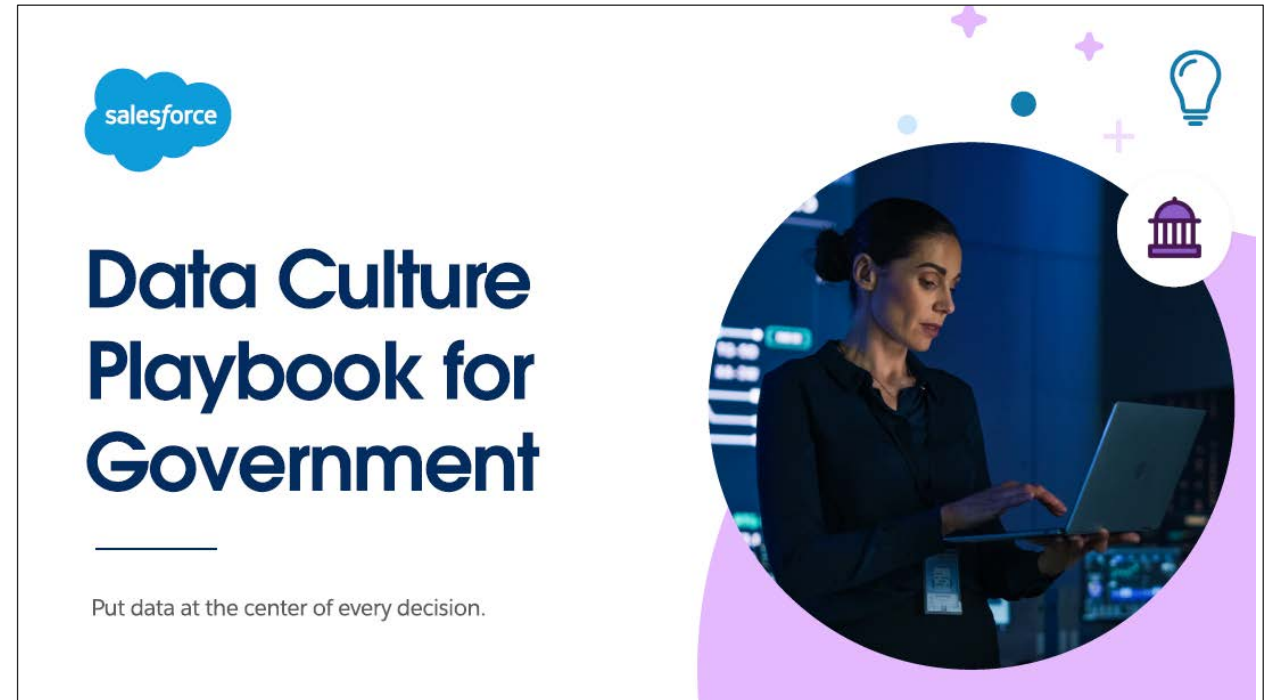




# Data Culture Playbook for Government






Guide





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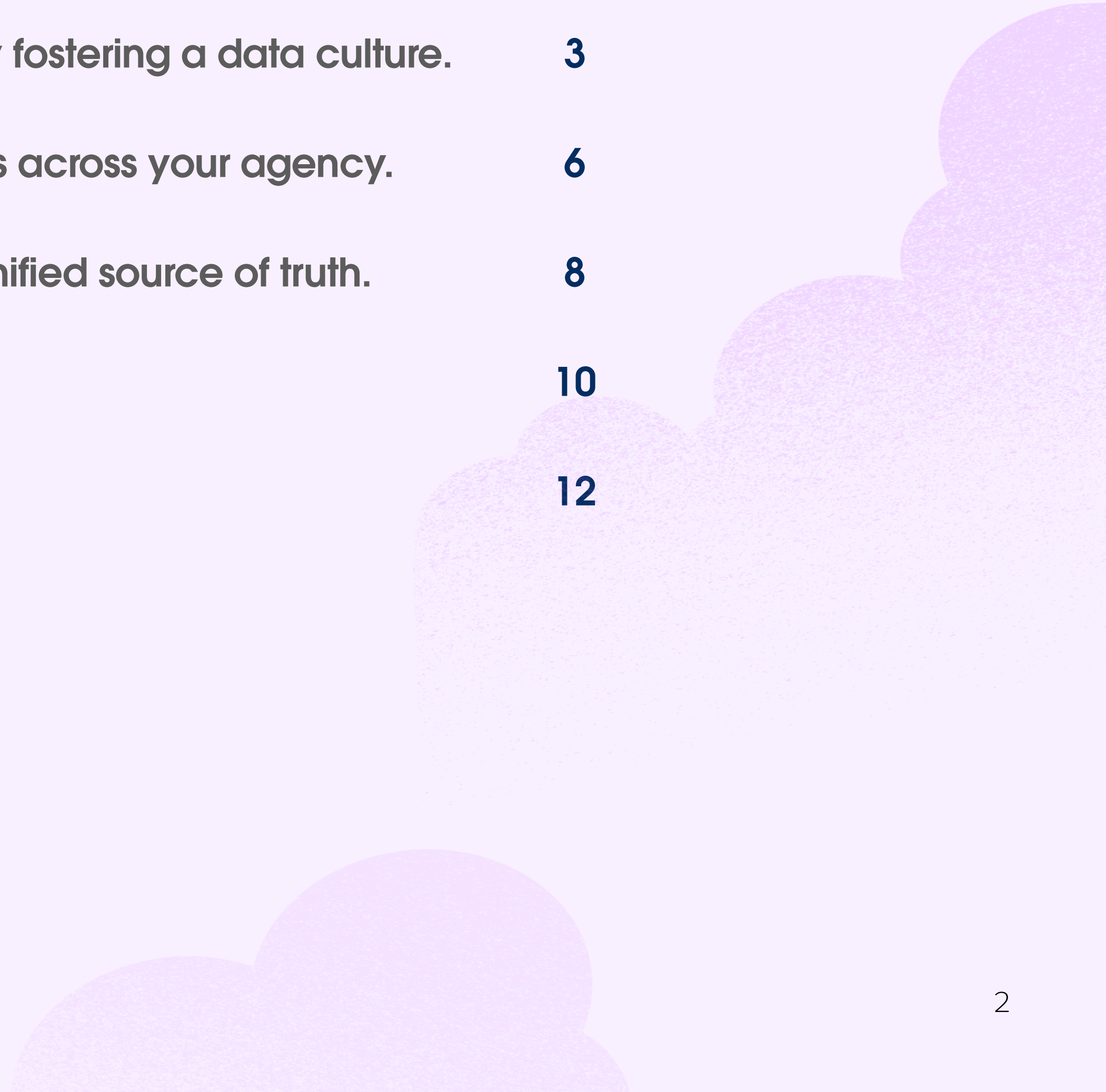
# Data Culture Playbook for Government

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Put data at the center of every decision.



<b>Introduction</b>	<b>Transform government decision-making by fostering a data culture.</b>	<b>3</b>
<b>Chapter 1</b>	<b>Define, align, and monitor key data metrics across your agency.</b>	<b>6</b>
<b>Chapter 2</b>	<b>Enable real-time decision making with a unified source of truth.</b>	<b>8</b>
<b>Chapter 3</b>	<b>Build trust through effective governance.</b>	<b>10</b>
<b>Conclusion</b>	<b>Future-proof your agency with AI.</b>	<b>12</b>



# Transform government decision-making by fostering a data culture.

With AI making waves, excitement around data has never been higher. But how can your agency get the most out of your data to generate insights and help you make decisions faster? It starts by building a strong data culture.

The rise of AI has brought new attention to the value of data and reminds us that government agencies need to cultivate a mindset that supports data culture – a shared mission to put data at the heart of every decision. You might already have an abundance of data in your systems. It is only useful if you have [technology platforms](#) that can help you easily access it and harness it to better understand how your agency runs and make decisions that can lead to operational efficiencies and better constituent experiences. Of course, the importance of data is not new – data-driven organizations have always been top performers, but with the widespread adoption of AI, government agencies that adopt a data culture will be able to generate insights quickly, operate more efficiently, and innovate faster.

A majority of government leaders understand the importance of data:

- 85%** of analytics and IT leaders say advances in AI make data management a high priority
- 91%** of government leaders feel their organization should be getting more value out of its data
- 96%** of analytics and IT leaders say the need for trustworthy data is higher than ever

*2023 Salesforce State of Data and Analytics Report*



Creating a data culture may seem daunting, even in the best of times. It takes a commitment from every level of the organization to influence how people think about and act on data insights. But the good news is you can take incremental steps to build these capabilities now, knowing that the action you take has a significant impact. You'll be able to execute and scale analytics and organizational strategies, unlocking your data's value in the near and long term.

#### **Does your agency lead with data?**

Find out by asking team members these questions:

- Do you know how to interpret data?
- Can you get help from colleagues with analytics or data-related questions?
- Do we give you access to the data you need?
- Are you accountable for the data you access and create?
- Do we require data to support decisions?

**Want to take the first steps towards building a data culture?  
Let's get started.**

# How to use this playbook.

**This playbook lays out a simple but effective roadmap for building a data culture. It contains three chapters, each with a specific focus area.**

For each area, we outline why these objectives matter and how to execute on them – recommendations on how to build, run, and, when you're ready, expand and mature these capabilities.

Keep in mind that a data culture isn't linear – it's a way of leading and working that continuously evolves. We urge you to take a phased approach that makes sense for your organization's goals and needs. The steps in this playbook can be executed, refined, and repeated as your data culture evolves and thrives.



# Chapter 1

## Define, align, and monitor key data metrics across your agency.



### Goal

Your agency will designate a data tiger team, bringing together leaders from various teams and functions to determine where to focus data resources. They align on goals and strategic objectives for the organization.

### Why it matters

Fifty-four percent of public sector business leaders say their [data strategy is only partially aligned with business goals](#). This often occurs because priorities between leadership teams and different departments within agencies don't often overlap, making it difficult to connect your data to mission outcomes. Convening a team dedicated to making sure data priorities and organizational priorities remain in sync is the first step in building a data culture. The team will define key priorities and iterate as conditions shift. They will codify a set of key metrics and work with an analyst team to locate, create, and align data sources to support these metrics. These sources are updated on a regular basis so you can define expectations on how a metric should perform.



# Making it happen.

## Build

**Identify key guiding metrics to monitor the health of the agency.** To make the process more manageable, limit the number of guiding metrics to 10 or fewer.

**Prioritize higher value mission issues.** Deploy analytics to target areas where data-driven transformation will create the most profound impact.

## Run

**Support agency leaders with guiding metrics.** Foster a shared single source of truth with high-level data sources to support fast internal communication and swift decision making across your company.

**Assign leaders to monitor metrics.** Make sure your leadership team has the right data to identify early signs of success or failure and refine processes and practices in response to those insights. Offer constant visibility of data metrics to help leaders and teams work together to identify trends and resolve issues quickly.

## Expand

**Identify urgent and high-potential projects.** Decide when to deploy resources towards promising projects and when to withhold resources from efforts that are no longer serving your agency's needs.

**Embed data in company wide communications.** Accompany all communications with data to encourage leadership to participate in data-driven decision making across your agency.

## Chapter 2

# Enable real-time decision making with a unified source of truth.



## Goal

You use metrics to determine how to prioritize your data efforts. Your teams build data sources to address the most critical agency challenges. Create immediate value and engagement by sharing key data insights through dashboards and data visualizations.

## Why it matters

One of the [top three challenges government leaders face](#) is that it takes too long to get insights from data. The root of this challenge lies in the number of siloed systems agencies use. This patchwork of systems often leads to agencies relying on inaccurate or outdated data, and the lack of a streamlined solution makes extracting insights difficult. Unifying your data onto an industry-specific platform like [Government Cloud](#) can streamline your data and present it on easy-to-read dashboards that can be customized. This gives your tiger team and other stakeholders from across the agency the ability to more easily gather insights and make real-time data-driven decisions.

# Making it happen.

## Build

**Bring data from different sources** – including benefits, education, and healthcare data – into a common data model to build unified constituent profiles that allow your teams to personalize interactions.

**Generate insights on crucial business processes.** Aggregate data from business processes most impacted by key performance metrics.

**Structure a workflow** where those tasked with monitoring key metrics all have a single view of the data and are assigned to oversee a different, crucial business process.

## Run

**Run experiments with unified data to get a better understanding of how your agency operates.** For instance, you can compare how long it took to get an answer when you had to toggle between multiple systems versus your single source of truth. Achieve incremental improvements by adjusting different factors in multiple experimental trials.

**Create purpose-built data assets like [interactive visualizations](#), addressing key operational processes and decision points.** Tailor those assets to specific audiences. Increase approachability by turning analytics experiences into conversational interfaces that feel more like Q&As rather than traditional data reports.

## Expand

**Bring data visualizations into important meetings with stakeholders, executives, and board members.** They can help paint clearer pictures around data trends, outliers, and patterns.

**Identify new drivers of improved performance.** Monitor changes and measure the impact on business success.

**Offer your teams a single view of the data.** Support performance reviews with data visualization to ensure that your team members' accomplishments are acknowledged and rewarded.

**Collect data from process changes.** Document all stages of business transformation, and make data associated with process changes available to teams across your company to guide their decisions.

[See how NASA fueled data-driven decisions by bringing information into a single view.](#)

[Learn more](#)

## Chapter 3

# Build trust through effective governance.



## Goal

Empower people at every level to have the confidence to follow the data discovery cycle with minimal guidance. Create immediate value and engagement by sharing key data insights right in the flow of work. Grant your teams access to data to help them take initiative and make decisions. Declutter your organization's data by personalizing team members' access and ensuring they find the relevant data they need.

## Why it matters

Only [49% of government respondents](#) in Salesforce's State of Data and Analytics survey report having full visibility into their data. And since data plays such an important role in influencing your decisions your workforce needs to have easy access to it so they can do their jobs effectively. A collaborative environment where everyone in your organization can access the right data at the right time is a must-have. Your teams can trust that the data they're using is the most up-to-date and can make decisions with confidence. By transforming both internal operations and external customer interactions, [government organizations can build trust.](#)

# Making it happen.

## Build

**Establish clear roles and responsibilities around governance decisions.** Identify stakeholders across the agency to manage accessibility to facilitate cross-functional collaboration.

**Establish strong exterior security around where your data is stored.** Deploy automation to ensure that the right team members are granted access.

**Align data access with project workflows** to increase organizational agility and ensure team members can take initiative with relevant data sources.

**Prioritize collaboration in department-level goals and initiatives,** empowering individuals at every level of the organization to own decisions in their purview and take action based on data.

## Run

**Set guidelines for how dashboards move into production.** Make sure new data sources are in line with leadership-defined strategies.

**Define how you certify data sources.** Document and share your guidelines to help you and other administrators or project leaders to be consistent with your certification choices.

**Manage tokens, passwords, and keys.** Set one password for each data source.

## Expand

**Employ row level security.** Streamline workflows and improve security by making sure that team members only see the data sources that are relevant to their roles.

**Provide a catalog to define dimensions** and provide context for your team members so you can feel confident your teams always use the right data.

**Discover how Wyoming Business Council used accessible data to cultivate trust.**

[Learn more](#)

# Future proof your agency with AI.



The widespread adoption of AI is increasing the gap between the leaders and the laggards: those who actively embed data and analytics into the fabric of their agency culture and those who hesitate to invest in the programs and the technology that help them get there. Data-leading organizations pivot when necessary, innovate constantly, and refine consistently, giving them a distinct advantage, especially in times of change.




**With Public Sector Einstein 1 for Service, organizations can implement trusted AI to better manage and harmonize their data and give employees the tools they need to better serve their constituents, all while driving their mission forward.**

**Nasi Jazayeri**

EVP & GM, Public Sector

Creating a data culture isn't a matter of flipping on a light switch. Now is the time to make incremental changes, starting with your workforce. Take a page from AI Singapore's [AI for Everyone initiative](#), a government-led effort to equip individuals and organizations with AI and machine learning skills. Build out focus areas that lay the foundation for individuals and teams to expand their use of data. Taking these steps will help you move in the right direction, future-proofing your data culture for whatever lies ahead.

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[Explore public sector solutions](#)

