

Maturity Model



2020

Federal Mediation and Conciliation Service

Data Maturity Model 2020

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FEDERAL MEDIATION AND CONCILIATION SERVICE
OFFICE OF THE DIRECTOR

July 30, 2020

Executive Summary

The Federal Mediation and Conciliation Service is making progress toward meeting the requirements of the Foundations for Evidence-Based Policymaking Act of 2018 (Data Act) and the Federal Data Strategy 2020 Action Plan. These requirements will allow for the increased use of data to enhance evidence-based decision making throughout FMCS to improve both our services to the taxpayer and the agency's efficiency of operations. FMCS collects one database which may be useful to other governmental agencies: a database of all private sector employers and their labor unions complying with the requirement to provide notification of upcoming successor collective bargaining agreement negotiations at least 30 days prior to the start of collective bargaining (this requirement is known colloquially as the "F-7 Notice to Mediation Agencies").

FMCS examined the agency's infrastructure, data availability, and capabilities utilizing the Federal Government Data Maturity Model (FGDMM) as well as the Federal Data Strategy Playbook (<https://resources.data.gov/assets/documents/fds-data-governance-playbook.pdf>). The FGDMM assesses six lanes with five milestones each. The lanes are: Analytics Capability, Data Culture, Data Management, Data Personnel, Data Systems and Technology, and Data Governance. The FMCS examination found that all the assessed areas are either "moderate capabilities" or "high capabilities".

FMCS will continue to make progress enhancing all available data, and, where appropriate and within resources, will strive to meet high capabilities and will continue meeting all Data Act requirements.

Agency Background

More than seventy years ago, Congress created the Federal Mediation and Conciliation Service (FMCS) through the Labor-Management Relations Act of 1947 (the Taft-Hartley Act) as an independent agency of the Federal Government and charged it with preventing and minimizing labor-management disputes affecting interstate commerce by providing mediation, conciliation, and voluntary arbitration services. Congress had the wisdom and foresight to recognize that although workplace conflict is inevitable, disruptive work stoppages and dysfunctional labor-management relationships need not be. Through FMCS, the Federal Government plays a critical role supporting the American industrial relations system and strengthening America's workplaces by providing dispute resolution and conflict management strategic assistance that minimizes or averts the adverse economic impacts of labor-management conflict. This assistance is voluntary and at the election of the employers and labor unions, thus ensuring a high-impact, positive engagement for the public who seek FMCS services. FMCS helps employers and unions achieve thriving labor-management relationships, effective problem-solving, and a collaborative approach that averts disputes and significantly contributes to increased competitiveness, job growth, and enhanced economic well-being. FMCS is a non-regulatory and independent agency that offers voluntary services to both American businesses and Federal agencies, and their respective workforces.

FMCS Data Governance and Utilization

FMCS complies with all Evidence Act requirements and is actively pursuing improved data utilization to enhance evidence-based decision making. FMCS has a Chief Data Officer, an Evaluation Officer, and a Statistical Officer, all of which are at the GS-15 or above and are secondary duties. FMCS does not produce a significant amount of data for potential utilization across other governmental agencies. FMCS also acknowledges the importance of utilizing available data and information to make informed and evidence-based decisions. FMCS will continue to prioritize data collection, standardization, analysis and reporting of information.

Table 1: FMCS Data Inventory

Data Source	Input	Quality	Stored
"F-7" (Notice to Mediation Agencies)	External user or if received from mail/fax internal input	Moderate- input errors	Access Database in the Case & Contact Management System - (CCMS)
Work Stoppage Data	Internal agency upon report from union/management official	Moderate- input and reporting errors	CCMS (Access Database) / Available throughout the agency
Personnel Data	HR personnel	High- input errors	Department of Agriculture
Procurement Data	Procurement Personnel	High	AEON
Budget Data	Budget Personnel	High	Department of Treasury Administrative Resource Center (ARC)
Finance Data	Finance Personnel	High	Department of Treasury (ARC)
Document Management System	Agency Personnel	Moderate- input errors	Internal SharePoint

FMCS Maturity Model

FMCS examined the agency's infrastructure, data availability, and capabilities utilizing the Federal Government Data Maturity Model (FGDMM) ([link source](#)). The FGDMM assesses six lanes with five milestones each. The lanes are: Analytics Capability, Data Culture, Data Management, Data Personnel, Data Systems and Technology, and Data Governance. FMCS applied the FGDMM to assess current capability and supporting processes, to communicate the current capability status to agency leadership and stakeholders, and to develop a plan of action with milestones to enhance FMCS's use of data.

Table 2: FMCS Maturity Model

Analytics Capability	Summary Reports	Descriptive analytics	Diagnostic analytics	Predictive analytics	Cross-functional prescriptive analytics
Data Culture	Data use is uncoordinated and ad-hoc. Quality issues limit usefulness	Data use is by request. Quality programs are nascent	Some data and analytics are routine and have quality programs supporting key assets	High demand for data across agency. Drives decision making	Inter-agency data communities of interest share analyses, best practices
Data Management	Data managed in silos. Documentation sparse; standards not regularly applied.	Data managed in silos; some documentation exists; standards not regularly applied.	Data managed across the agency; documentation is uniform; some standards applied	Data managed with cross-functional applications in mind; documentation is uniform; some standards applied	Data managed considering agency-wide needs; documentation is uniform; standards uniformly applied
Data Personnel	No dedicated personnel performing data duties	Some siloed data teams; no clear path for data personnel	Professional development path established for data personnel	Data professionals integrated with subject matter experts	Multidisciplinary teams solving agency mission and operational challenges
Systems/ Technology	Data stored in siloed systems; data frequently copied to facilitate use	Data stored in siloed systems; some data can access programmatically	Some common data systems: some data accessed programmatically	Some common data systems: key data accessed programmatically; some common tools exist	Core common data systems: key data can be accessed programmatically; common tools are in use across agency
Data Governance	Loose affiliations of technical staff	Bureau-level collaboration, data ownership and stewardship	Agency level collaboration, data ownership and stewardship	Agency-level organization accountable for data governance	Multi-agency advancement of data ownership and stewardship



Low capability definition: Disparate systems and groups, reactive data. Management at the individual system level, poor data quality, little decision-making capability.

High Capability definition: Transparency and mission ROI. Thorough executive collaboration and accountability for data quality, government-wide standards, automation, and decision support.

Maturity Model Analysis

FMCS currently possesses moderate data capabilities and has room to build upon existing infrastructure to transition to higher capability. FMCS utilizes the Data Governance group in consultation with other agency stakeholders while planning to meet high capability designations of data.

In undertaking this assessment, the Data Governance Group conducted the following process:

- Discussed and assessed the current state of agency data and infrastructure
- Identified level of maturity for each category
- Analyzed current state and discussed enhancements and resources necessary to improve data capabilities

FMCS answered the following questions:

1. Question: What motivates FMCS to assess data and related infrastructure maturity and how will the results of the assessment be used to improve mission delivery and operations?

Answer: FMCS acknowledges the need to improve data utilization in all aspects of agency decision-making. FMCS sees data an important strategic initiative to improve enhance our labor-management dispute resolution and conflict management mission. Specific areas of interest are: case assignments, care reporting, background information detailing the priority and likelihood of work disruptions, effective staffing, budgeting, and tracking of support services.

2. Question: What are the most important areas of data and related infrastructure maturity for the FMCS to accomplish our mission, promote efficient operations, and meet stakeholder needs?

Answer: While all areas of data infrastructure are important, the maturity model identifies two areas needing immediate improvements: the first area is Data Personnel. FMCS has a limited number of personnel with data fluency, indicating a need to improve data literacy, develop skills in using data for decision-making purposes, create a standardized process across the agency of these skills, and effectively communicate these efforts. The second area is Data Governance. FMCS has identified a Chief Data Officer, an Evaluation Officer and a Statistical Officer, and other members of agency leadership will require additional duties to enhance the agency's use of data.

3. Question: What level of maturity should FMCS aspire to in data personnel and data governance?

Answer: FMCS believes both areas – Data Personnel and Data Governance – need additional efforts to increase the level of maturity as a matter of strategic importance. For FMCS, the best case to increase the level of maturity for Data Personnel is to have subject matter experts integrated with Data Personnel. Though this is unrealistic due to the size of FMCS, developing data skills of

decision makers and those providing labor/management services will greatly enhance our efficiency and effectiveness, thus meeting the goal for the maturity level. The other strategic priority is to build an entire agency staff that utilizes data in their decision-making processes. Though difficult, building this capability will create an environment of understanding, not only the importance of data, but of the priority and effort needed to ensure high-quality data collection, maintenance, utilization and tools required to meet this objective.

4. Question: What will FMCS need to achieve the next level of maturity (resources, capacity)?

Answer: FMCS will make this a strategic priority and implement the following initiatives:

- Establish data collection and evidence-based decision-making as separate and dedicated priorities in the FMCS Strategic Plan
- Place data maturity requirements in Senior Executive Service Performance Plans
- Request additional resources to meet these efforts
- Develop training to improve data literacy throughout the agency
- Procure additional software allowing for enhanced collection, analysis, visualization, and evaluation of data
- Entrench policies and standard operating procedures utilizing data in agency decision-making requirements

Data Act Requirements

FMCS will continue to improve the data capabilities of the agency. Below are Data Act requirements and the intended utilization of these requirements to pursue continuous improvement of our internal data efforts. The Data Governance board will meet in Q4 of FY20 to discuss the results of the data maturity model and make recommendations to agency leadership on how to increase FMCS data capabilities.

Table 3: FMCS requirements for the Data Act

Milestone	Measurement	Target Date	Reporting Mechanism	Required or Encouraged
Publish agency data governance materials (membership, charter, meeting cadence) on [agency].gov/data web page	Completion	31-Jan-20	Post to agency/data web page	Required for all agencies
Select an operational maturity assessment model for data and data infrastructure	Completion	31-Jul-20	Progress Reporting Tool	Required for all agencies
Publish an Open Data Plan for sharing priority agency data assets, developed with stakeholder engagement, including data assets that support COVID-19 response* and AI R&D (see Action 6)	Completion	After OMB Open Data Plan Guidance is issued; Annually on Agency IRM Strategic Plan schedule	Agency Information Resource Management Strategic Plan	Required for all agencies
Execute a process to evaluate and improve the timeliness, completeness, consistency, accuracy, usefulness, and availability of open Government data assets	Qualitative and quantitative improvements	31-Dec-20	strategy.data.gov & agency public data.json APIs	Required for all agencies
Update comprehensive data inventories for overall completeness and priority COVID-19 response* data asset sprints	Metadata quality improvements	Minimally every 3 months, as often as possible	Agency public data.json APIs	Required for all agencies
Update comprehensive data inventory to conform to standard metadata	Completion	July 31, 2020 90 days after OMB/GSA standard metadata guidance is issued*	Agency public data.json APIs	Required for all agencies