersecurity	What are the maturity and breadth of your organization's data protection and cybersecurity (CS) governance, strategy, and architecture?
	6. Sharing Data with the Public	Does your organization have a process for sharing data with the public?
Modular Technology	1. World Class Tech Function	How future-ready is your organization's IT/tech operating model, partnership with the mission functions, and IT landscape?
	2. Modularity	How easily does your organization's current technology stack enable teams to build technology products and develop advanced analytics to drive business processes and decision making?

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Recap: Survey Questions by Dimension

Area	Dimension	Question
New Leadership Models	1. New Leadership Models	Is your organization's leadership fostering cultural change by empowering their teams to make decisions?
	2. Data Leadership and Culture	Does your organization have a culture that embraces data analysis, experimentation, and evidence-building, and do leaders hold staff accountable for using these tools to inform and improve their programs?
	3. Talent Ecosystem	Is your organization a leader in attracting and hiring digital talent and creating a talent ecosystem?
	4. Exponential Learning	Does your organization have individual and collective learning targets, and does it foster the shift from human-operated to human-designed processes?
Modular Technology	1. Agile at Scale	Does your organization apply agile delivery principles across a wide range of the organization?
	2. Budgeting	Does your organization have or encourage use of a budgeting process supporting data and digital innovation?

Recap: Survey Questions by Dimension

Area	Dimension	Definition
People Strategy	1. Data and Digital People & HR Strategy	A strategy to ensure the organization's people priorities and HR operations are aligned to the organization's data and digital goals and focus on the most impactful levers
	2. Strategic workforce planning for data and digital	A systematic forecast of the data and digital workforce supply and demand scenarios based on the org's data and digital goals, external trends, and competency requirements from a strategic, long-term perspective
Talent Acquisition	1. Data and digital employer branding	Proactive development and marketing of the org's value proposition to increase employer attractiveness to key data and digital employee target segments
	2. Data and Digital Talent Ecosystem Management	A comprehensive talent system that taps into a variety of different talent pools (internally and externally) to get the data and digital talent needed to meet the org's needs
	3. Recruiting Strategy & Process for Data and Digital Talent	A strategy to determine required digital hiring levels and determine hiring approaches to attract and successfully hire the best data and digital candidates with the optimal effort
	4. Onboarding for data and digital talent	Active integration of new data and digital hires into the org culturally, professionally, and administratively

Recap: Survey Questions by Dimension

Area	Dimension	Definition
People Development	1. Data and Digital Upskilling	A strategy to identify needed data and digital competencies and up-skilling needs and concretely offering training opportunities to help employees adopt new data and digital skills
	2. Data and Digital Career Models Management	Definition of specific career path for different data and digital employee groups and creating models to enhance their career and performance
	3. Top data and digital talent management	Assessing and segmenting of top data and digital employees and providing them the right opportunities to perform
	4. Staffing and Placement Management for Data and Digital Talent	Coordination and encouragement of short- and long-term project assignments for data and digital employees
	5. General Staff Data and Digital Capability	Non-data or digital staff throughout the agency understand data and digital capabilities and are able to use them.
Performance, Rewards, and Engagement	1. Performance management of data and digital skills	Regular and transparent performance management processes tailored for data and digital skills based on agreed-upon and known criteria
	2. Recognition for data and digital upskilling	Connection of individual up-skilling on data and digital skills to recognition schemes, rewards (as possible), management attention, and career development options
	3. Data and digital employee engagement and wellbeing	Delivery of tools, systems, and processes to engage data and digital employees and enhance their wellbeing
	4. Data and Digital employee value proposition	A well-articulated employee value proposition[1] that is compelling to data and digital talent
	5. Data and digital employee retention	Regular collection and analysis of data on retention of data and digital staff, a clear strategy based in this data and focused on retaining data and digital staff, and a portfolio of effective initiatives designed to encourage retention of this staff

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Recap: Survey Questions by Dimension

Area	Dimension	Definition
Leadership and Cultural Change	1. Data and Digital leadership behaviours and development	Developing individuals to be leaders in the data and digital space, capable of influencing, motivating, and enabling their staff
	2. Diversity and inclusion management in data and digital	A clear strategy to encourage multiple forms of diversity in the data and digital staff and a portfolio of programs / initiatives that actively encourage and manage multiple forms of diversity in the data and digital workforce
	3. Overall leadership data and digital capability	Non-data or digital leaders throughout the agency understand data and digital capabilities and are able to use them.
Org Transformation	1. Smart Work	A new model of work that comprehensively and explicitly integrates data and digital skills into traditional programmatic work and other daily tasks