

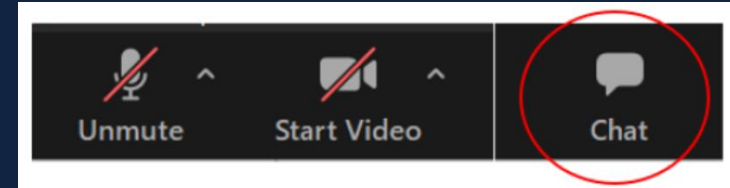
Delivering on Diversity and Equity with Data

October 31, 2023



Virtual Meeting Tips & Best Practices

Rules of Engagement



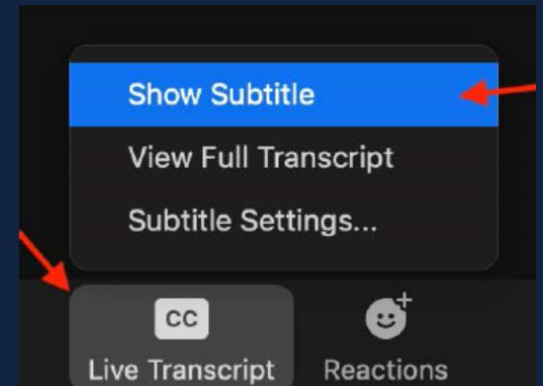
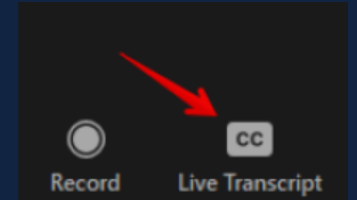
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Delivering on Diversity and Equity with Data

October 31, 2023



Welcome

Katy Hussey-Sloniker, MBA, MSW

Learning Officer, Office of Research and Evaluation



The AmeriCorps Office of Research and Evaluation

ORE Vision:

AmeriCorps strives to make **a lasting and sustainable impact** across the FOUR domains of our Impact Framework and **foster the powerful synergies between these interconnected domains**.

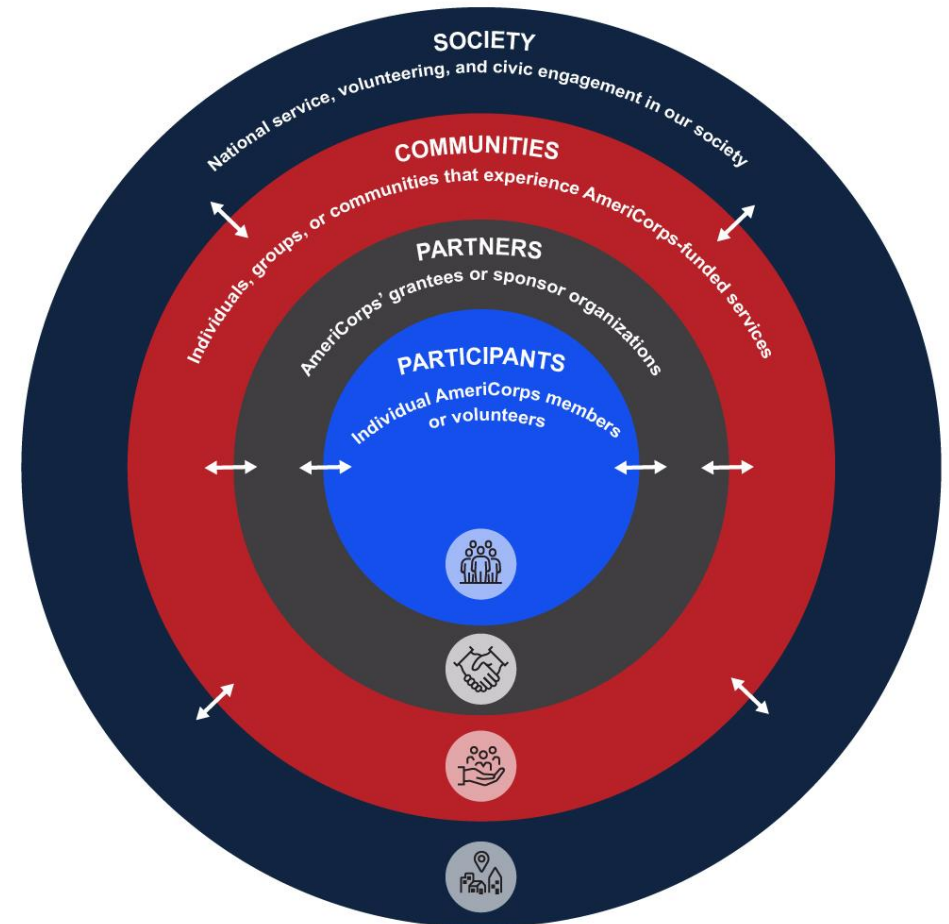
ORE Mission

- **Identify** national service and volunteering **trends**
- **Conduct research** and **build scholarship** on civic engagement
- **Measure** national service **impact**
- **Promote evidence-based models** and program **expansion**

Culture of Learning:

Knowledge and **evidence built** across the FOUR domains of impact can be used to **improve** the participant service **experience**, **strengthen organizations**, **support communities** and **inform** the **civic health of society**.

AmeriCorps Impact Framework



Setting the Stage

Kyle Brees, MA

Research Analyst, Office of Research and Evaluation,
AmeriCorps



Data for Equity



- Diversity in the workplace leads to improved productivity amongst employees
 - “...diversity is either positively associated with productivity or there is no significant relationship between diversity and productivity” – Trosky and Barrington, 2001
- Strong policy push from presidential office
 - *The principle of equitable data is about disaggregating and analyzing data to identify disparities in federal policies and programs, using levers of the federal government to address those disparities, and then **enabling members of the public to hold government accountable.*** – Subcommittee on Equitable Data
- Census has put out demographic data, diversity metrics, and data tools for visualizing Census data.
 - <https://www.census.gov/about/what/data-equity.html>

Data on Equity vs Equitable Data Use



- While the creation of tools and publishing data is a great first step can not be the end goal for agencies when sharing data on equity or any findings
 - *“equity is both an outcome and a process” – Data Feminism by Catherine D'Ignazio and Lauren F. Klein*
- While data on equity helps benchmark and measure diversity in an office, equitable data use promotes the dissemination of information to all parties, particularly those who have been seen just as participants of studies or less resource rich than typical data user
 - *“set of principles and practices to guide anyone who works with data (especially data related to people) through every step of a data project through a lens of justice, equity, and inclusivity.”*

Some Examples?



- Participatory research methods
- Company benchmarking measures
- Collection of race and ethnicity
- Community Town Hall
- Data Education
- Data Tools
- Equity Lens and Framework

What to expect today



- At the end of the day, we hope you can walk away having:
 - Learned the difference between equitable data vs. Data on equity.
 - Learned about the executive order from the president and the importance of creating an equitable data that can be accessed by various communities.
 - Knowledge from AmeriCorps's historical work in these two different areas and what initiatives are currently underway to move this work forward and create a more equitable work environment
- White House Equitable Data Working Group, Robin Ghertner
- Chief Data Officer AmeriCorps, Andrea Gibbons
- Chief DEIA AmeriCorps, Nate Benjamin (10 minutes)
- Review of our examples and discussion
- Recap of our findings and best practices

Community Engagement and Accountability for Equitable Data

Robin Ghertner, PhD

Director of Data and Technical Analysis,
Office of Human Services Policy, HHS/ASPE



Community Engagement and Accountability for Equitable Data

Robin Ghertner, Director of Data and Technical Analysis
robin.ghertner@hhs.gov

October 2023

U.S. Department of Health and Human Services



Equitable Data

The principle of equitable data is about **disaggregating and analyzing data to identify disparities** in federal policies and programs, using levers of the federal government **to address those disparities**, and then enabling members of the public to **hold government accountable**.

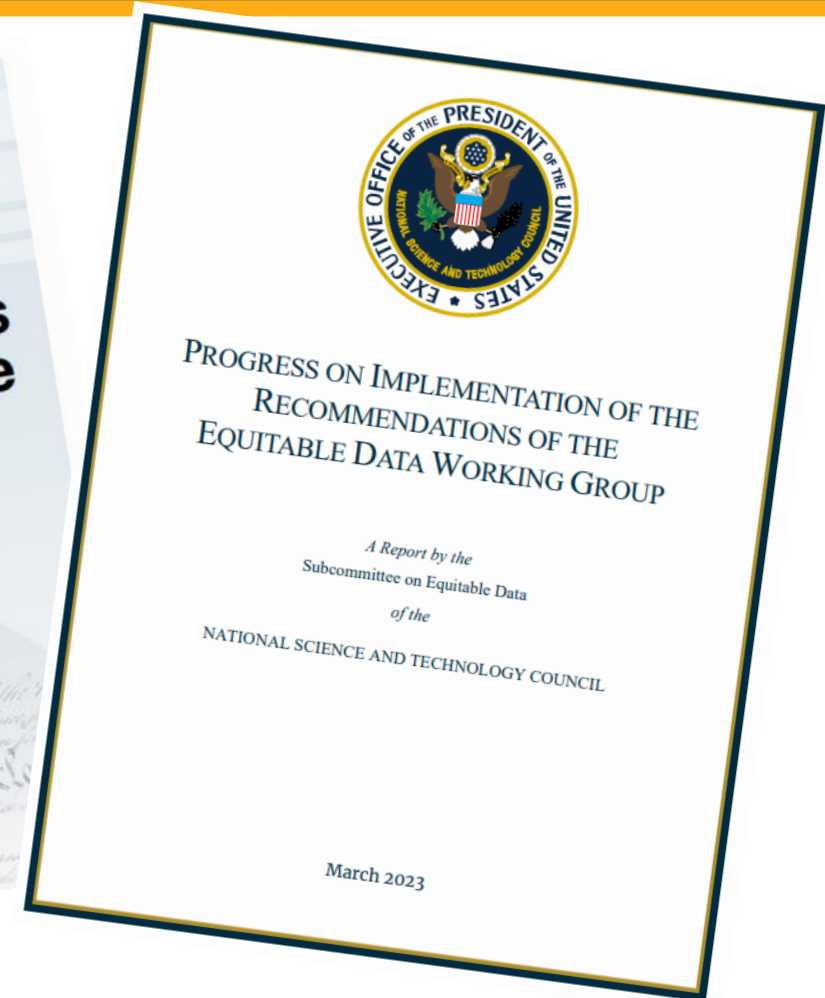
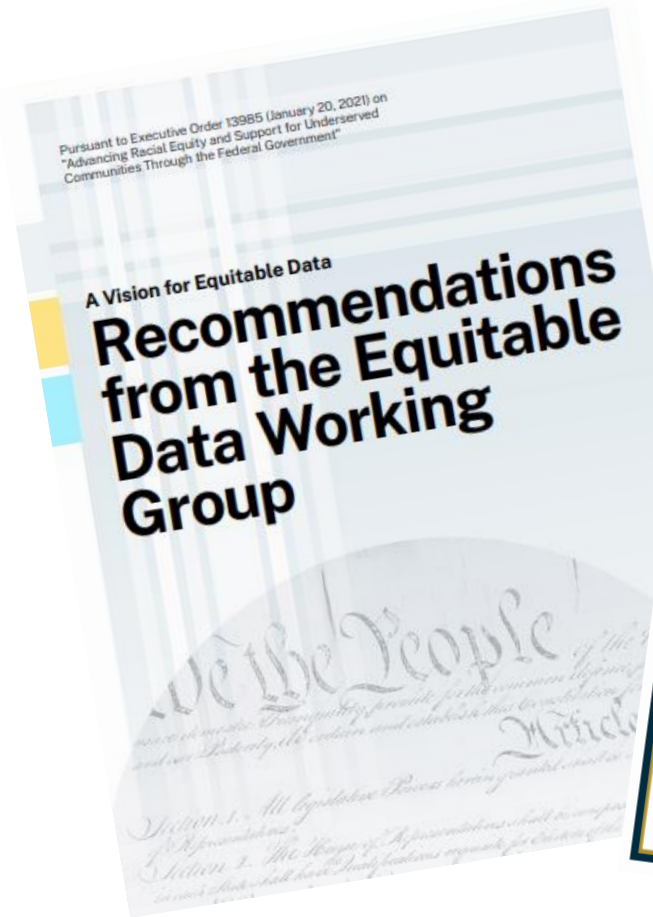


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Background

- This presentation summarizes the work of the **Interagency Working Group on Community Engagement and Accountability**, under the **Subcommittee on Equitable Data**—both called for under the equity executive orders.
- Our charge was to expand the **Equitable Data Working Group’s recommendations** to **galvanize diverse partnership across levels of government and be accountable to the American public.**



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Working Group Activities

- Regular meetings of interagency working group, representing 13 agencies
- Discussion of agency initiatives to engage communities on equitable data
- [Request for Information](#) from members of the public (nearly 170 responses; *responses available upon request and exploring posting opportunities*)
- Listening session with experts from local government, think tanks, and universities

Participating Agencies

- White House Office of Information and Regulatory Affairs (*co-chair*)
- Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation (*co-chair*)
- Corporation for National Service (AmeriCorps)
- Department of Agriculture (Food and Nutrition Service)
- Department of Commerce (Census Bureau and the Office of the Chief Data Officer)
- Department of Education
- Environmental Protection Agency
- Department of Health and Human Services, Administration for Children and Families
- Department of Housing and Urban Development (Office of the Chief Data Officer)
- Department of the Interior (Bureau of Indian Affairs)
- Department of Labor (Chief Evaluation Office)
- National Science Foundation



Barriers and Challenges Federal Agencies Face in Engaging Community Partners on Equitable Data



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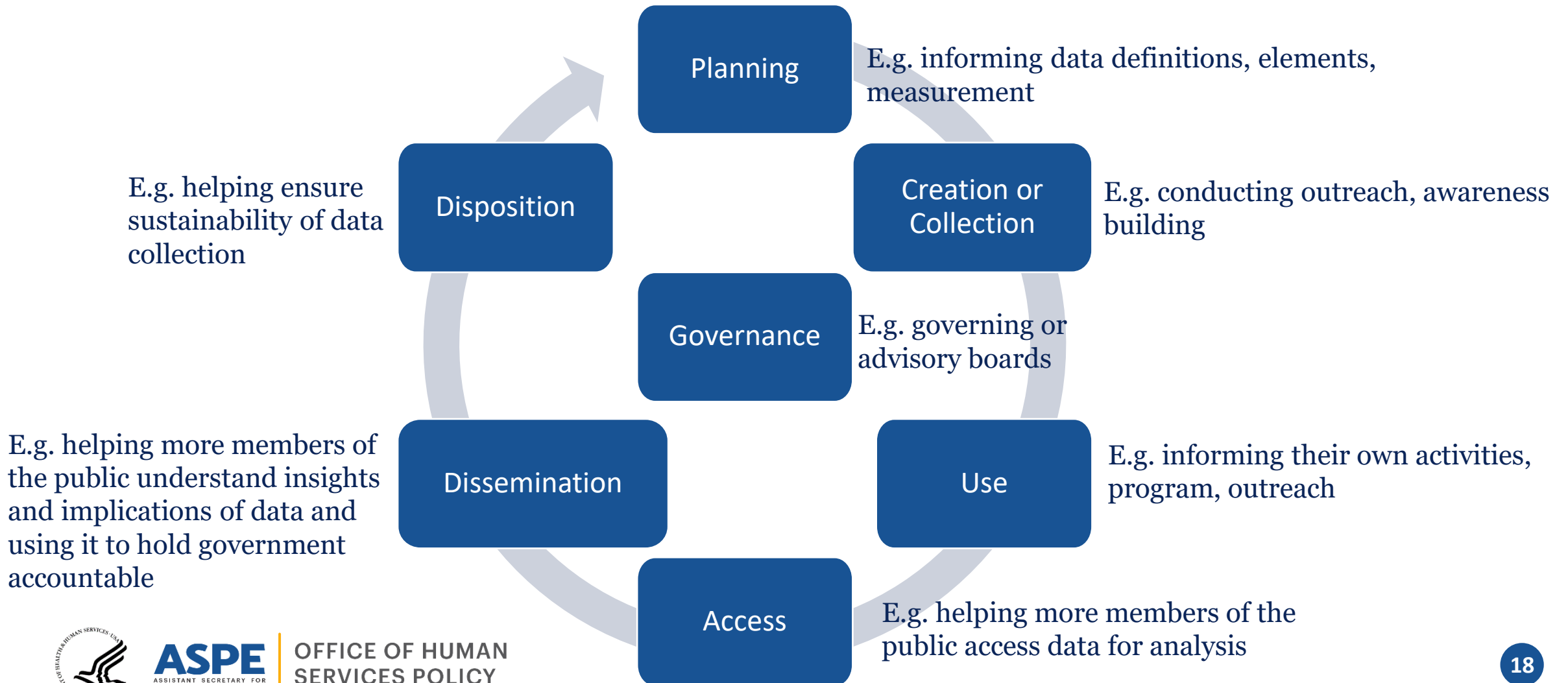
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Challenges Federal Agencies Face in Engaging Community Partners on Equitable Data

- **Federal statutes, regulations, and other program requirements**
 - Statutes can shape what data can be shared with whom and how agencies can engage with members of the public
 - Navigating requirements and process takes resources, time and advance planning
 - Requires clear communication with community partners to share expectations about timing and relevant restrictions
 - May make it more challenging to engage with smaller, less-resourced partners
- **Federal and community resources can limit scope of collaboration**
 - Engagement partnerships often require resources, including staffing, expertise, cultural/linguistic knowledge, and IT/data infrastructure
 - Time is a key resource—and can be shaped by funding sources
 - Underserved communities may need additional capacity to engage with government
- **Trust and historical relationships between government and communities**
 - Partnerships require trust—trust that the federal government will treat communities with respect and in ways that are mutually beneficial for the communities
 - Communities that have faced historical marginalization may have limited trust—and this requires proactive work to overcome



Roles played by community partners across the Federal data life cycle



Specific roles for community partners

- Help community members be better consumers of results from analysis and evaluation that include equitable data
- Improve sustainability of work on equitable data beyond initial investment
- Ensure data objectives and design reflect community interests in equity
- Promote community trust in federal equitable data efforts
- Incentivize community participation in federal equitable data efforts and use of available data products



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Do Not Distribute Outside HHS

Considerations for Federal agencies

- **Include and align community goals with federal goals**
 - Communities and agencies may not have the same goals. Agencies can be mindful of how different goals can create challenges for successful partnership, and plan for adjustments. Clear communication of goals and expectations for all parties is critical.
- **Identify and plan for specific capabilities needed by Federal agencies and community partners**
 - Federal capabilities could include: ability to identify communities; ability to conduct community needs assessments; knowledge of community context; time to plan engagement; staff and budgetary resources.
 - Community partner capabilities could include: adequate staffing with appropriate skills; data literacy; methodological expertise; positioned to advocate for communities; patience to work with federal partners; adequate IT infrastructure
- **Review existing federal data governance structures**
 - Existing governance structures may not support community partnerships. Public access to data is critical for equitable data partnerships.
- **Establish data standards and principles to support non-federal data collection and analysis**
 - Federal agencies can create equity standards for state, local, and non-government data collection and infrastructure. Federal support/TA for data harmonization, linking, and other infrastructure is important to support community-led data equity efforts.



Opportunities for further research

- Effective strategies for **building capacity** in communities to engage in equitable data collection, analysis and use
- Approaches to **building trust** in communities in federal equitable data initiatives, particularly for communities that have experienced past harms.
- How to ensure initiatives are **mutually beneficial** for communities and federal agencies, to avoid being extractive and ensure communities find value
- How agencies can **balance** scientific integrity of data with accessibility to the public and usability
- Approaches to **engage communities early** in equitable data initiatives



Enabling Equitable Data

Andrea Gibbons, CDMP

Chief Data Officer, AmeriCorps



Office of the Chief Data Officer



Mission: Fostering innovation and maturing Enterprise Data Management (EDM) best practices and methods to strengthen and enable the AmeriCorps community to discover, understand, access, use, and share data in support of the AmeriCorps Mission.

Aligns to **Evidence Act** as it requires federal agencies to modernize data infrastructure and leverage data as a strategic asset.

Data Management Outcomes



Visible

- Data are discoverable

Accessible

- Data are readily available by authorized stakeholders
- Data can be easily combined or compared with other data.

Understandable

- Data consistently represent the same business facts regardless of source.
- Terms are defined, consistent, and published.

Responsive

- Data is validated by robust, direct user feedback mechanisms
- Data is relevant to the business requirements

Trusted

- Data are of high quality, reliable, and documented.
- Data dimensions are transparent.

- **Governed**

- Data are managed from an enterprise perspective.
- Data has clear lines of accountability.

EDM Goals

Create and support a culture of secure accessible and trusted data.



1

Reduce and Reuse

Optimize and secure information infrastructure capabilities.

3

Share and Collaborate

Strengthen and unify AmeriCorps' ability to share information.

2

Trust and Agility

Effectively manage information capabilities and implement cross organizational line of sight.

4

Capacity and Knowledge

Build Human Capital capacity to ensure enterprise data management maturity.

EDM Guiding Principles



Centralize

data management practices so that subject matter experts can spend more time doing analysis

Follow

proven industry best practices for data management and analytics

Implement

incremental culture change so as not to disrupt mission commitment

Apply

modern data architectures, tools, and automations that reduce burden on technical staff

Leverage

existing investments in environments and tools

Utilize

Agile methodology to reduce risk using a data centric approach

The Four Pillars

Data Modernization Roadmap



1. Data Governance & Stewardship

establishes capabilities related to data strategy, data governance frameworks for decision making, data policy development, continuous improvement, and measuring success



3. AmeriCorps Information Model

establishes modern data hub architecture, enterprise data management tools, and accessible trusted data sets to support analytics, research, and operational decision making



2. Capacity Building for Data

establishes capabilities related to data workforce planning, data skills and literacy, and developing AmeriCorps' data culture



4. Data in Practice

establishes support for a variety of data products, standard analytics tools, and support for data consumers



The Four Pillars

And Corresponding Capability Categories



1. Data Governance & Stewardship

- Strategy & Planning
- Data Policies, Methods, & Guidelines
- Enterprise Data Governance Operations

2. Capacity Building for Data

- Workforce Planning
- Learning & Skill Development
- Data Culture

3. AmeriCorps Information Model

- Data Hub
- Trusted Data

4. Data in Practice

- Data as a Product
- Self-Service Analytics
- Data User Support

Highlighted Capabilities

Data Modernization Roadmap



Standardized Data Roles & Job Descriptions

Pillar 2: Capacity Building for Data; Workforce Planning

Including clear data expectations according to agency roles and needs



MDM, Lineage, & Profiling

Pillar 3: AIM; Develop Data Catalog

Manage core data used, track the flow of data from sources through the data hub to analytics tools, and automate regular profiling



Prepared Certified Data Sets

Pillar 4: Data in Practice; Self-Service Analytics

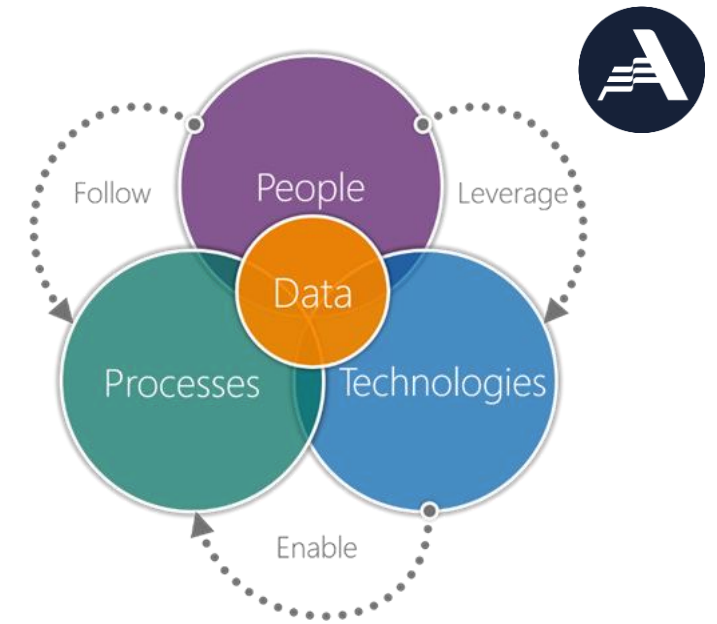
Replicate trusted for easy access by AmeriCorps staff. Ensure staff can identify trusted datasets, reports, and dashboards



Data Governance & Stewardship

Pillar 1 | Overview

- Capabilities related to the formal orchestration of people, process, and technology .
- These capabilities establish cultural principles of participation and responsibility toward EDM, engendering transparency and inclusivity.



Data Governance & Stewardship

Pillar 1 | Capability Categories



Strategy & Planning Benefits

- Enables understanding of how program efforts contribute to advancement of Strategic goals
- Enables ongoing awareness of EDM current state and obstacles to success across the agency to support growth toward a data-driven culture

Data Governance & Stewardship

Pillar 1 | Capability Categories



Data Policies, Guidelines and Methods

- Creates and refines AmeriCorps data policies to support and sustain AIM
- Enables measurement of policy performance across AmeriCorps to advance toward ideal state

Data Governance & Stewardship

Pillar 1 | Capability Categories



Enterprise Data Governance Operations

- Enables transparency and management of assigned EDM roles and responsibilities to streamline EDM implementation
- Standardizes application and communication of EDM processes and procedures
- Harnesses standardized processes from the Data Stewardship Framework to support collective problem solving and decision making to meet evolving agency data needs

Capacity Building for Data

Pillar 2 | Overview



- Capabilities to foster and sustain AmeriCorps capacity to understand and use trusted data as an asset.
- The capabilities in this pillar ensure informed agency input, alignment in workforce plans, data skills, and communication practices.

Capacity Building for Data

Pillar 2 | Capability Categories



Workforce Planning Benefits

- Ensures inclusion of EDM into agency-wide needs and plans
- Affirms agency's value of data and data literacy and related capacity expectations and enables tracking of staff growth in these areas
- Enables sustainable growth of data literacy content delivery and data champions across AmeriCorps

Capacity Building for Data

Pillar 2 | Capability Categories



Learning & Skill Development

- Underscores importance of foundational data literacy among all AmeriCorps staff
- Enables strategic roll-out of data learning pathways across the agency
- Supports scaffolding of data skills and development according to role expectations, with attention toward ongoing agency changes

Capacity Building for Data

Pillar 2 | Capability Categories



Data Culture

- Enables sustainable support and involvement in capacity building for data
- Enables strategic communication to shift and sustain changes in staff beliefs and practices related to data
- Builds network of data practitioners learning together and enables agency-wide participation

AmeriCorps Information Model

Pillar 3 | Overview



- Supports strategic objectives of the agency.
- Data is visible, accessible, understandable, trusted, and governed.

AmeriCorps Information Model

Pillar 3 | Capability Categories



Data Hub

- All data users easily find the best data for their needs using business and technical terms
- Improve communication using enterprise data by establishing a data vocabulary for business users
- Enhanced security measures to safeguard sensitive data by automatically classifying all data sources
- Data transparency and lineage from data sources to analytics, reports, and dashboards

AmeriCorps Information Model

Pillar 3 | Capability Categories



Trusted Data

- Trusted data for core data domains and linking all data through MDM
- Improved transparency and quality data
- Ability to update source systems with corrected and enhanced data
- More comprehensive open data publishing and discovery

Data in Practice

Pillar 4 | Overview



- Data In Practice delivers the ability to find and utilize relevant, trusted data for reporting, analysis, and making data-driven decisions.
- The central focus of this pillar is to manage data as a product.

Data in Practice

Pillar 4 | Capability Categories



Data as a Product

- Increase in data product usability, quality, and ability to integrate data products to create new data products
- Ability to quantitatively measure data product quality and contributions to the AmeriCorps strategic plan

Data in Practice

Pillar 4 | Capability Categories



Self-Service Analytics

- Enable power users throughout AmeriCorps to quickly and easily build reports and dashboards to meet operational needs and enable data-driven decisions
- Better ability to leverage AI and machine learning capabilities
- Ability to share data quickly and securely with AmeriCorps partners

Data in Practice

Pillar 4 | Capability Categories

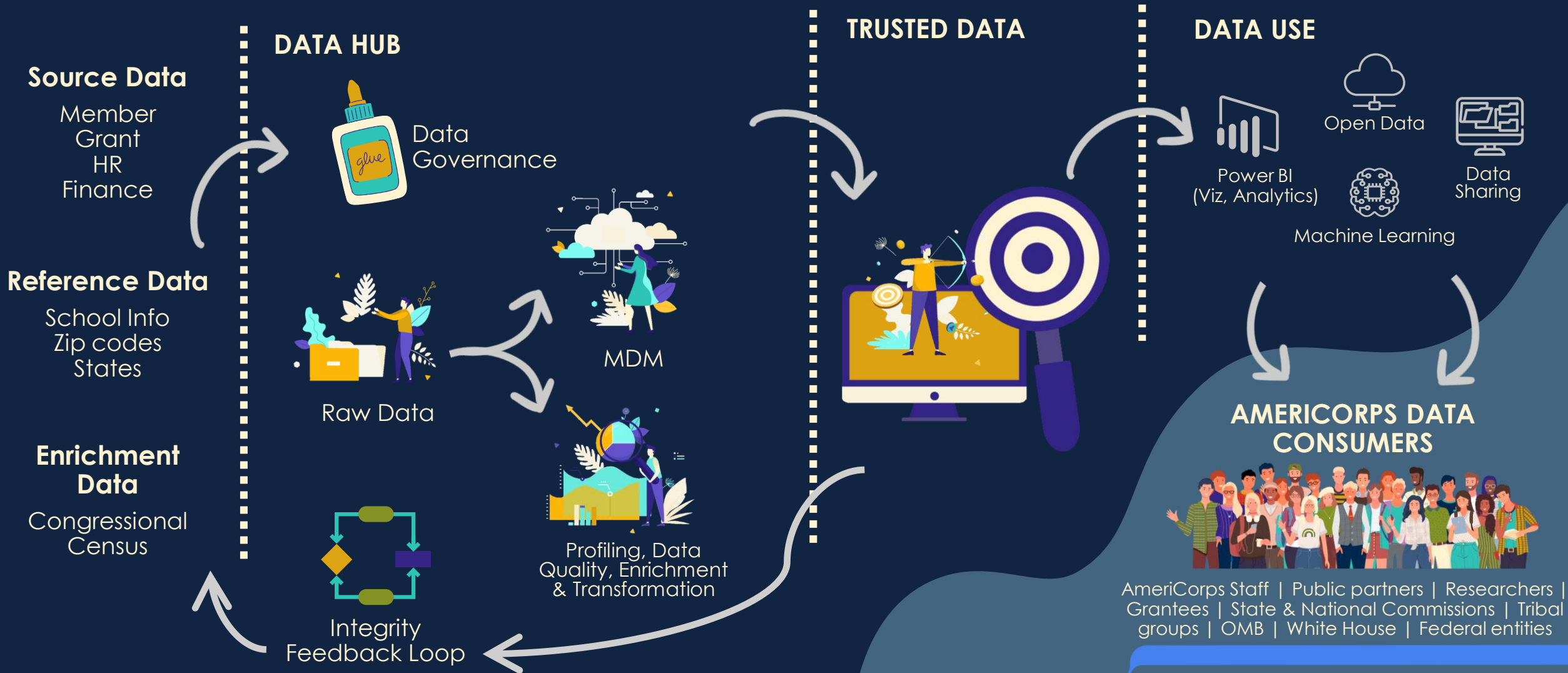


Data User Support

- Enablement of the AmeriCorps staff to better use the enterprise reporting solution
- Quick resolution to any problems AmeriCorps staff encounters with the enterprise reporting solution

AIM for Trusted Data

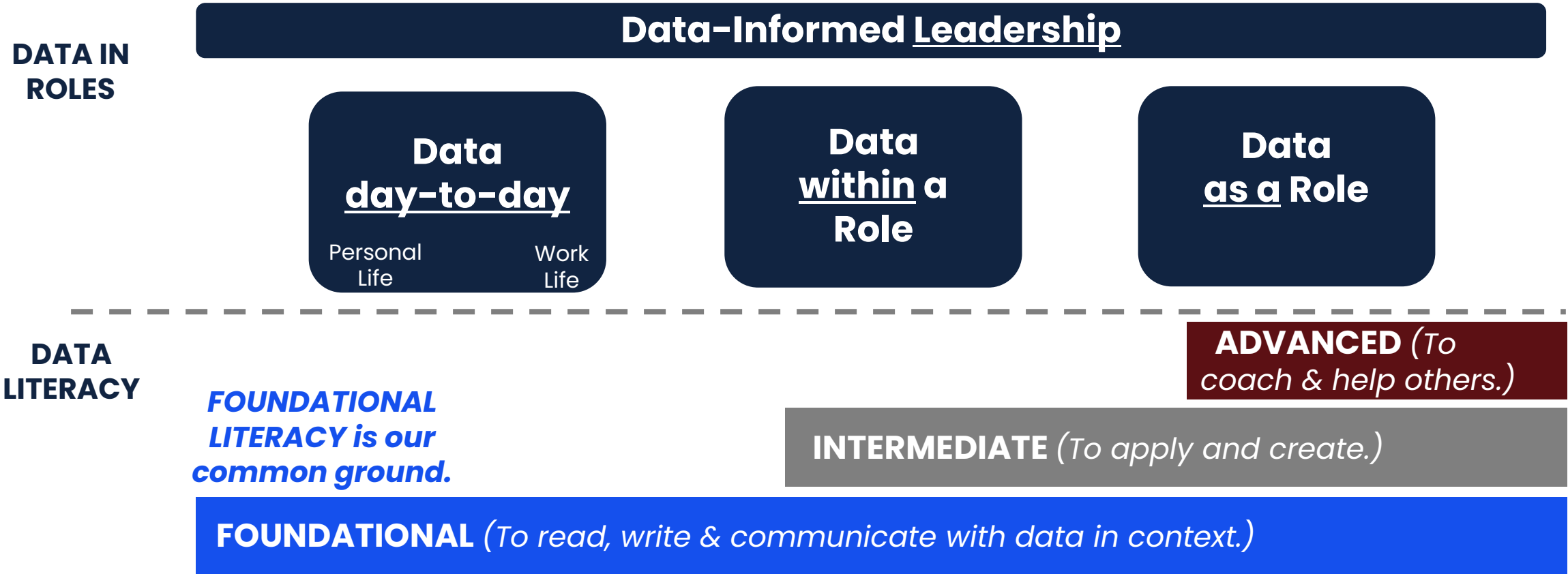
AmeriCorps Information Model



AmeriCorps Context



- Clear, agreed-upon language supports effective communication and connection.



Nathaniel H. Benjamin

Chief Diversity and Inclusion Officer, AmeriCorps

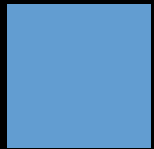


“Diversity boosts creativity and innovation, leads to better decision-making, and results in a more professionally enriching environment”

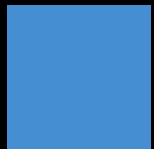
– Harvard Business Review



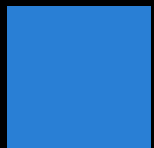
Three Ways to Lead Culture Using Data



Embed DEIA transformation into business practices, policies, and procedures



Increase equity opportunities



Develop an inclusive organizational culture

DEIA Transformation





DEIA is Measurable

- In FY22, OPM revised the FEVS to include a Diversity, Equity, Inclusion and Accessibility (DEIA) Index which assesses employee experiences with DEIA policies, practices, and procedures regarding their agency and its leaders.
- The index is specifically designed to align with EO 14035 and features the four components in the EO: diversity, equity, inclusion, and accessibility.
- These government-wide results will serve as a baseline to assess future changes, as well as benchmark comparisons for agency DEIA initiatives.



Reinforcing What Was Learned From the Panelists

Kyle Brees, MA

Research Analyst, Office of Research and Evaluation,
AmeriCorps





Some Examples, revisited?

- Participatory research methods
- Company benchmarking measures
- Collection of race and ethnicity
- Community Town Hall
- Data Education
- Data Tools
- Equity Lens and Framework

Recap of Best Practices



Challenges

- Federal statutes, regulations, and other program requirements
- Federal and community resources can limit scope of collaboration
- Trust and historical relationships between government and communities

Best Practices

- Include and align community goals with federal goals
- Identify and plan for specific capabilities needed by Federal agencies and community partners
- Review existing federal data governance structures
- Establish data standards and principles to support non-federal data collection and analysis

Q&A Panel Facilitator

Laura H. Schlachter, PhD

Research Analyst, Office of Research and Evaluation,
AmeriCorps



Q & A Panel Discussion:

- Kyle Brees, MA, Research Analyst, AmeriCorps
- Robin Ghertner, PhD, Director of Data and Technical Analysis, Office of Human Services Policy, HHA/ASPE
- Andrea Gibbons, CDMP Chief Data Officer, AmeriCorps
- Nathaniel H. Benjamin, Chief Diversity and Inclusion Officer, AmeriCorps

Thank you for attending today's webinar

Join us in our year long [Celebration of Service and Its Evidence Story](#).

Our next Webinar:

[AmeriCorps ROI Studies: Proof that the Cost of 'Doing Good' Benefits the Personal, Community and Federal Bottomline](#) will be 12/14 from 2:30-4pm EST

The recording and support materials for this webinar will be provided in the next two weeks on the [AmeriCorps Our Impact Webinar page](#) and [AmeriCorps R&E YouTube Playlist](#)

To inquire about the work presented in this webinar, please reach out to Evaluation@cns.gov



The screenshot shows a promotional page for the "Evidence & Impact Webinar Series 2023-2024". At the top left is the "30 YEARS of AmeriCorps" logo. The title "Evidence & Impact Webinar Series 2023-2024" is in the top right. The main heading is "Celebrating Service and Its Evidence Story". Below that is a section titled "About the 2023-2024 Webinar Series" with a paragraph of text describing the series' focus on evidence and impact.

30
YEARS of
AmeriCorps

**Evidence & Impact
Webinar Series**
2023-2024

Celebrating Service and Its Evidence Story

About the 2023-2024 Webinar Series

The six-webinar series hosted by the AmeriCorps Office of Research and Evaluation will focus on evidence and impact with partners in the field, within the agency, and leaders in communities and the nation. Register, participate and celebrate AmeriCorps' 30th Anniversary of harnessing the transformative value of evidence use to strengthen community-based organization practices, members and volunteers, local impact, and public trust. This showcase year will highlight AmeriCorps' evidence journey and the evidence use movement sparked through the Evidence Act. Webinars will share how AmeriCorps not only supports research, evidence and evaluation capacity building that strengthens the local nonprofit missions to problem solve and tackle community inspired change, but also shows return in taxpayer dollars saved to local, state, and national budgets and sparks our nation's civic engagement.