



## Agency Priority Goal Action Plan

# Modernize IT- Modernize Data Analytics Capabilities

### Goal Leaders:

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# Administrative Dashboard – Goal & Vision

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**Goal Statement**- Modernize information technology and data analytics capabilities across the Department, resulting in a USDA that is customer-focused, evidence-based, and efficient in the use of American taxpayer's dollars.

**Impact Statement**- By September 30, 2019, provide USDA leadership with instant access to key administrative data, allowing the Department to make informed and data-driven decisions.

## Challenges

- Decisions are frequently made with static, outdated, or limited information
- There is a lack of access to analytical tools supporting rapid and well-informed decisions
- Data is not integrated or standardized across Agencies or business function
- The authoritative source of data elements are not clear
- The quality of data is often too low to support decision making.

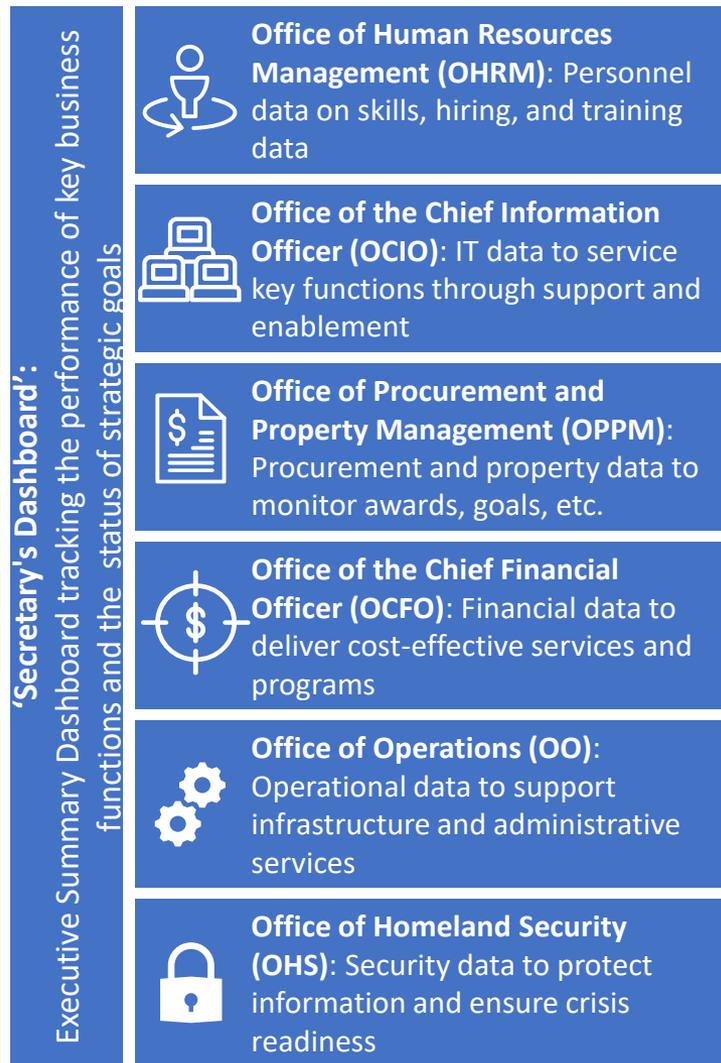
## Opportunities

- Develop a comprehensive approach to data management that significantly improves data quality and availability for all internal USDA stakeholders
- Introduce analytical and visualization tools that increase manager and employee capabilities to communicate information clearly and efficiently
- Support greater decision-making that enables the department to better use taxpayer dollars and more efficiently support critical mission functions.

# Administrative Dashboard - Conceptual Overview

**Provide USDA leaders with instant access to key administrative data that will enable data-driven decisions**

## FY18 DASHBOARD CONCEPT



## Dashboard Metrics:

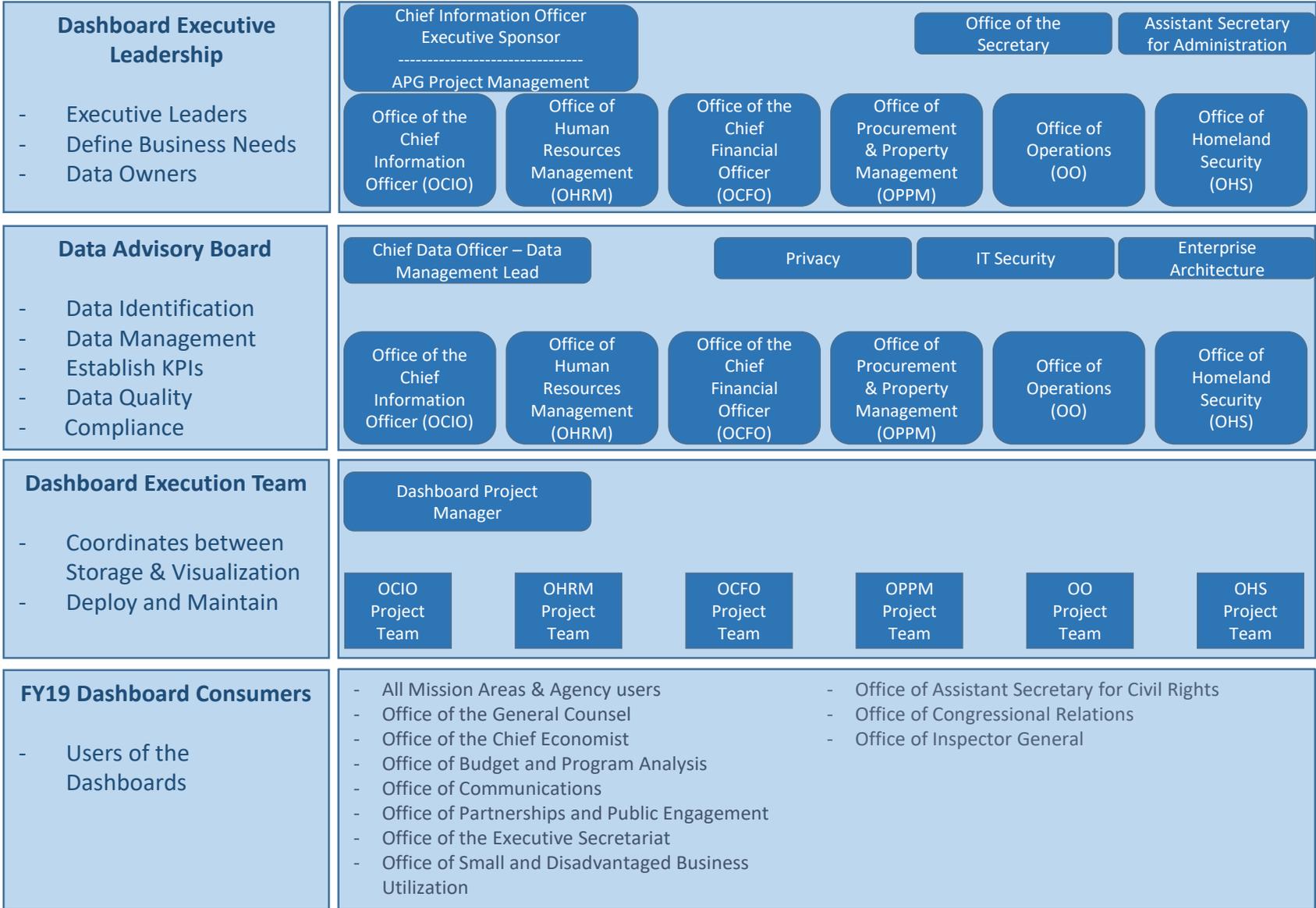
- Key Indicators of Risk
- Status of the Workforce and Key skills
- Summary of Key Investments
- Customer Service
- Cross organization Procurement Spend
- Cross-Mission Financial Management

## Users:

- Secretary & The Sub Cabinet
- Chief Executive Officers (CXOs)
- Mission Area CXOs
- Mission Area/Agency Business Functions & Staff



# Administrative Dashboard – Governance Structure



# Key Milestones

The dashboards will be developed using agile methodology to enable rapid delivery of functionality to the leadership team.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone status	Change from last month	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Pilot OCIO Dashboard	Q1FY18	Complete			N/A; milestone complete
Implement CXO Governance	Q1FY18	Complete			N/A; milestone complete
Pilot Executive Dashboard	Q2FY18	Complete			N/A; milestone complete
Deliver OCIO Dashboard	Q2FY18	Complete			N/A; milestone complete
Deliver OHRM Dashboard	Q3FY18	Complete			N/A; milestone complete
Deliver OCFO Dashboard	Q3FY18	Complete			N/A; milestone complete
Deliver OO Dashboard	Q4FY18	Complete			N/A; milestone complete
Deliver OCP & OPFM (formerly OPPM) Dashboards	Q4FY18	Complete			N/A; milestone complete
Deliver OHS Dashboard	Q4FY18	Complete			N/A; milestone complete
Deliver Executive Dashboard	Q4FY18	Complete			N/A; milestone complete
Deploy Technical Infrastructure	Q4FY18	Complete			N/A; milestone complete
Expand Capabilities to Mission Areas	Q1FY19	In progress.	Kick off Sessions with Q1 Mission Areas have been conducted		Mission Area data is much more complex and disparate. Effective integration is required across agencies and program areas to deliver effective analysis.

# Summary of Progress – FY18 Q4

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During FY18 Q3, the project team continued to support USDA's Modernize Data Analytics Capability' Agency Priority Goal.

The OHRM and OCFO Pilot dashboards were delivered at the end of the quarter. Human Resources dashboards now display the Workforce Profile and include information on Talent Acquisition, Development, Performance Management and Separation & Transfers. Finance dashboards track the Status of Funds, Audit & Compliance, Travel and Conference Spending, Financial Assistance Programs, and Shared Cost Programs. The OHS, OO, OCP & OPFM Dashboards are scheduled for completion by the end of September. Requirements gathering and data collection for visualization are underway.

The technical team has also continued progress towards standing up the cloud-based data lake to support back-end automation and data consolidation for the dashboards. An Authority to Test (ATT) was secured for the system. In Q4, the team will begin the data ingest of the 12 identified systems and work towards obtaining an Authority to Operate (ATO).

Finally, to kick-start adoption, the team briefed members of the USDA subcabinet leadership and the Secretary on the existing pilot dashboards. In congruence with this, OCIO procured 300 Tableau licenses. Leadership teams across the Department have been provisioned licenses and tasked with assessing both the functionality of the dashboards as well as the accuracy of the data displayed. Roll out to Mission Area Undersecretaries for the OCIO, OHRM & OCFO Pilot dashboards is scheduled for September.

# Summary of Progress – FY18 Q4

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During FY18 Q4, the project team finalized the first year of progress in support of USDA's Modernize Data Analytics Capability' Agency Priority Goal.

The CXO Dashboard technical team secured an Authority to Operate for USDA's enterprise data lake. This allowed the development team to deploy their cloud-hosted Tableau Server. For USDA users, access to this new environment was accompanied with the official release of the FY18 Q4 CXO Dashboards -- relaying information on property and fleet management, operations, contracting and procurement, and homeland security. Several dashboards, including HR and contracting and procurement and finance views, now update automatically. Additional efforts to automate the remaining dashboards will occur over the course of FY19, to ensure dashboards are up-to-date and continue to inform decision-making.

Through assisting with data calls involving emergency preparedness and assessing the real property footprint, the dashboards continued to capture the attention of a variety of leaders across the federal government. The Dashboard team had the opportunity to share this exciting work with members of the Department of Justice, Department of Labor, the President's Management Council and even secured FedScoop Magazine's *Innovation of the Year*.

In the first quarter of FY19, the team will work to create an 8<sup>th</sup> administrative dashboard for the Office of Budget and Program and Analysis and dive deep into Mission Area data by creating dashboard views for FPAC and RD. Additionally, by establishing Analytics Communities of Practice and creating a more comprehensive data governance strategy, the team will work to continue building analytics capacities across the Department.

# Operational Performance Indicators

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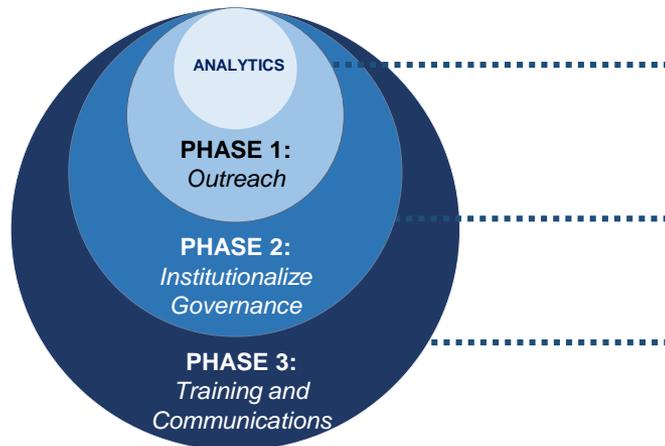
**Accessibility will be measured by tracking dashboard traffic from users that are accessing data to generate better insights for business decisions across the Department.**

- Increased usage of the dashboards by 50%
  - Measurement of dashboard usage:
    - Number of distinct users per month
    - Number of dashboard views
  - Leverage system data, measure quarterly
  - Baseline = FY17 OHRM dashboard usage

# Communications Plan

Our Change Approach is a three-phased approach to activate various stakeholder groups across the organization.

- Initiate communications with leadership buy-in from USDA Leadership and CXOs
- Develop campaign to spread awareness of the analytics project.
- Create and distribute training and communications.



## Phase 1: Outreach

Socialize purpose and goals of the analytics project by conducting a stakeholder assessment. Create a logo and mission statement and deploy multi-staged campaign to attract and spread awareness of the dashboards. Channels include emails, newsletters, boards, etc.

## Phase 2: Institutionalize Governance

Design and invite members to join the new Analytics Governance Board and equip leaders with the steps to deal with and address change across agencies

## Phase 3: Training and Communications

Create training material (FAQs, User Guides, Backlogs) and communications to help deploy and support analytics. Create change measurement/tracking through adoption rates on dashboards