

U.S. Department of Commerce

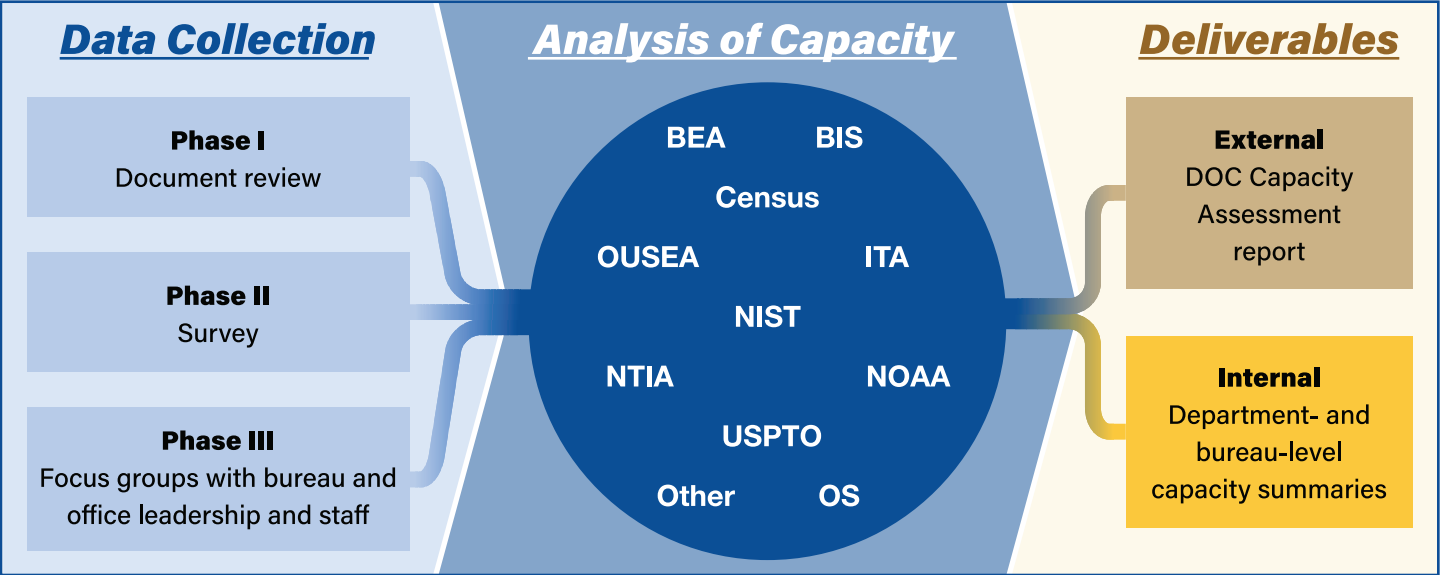
Fiscal Years 2026–2030 Capacity Assessment for Statistics, Research, Evaluation, and Other Analysis



Introduction

The U.S. Department of Commerce (DOC), as required by the Foundations for Evidence-Based Policymaking Act of 2018, every 4 years conducts and provides an assessment of the coverage, quality, methods, effectiveness, and independence of its statistics, evaluation, research, and analysis efforts. This Capacity Assessment is intended to assist DOC’s bureaus and offices in assessing their ability and infrastructure to carry out evidence-building activities like foundational factfinding, performance measurement, policy analysis, and program evaluation. As shown in the figure below, the approach to this Capacity Assessment included three phases of data collection and review.

Capacity Assessment Approach



Note. U.S. Department of Commerce bureau and office names are defined in “Appendix C. Abbreviations Used.”

What’s In This Memo?

This Capacity Assessment is designed to facilitate discussion and inform actions for the Department and its bureaus and offices to consider. It is intended to guide decisions and next steps for refining the use and production of statistics, research, evaluation, and other analysis to improve Department programs, policies, or operations. The findings summarized here provide insights from Capacity Assessment survey respondents and focus groups comprised of leadership and staff across DOC’s bureaus and offices. The findings are based on a sample of staff and may not represent the opinions of all staff. The survey response rate was 28 percent. Of the 560 surveys sent, 156 were completed (see appendix D for more details).

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Summary of Findings

Baseline findings of strengths, challenges, vision, and supports for improvement

This section highlights the survey and focus group findings from across DOC bureaus and offices about strengths, challenges, use of evidence, and evaluation between fiscal years 2022 and 2024 and the supports needed to improve the use and production of evidence in decision-making processes (e.g., operational, budget, or programmatic).

What are staff perceptions of the bureaus' and offices' strengths?



Mass quantity of data collection



Connection to the Department's Strategic Plan

“I think there’s a lot of interest in what that data shows and how we can measure that to kind of look at the performance of our agency, not just within the agency, but with other offices on an international level as well.”

What are staff perceptions of bureaus' and offices' challenges?



Linking data across
bureaus' datasets



Sharing data within DOC
(e.g., security and privacy issues)



Integrating data systems to
support decision-making

“We do not have a data catalog, and we are not quite as mature in data and data governance as we should be... I think we’ve talked about that again—the answer to that is in robust data governance.”

What is the staff vision for evidence use and production?



Coverage

- **94%** agree evidence is used to improve programs, policy, or operations
- **92%** agree evidence is produced to improve programs, policy, or operations



Quality

- **86%** agree the evaluations used were rigorous
- **59%** agree they have acquired additional or enhanced tools to collect, analyze, and use data and information through professional development



Methods

- **41%** (individual) agree they have frequently used evaluations that provided formal assessments of program, policy, or organizational impact
- **58%** (team) agree they have frequently used evaluations that provided formal assessments of program, policy, or organizational impact



Effectiveness

- **82%** agree they have access to performance and program evaluation data to manage programs
- **88%** agree they build evidence to meet the needs of decision-makers
- **93%** strongly agree evidence is used in decision-making processes



Independence

- **60%** used a third party to support evidence-building activities
- **58%** used evaluations to provide a formal assessment of program, policy, or organization's implementation, impacts, effectiveness, or efficiency
- **83%** of staff agree they have access to research relevant to their work



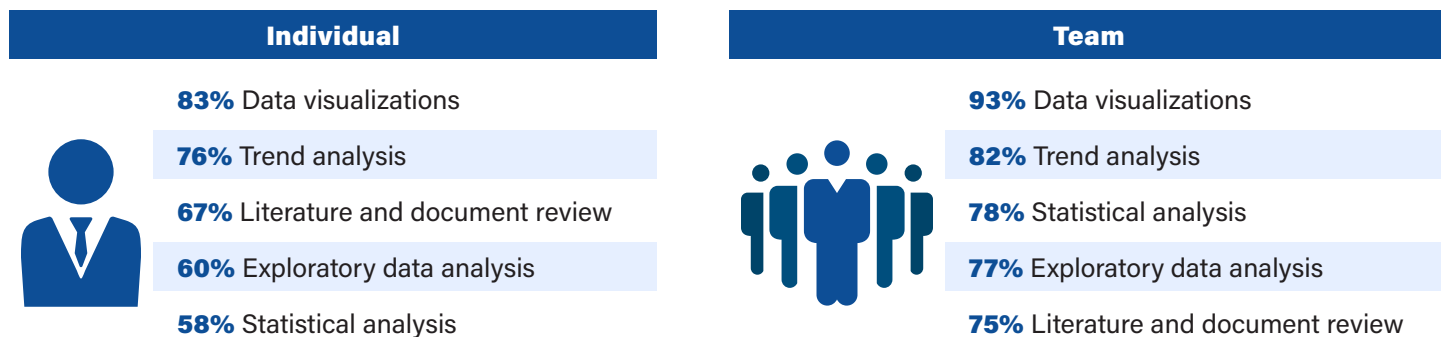
Capacity

- **87%** agree—spend appropriate amount of time using and producing evidence to carry out the work, given other duties
- **53%** agree—has hired staff with the necessary knowledge, skills, and abilities to carry out evidence-building and evaluation activities
- **65%** agree—has had the opportunity to strengthen research and evaluation skills

Baseline Findings of Evidence Use, Access, and Capacity

More than half the survey respondents reported frequent individual and team use of statistics, research, or analyses to produce evidence.

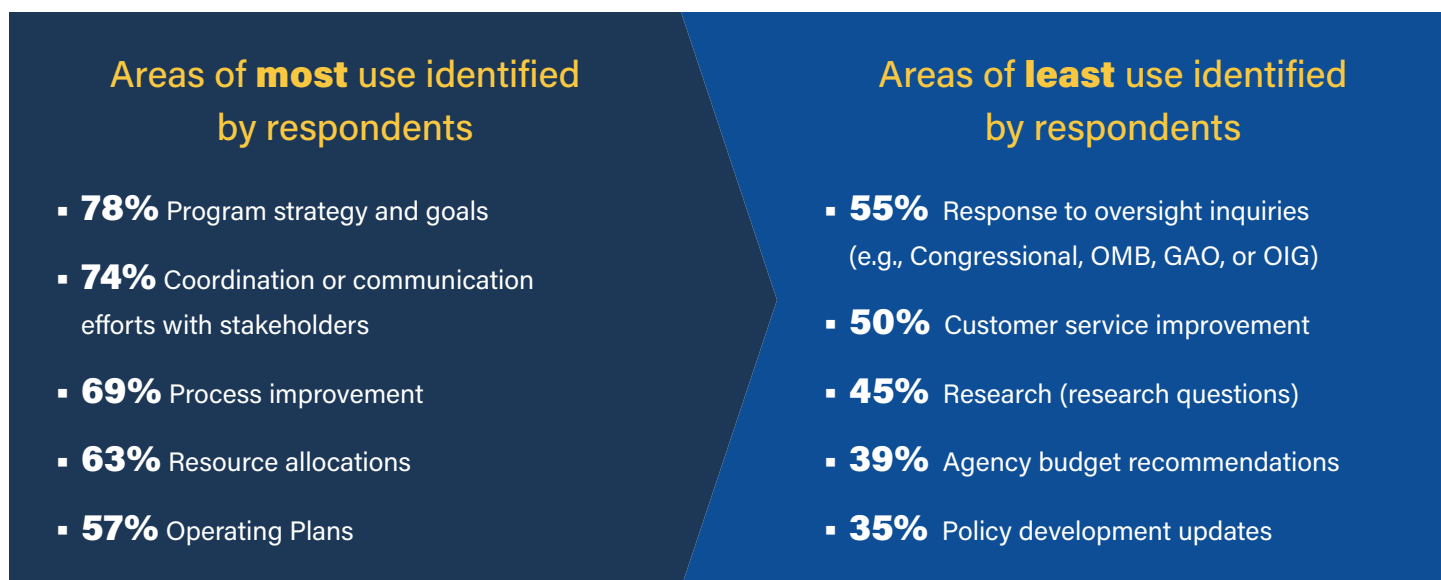
What techniques are most often used to produce evidence? (individual versus team)



NOTE: Defined by 44 U.S.C. 3561(6), Evidence means information produced using statistical methods for a statistical purpose (e.g., exploratory studies, descriptive statistics, performance measures, program evaluation, etc.). See [DAO 216-21](#).

In what areas did staff typically use statistics, research, evaluation, and other analysis?

Highlighted below are areas most and least reported by respondents in the use of evidence. We also identify areas used less often that may merit attention.

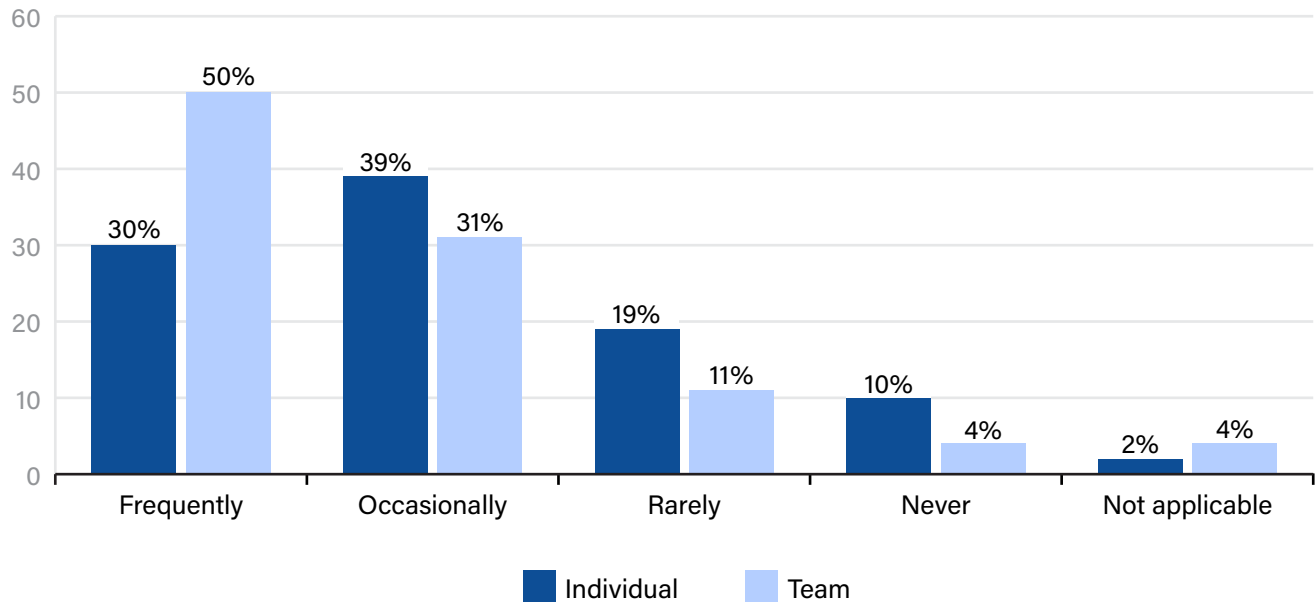


Note. U.S. Department of Commerce bureau and office names are defined in "Appendix A. Abbreviations Used."

How often do staff produce evidence?

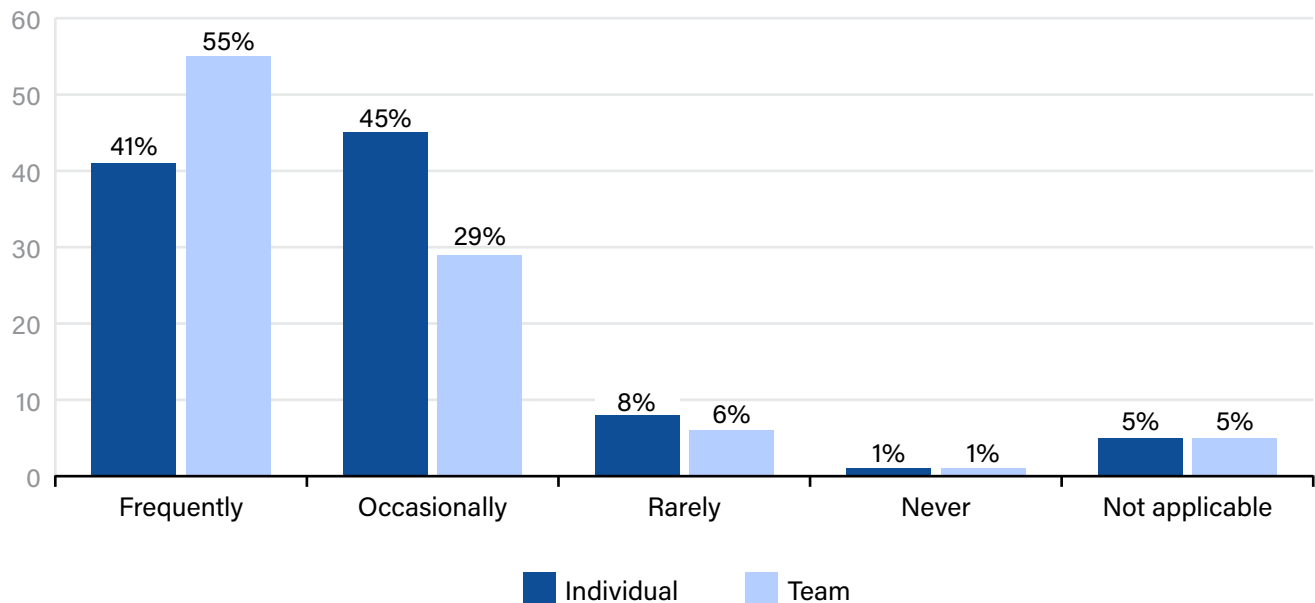
Staff reported higher levels of frequent production of statistics, research, or analyses than evaluation.

Use **statistics, research, or analyses** (such as data analytics, data visualization, trend analyses, or literature and document reviews) on specific programs or policy issues



How often do staff use evaluation?

Use **evaluations** (that provide formal assessment of a program's policy or the organization's implementation, impact, effectiveness, or efficiency)



How satisfied are staff with their access to evidence that was high quality, independent, and used appropriate methods?

Satisfied or Very Satisfied	Over half of survey respondents are satisfied that...
86%	Evaluations were rigorous (e.g., produced accurate, valid, and high-quality evidence)
71%	Access to evidence that was independent (e.g., free from bias and undue influences)
59%	Had opportunity to acquire additional or enhanced tools to collect, analyze, and use evidence

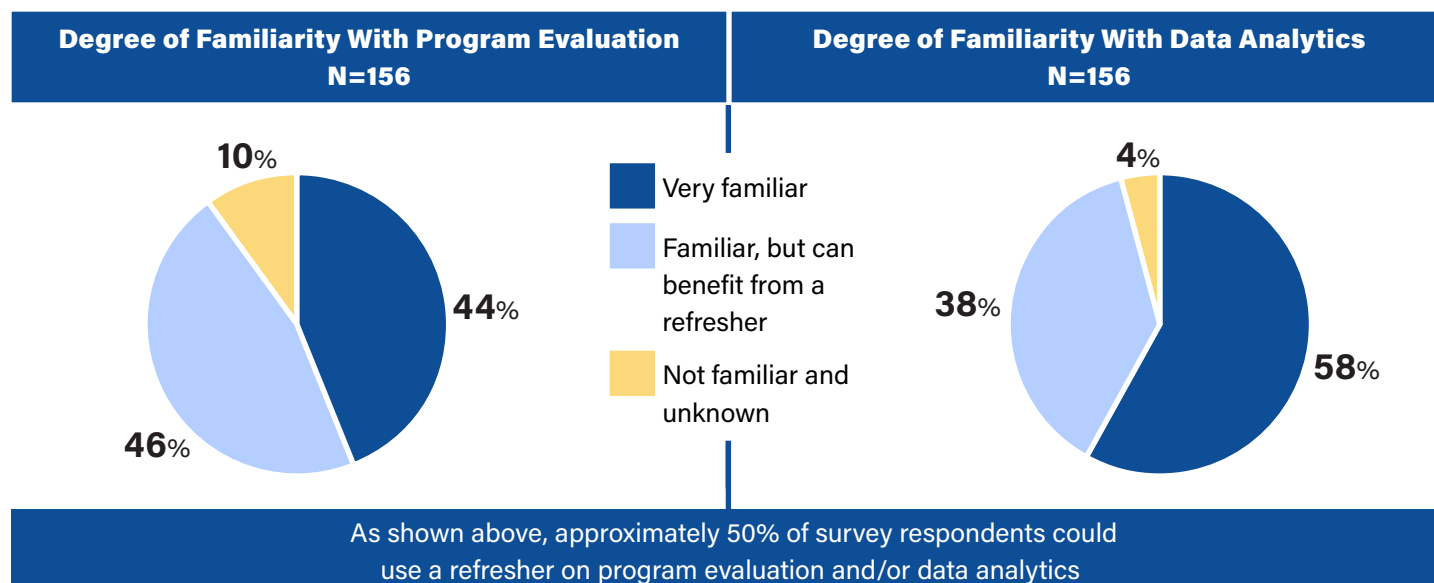
What are the indicators of staff capacity to use and produce evidence?

Individual	Agree or Strongly Agree
Are able to keep up with research that is relevant to their work	83%
Have experience creating logic models	35%
Low familiarity with evaluation's webpage	
Percent familiar	34%
Percent unfamiliar	66%

What are staff perceptions of their team's capacity to use and produce evidence?

Team	Agree or Strongly Agree
Has the capacity to use evidence	94%
Believe their team has the capacity to produce evidence	92%
Believe their team spends an appropriate amount of time using and producing evidence	87%

How familiar are staff with program evaluation and data analytics?



Recommendations for Improvement

Ideas for Improving the Capacity to Use and Produce Evidence

Prioritize Evidence Building and Use Across DOC



- Clearly communicate the President's priorities and the Secretary's goals and objectives for DOC to all staff.
- Collaborate with the Deputy Secretary to identify a senior leader (e.g., Bureau Head) as Goal Lead for each goal established by the Secretary and evidence and evaluation building activities related to each goal.
- Send an annual memo to Goal Lead/Bureau Heads conveying their support to assigned evidence and evaluation activities.
- Leverage meetings with DOC leadership (e.g., DMC, COS, Deputy Secretary, and OMB briefings) to ensure agreement on priority questions and evidence-building activities to inform decisions.

Invest in the Planning for Evidence-Building Activities and Evaluation Needs Across Bureaus



- Host an annual DOC-wide stakeholder engagement meeting with assigned Goal Leads; Chief Data, Budget, and Policy Officers; and Evaluation Leads to ensure the evidence-building activities and evaluation efforts lead to actionable information that supports the decision-making process at the end of each year.
- Prioritize resources to support scientific integrity of evidence building and evaluation efforts across DOC.
- Establish and/or revise policies and practices that prioritize data quality, transparency, and access that is needed to support the annual budget, evaluation, and evidence-building process.

Appendices

Appendix A. Maturity Model Framework

Appendix B. Maturity Model Discussion Questions

Appendix C. Abbreviations Used

Appendix D. Questions

Appendix A. Maturity Model Framework

Planning Tool: Evidence Maturity Framework

This maturity model is presented, along with discussion questions, for use by Department leadership when planning next steps and investment of resources into expanding production and use of evidence in its programs, policies, and operations.

	DEVELOPING	FUNCTIONING (Current DOC status)	ADVANCED	OPTIMIZED
EVIDENCE PRACTICES Coverage; uses, quality, methods, and independence; effectiveness	Evidence practices are ad-hoc. The available evidence is limited in usefulness and applicability.	Evidence practices are routine in some aspects of work but limited to ad-hoc in others. The available evidence is useful and applicable in some areas of work.	Evidence practices are routine in most aspects of work, with efforts to establish them underway. The available evidence is useful and applicable in most areas of work.	Evidence practices are incorporated in all aspects of work. The available evidence meets unique needs or is generated.
CAPACITY Individual and team capacity	Limited individual and team capacity creates significant bandwidth issues for using and producing evidence.	Commitment to staffing and professional development establishes individuals and teams with more availability to support the use and production of evidence.	Individuals with the capacity to use and produce evidence connect with (or are) subject matter experts.	Multidisciplinary teams with the capacity to use and produce evidence as needed.
CULTURE Department and bureau/office context; balance	Staff do not feel supported in their use and production of evidence. They cannot appropriately balance the time spent on evidence with other responsibilities.	Staff feel somewhat supported in their use and production of evidence. They have some structure and resources to help balance the time spent on evidence with other responsibilities.	Staff feel generally supported in their use and production of evidence. They have most of the structure/resources needed to balance time spent on evidence with other responsibilities.	Staff feel very supported in their use and production of evidence. They have the structure and resources needed to balance time spent on evidence with other responsibilities.
INFRASTRUCTURE Access to evidence; resources; supports and training needed	Staff are unable to access the evidence they need and do not have the resources, supports, or training needed to use or produce evidence.	Staff can access some evidence they need but do not have the resources, supports, or training needed to use or produce evidence.	Staff can access most data needed with some still in disparate systems. Staff have some adequate resources, supports, and training needed to use and produce evidence. Some are inadequate.	Staff have access to all needed evidence through common, shared sources and have the resources, supports, and training needed to use and produce evidence.

Appendix B. Maturity Model Discussion Questions

The questions presented below can be used to help facilitate discussions around where the Department may fall within the maturity model across the areas of evidence practices, capacity, culture, and infrastructure.

Use of Evidence-Building and Evaluation Practices

1. Has the Department identified the types of evidence-building activities and evaluation needed to adequately inform programs, policies, or operations to achieve the Department's goals?
2. How are evidence-building activities prioritized in your bureau?
3. To what extent are evidence practices incorporated into the day-to-day work of leadership and staff?
4. What are the gaps in evidence-building activities (e.g., statistics, research, evaluation and other analysis) in your bureau that need to be addressed to better inform the decision-making process (e.g., budget, programs, policies and Congress)?
5. What are the gaps in evaluation in your bureau that need to be addressed to better inform the decision-making process (e.g., budget, programs, policies and Congress)?

Capacity

1. Is your bureau able to produce or use the evidence needed to advance the Department's goals?
2. To what extent do staff have the necessary knowledge, skills, and abilities to use and produce evidence needed?
3. Does your bureau provide training support opportunities to address skill gaps for using and producing evidence?
4. Does your bureau contract with internal or external third-party entity that has the skills to use and produce evidence to support staff as needed?
5. What are the gaps in evidence-building activities that need to be addressed to meet the needs of staff?

Culture

1. Do you feel supported by their bureau and the Department in their use and production of evidence?
2. Are you able to balance the time needed to use and produce evidence with their other work responsibilities? If not, what are other competing priorities?

Infrastructure

1. Are you able to easily and efficiently access the reliable data needed to support the Department's mission? If no, why not?
2. Do you have efficient access to integrated data systems that allow for effective decision making?
3. Are the current supports (e.g., professional development) for using and producing evidence provided for you and others to meet their intended needs? If no, why not?
4. What training support, and resource needs do you and others in your bureau have to support their use and production of evidence-building activities and evaluation?
5. Do you have any additional unmet needs? If yes, what are those needs?

Appendix C. Abbreviations Used

BEA	U.S. Bureau of Economic Analysis
BIS	U.S. Bureau of Industry and Security
Census	U.S. Census Bureau
GAO	Government Accountability Office
ITA	U.S. International Trade Administration
NOAA	National Oceanic and Atmospheric Administration
NIST	National Institute of Standards and Technology, including National Technical Information Service (NTIS)
NTIA	National Telecommunications and Information Administration
OMB	Office of Management and Budget
OS	Office of the Secretary
Other	Economic Development Administration (EDA), Minority Business Development Agency (MBDA), and Office of Inspector General (OIG)
OUSEA	Office of the Undersecretary for Economic Affairs
USPTO	U.S. Patent and Trademark Office

Appendix D. Questions

Raw estimates are calculated as the direct tabulation of survey responses. Adjusted estimates reallocate responses from the nonresponse organization to known organizations and apply weights based on both frame size and response rates within each organization.¹

Coverage

Question 1

Please select your current operating unit.

Organization	Population	Response	Response Rate
BEA	17	14	82%
BIS	13	2	15%
Census	53	20	38%
ITA	25	5	20%
NIST	40	10	25%
NOAA	129	27	21%
NTIA	25	7	28%
OS	54	11	20%
OUSEA	2	2	100%
USPTO	176	36	20%
Other	26	8	31%
Nonresponse		14	
Total	560	156	28%

Question 2

Please select from the following list of duties all that apply to your current primary role (i.e., position description).

Response	Data Type	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Communications	Selected	60%	59%	51% – 66%
	Not Selected	40%	41%	34% – 49%
Data analysis	Selected	59%	58%	50% – 65%
	Not Selected	41%	42%	35% – 50%
Field operations	Selected	28%	31%	24% – 38%
	Not Selected	72%	69%	62% – 76%
Monitoring/Oversight	Selected	55%	58%	51% – 65%
	Not Selected	45%	42%	35% – 49%
Policy development	Selected	37%	38%	31% – 46%
	Not Selected	63%	62%	54% – 69%
Program management	Selected	73%	73%	67% – 80%
	Not Selected	27%	27%	20% – 33%
Research	Selected	36%	34%	27% – 41%
	Not Selected	64%	66%	59% – 73%
Strategic planning	Selected	80%	79%	72% – 85%
	Not Selected	20%	21%	15% – 28%
Support services	Selected	37%	38%	31% – 45%
	Not Selected	63%	62%	55% – 69%

1. Adjusted estimates and 95% confidence intervals are computed using the R survey package. The narrower the confidence interval, the more certain we are about a particular estimate.

Question 3

How long have you been in your current primary role?

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Less than one year	13%	13%	8% – 18%
1 year	12%	11%	6% – 16%
2 years	19%	18%	12% – 24%
3 years or more	56%	59%	51% – 66%

Question 4

Do other Senior Executive Service (SES) or Senior-Level (SL) positions report to you in your role?

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Yes	26%	25%	18% – 32%
No	72%	74%	67% – 81%
Nonresponse	1%	1%	0% – 2%

Question 5

Please rank the following evidence-building activities based upon your frequency of use (1 = most frequent, 4 = least frequent).

First Choice	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Statistics	29%	26%	19% – 33%
	Research	12%	13%	7% – 18%
	Evaluation	40%	45%	37% – 53%
	Other	11%	11%	6% – 16%
	Nonresponse	8%	6%	2% – 9%

Second Choice	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Statistics	26%	28%	21% – 35%
	Research	21%	18%	12% – 24%
	Evaluation	24%	25%	18% – 31%
	Other	22%	24%	17% – 30%
	Nonresponse	8%	6%	2% – 9%

Third Choice	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Statistics	26%	30%	23% – 37%
	Research	26%	27%	20% – 34%
	Evaluation	13%	13%	7% – 18%
	Other	27%	25%	18% – 32%
	Nonresponse	8%	6%	2% – 9%

Fourth Choice	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Statistics	11%	11%	7% – 16%
	Research	33%	37%	29% – 44%
	Evaluation	15%	12%	7% – 17%
	Other	32%	34%	27% – 42%
	Nonresponse	8%	6%	2% – 9%

Question 6

Please describe other analysis methods you use outside of evaluation, research, and statistics.

This question was presented in open-text format, with 55 responses out of 156 total survey responses. Responses were reviewed and other methods included:

Other Methods Outside of Evaluation, Research, and Statistics
Budget analysis
Legal analysis
Data governance
Reporting
Stakeholder support
Strategic planning

Coverage

Question 7

Since FY 2022, in what areas did you **individually** typically use statistics, research, evaluation, and other analysis to inform work?

Response	Data Type	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Coordination or communication efforts with stakeholders (e.g., Leadership decision making processes)	Selected	74%	75%	68% – 82%
	Not Selected	26%	25%	18% – 32%
Program strategy and goals	Selected	82%	83%	78% – 89%
	Not Selected	18%	17%	11% – 22%
Policy development updates to policy	Selected	33%	35%	28% – 42%
	Not Selected	67%	65%	58% – 72%
Research (e.g., Learning agendas or research questions)	Selected	39%	38%	31% – 46%
	Not Selected	61%	62%	54% – 69%
Process improvements	Selected	81%	81%	76% – 87%
	Not Selected	19%	19%	13% – 24%
Operating plans	Selected	54%	55%	48% – 63%
	Not Selected	46%	45%	37% – 52%
Response to oversight inquiries (e.g. Congressional, OMB, GAO, OIG)	Selected	50%	52%	44% – 60%
	Not Selected	50%	48%	40% – 56%
Resource allocation	Selected	63%	64%	57% – 71%
	Not Selected	37%	36%	29% – 43%
Agency budget recommendations	Selected	44%	42%	35% – 50%
	Not Selected	56%	58%	50% – 65%
Customer service improvements	Selected	46%	43%	36% – 51%
	Not Selected	54%	57%	49% – 64%
None	Selected	1%	1%	0% – 4%
	Not Selected	99%	99%	96% – 100%
Other	Selected	3%	3%	0% – 6%
	Not Selected	97%	97%	94% – 100%

Question 8

Since FY 2022, in what areas did your **team** typically use statistics, research, evaluation, and other analysis to inform work?

Response	Data Type	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Coordination or communication efforts with stakeholders (e.g., Leadership decision making processes)	Selected	71%	72%	65% – 79%
	Not Selected	29%	28%	21% – 35%
Program strategy and goals	Selected	71%	72%	65% – 79%
	Not Selected	29%	28%	21% – 35%
Policy development updates to policy	Selected	33%	34%	27% – 42%
	Not Selected	67%	66%	58% – 73%
Research (e.g., Learning agendas or research questions)	Selected	51%	50%	42% – 57%
	Not Selected	49%	50%	43% – 58%
Process improvements	Selected	78%	79%	72% – 85%
	Not Selected	22%	21%	15% – 28%
Operating plans	Selected	56%	58%	50% – 65%
	Not Selected	44%	42%	35% – 50%
Response to oversight inquiries (e.g. Congressional, OMB, GAO, OIG)	Selected	56%	58%	51% – 66%
	Not Selected	44%	42%	34% – 49%
Resource allocation	Selected	60%	61%	54% – 68%
	Not Selected	40%	39%	32% – 46%
Agency budget recommendations	Selected	36%	35%	28% – 43%
	Not Selected	64%	65%	57% – 72%
Customer service improvements	Selected	56%	56%	49% – 64%
	Not Selected	44%	44%	36% – 51%
None	Selected	1%	1%	0% – 2%
	Not Selected	99%	99%	98% – 100%
Other	Selected	5%	6%	2% – 10%
	Not Selected	95%	94%	90% – 98%

Question 9

Since FY 2022, my team has had the capacity to **use** statistics, research, evaluation, and other analysis to improve programs, policy, or operations.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	2%	2%	0% – 4%
Disagree	1%	1%	0% – 2%
Agree	42%	43%	36% – 51%
Strongly agree	51%	51%	43% – 58%
Not applicable	3%	3%	0% – 5%
Nonresponse	1%	1%	0% – 2%

Question 10

Since FY 2022, my team had the capacity to **produce** statistics, research, evaluation, and other analysis to improve programs, policy, or operations.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	1%	2%	0% – 4%
Disagree	3%	3%	0% – 6%
Agree	51%	52%	45% – 60%
Strongly agree	42%	40%	32% – 47%
Not applicable	3%	3%	0% – 6%

Quality

Question 11

Since FY 2022, evaluations were technically rigorous (i.e., they produced accurate, valid, and high-quality evidence).

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	3%	2%	0% – 4%
Disagree	5%	5%	1% – 8%
Agree	49%	53%	45% – 60%
Strongly agree	33%	33%	26% – 40%
Not applicable	10%	7%	4% – 11%

Question 12

Since FY 2022, I have acquired additional or enhanced tools to collect, analyze, and use data and information through my own professional development efforts.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Yes	60%	59%	51% – 66%
No	40%	41%	34% – 49%

Methods

Question 13

Rate how frequently you individually used evaluations that provided formal assessment of a program, policy, or organization's implementation, impacts, effectiveness, or efficiency since FY 2022.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Never	1%	1%	0% – 2%
Rarely	10%	8%	4% – 12%
Occasionally	45%	45%	37% – 53%
Frequently	38%	41%	33% – 48%
Not applicable	6%	5%	2% – 8%
Nonresponse	1%	0%	0% – 1%

Question 14

Rate how frequently your team used evaluations that provided formal assessment of a program, policy, or organization's implementation, impacts, effectiveness, or efficiency since FY 2022.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Never	2%	1%	0% – 3%
Rarely	8%	6%	3% – 10%
Occasionally	31%	29%	22% – 36%
Frequently	53%	58%	50% – 66%
Not applicable	6%	5%	2% – 8%
Nonresponse	1%	0%	0% – 1%

Questions 15 and 16: Individual Versus Team

For each of the following techniques, please indicate the frequency with which you individually (question 15) and your team (question 16) used the given technique since FY 2022.

Data wrangling

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	35%	35%	28% – 43%
	Rarely	24%	24%	18% – 31%
	Occasionally	27%	25%	18% – 32%
	Frequently	9%	10%	5% – 15%
	Nonresponse	5%	5%	1% – 9%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	13%	15%	9% – 20%
	Rarely	12%	13%	7% – 18%
	Occasionally	23%	23%	17% – 29%
	Frequently	46%	45%	38% – 53%
	Nonresponse	5%	5%	1% – 8%

Exploratory data analysis

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	15%	15%	9% – 20%
	Rarely	21%	22%	16% – 29%
	Occasionally	44%	41%	34% – 49%
	Frequently	17%	19%	13% – 25%
	Nonresponse	4%	3%	0% – 6%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	1%	1%	0% – 2%
	Rarely	4%	4%	1% – 7%
	Occasionally	28%	30%	23% – 37%
	Frequently	64%	63%	56% – 70%
	Nonresponse	4%	4%	1% – 7%

Data visualizations

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	4%	4%	1% – 7%
	Rarely	11%	12%	6% – 17%
	Occasionally	38%	37%	30% – 45%
	Frequently	44%	46%	38% – 53%
	Nonresponse	3%	1%	0% – 3%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	1%	1%	0% – 2%
	Rarely	4%	4%	1% – 7%
	Occasionally	28%	30%	23% – 37%
	Frequently	64%	63%	56% – 70%
	Nonresponse	2%	2%	0% – 4%

Mapping

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	24%	21%	15% – 26%
	Rarely	22%	23%	16% – 29%
	Occasionally	37%	37%	30% – 45%
	Frequently	14%	16%	10% – 22%
	Nonresponse	4%	3%	0% – 7%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	10%	11%	6% – 16%
	Rarely	13%	12%	7% – 17%
	Occasionally	34%	36%	29% – 43%
	Frequently	39%	37%	30% – 45%
	Nonresponse	4%	4%	1% – 7%

Statistical analysis

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	15%	14%	9% – 20%
	Rarely	24%	26%	19% – 33%
	Occasionally	37%	36%	29% – 44%
	Frequently	23%	22%	16% – 28%
	Nonresponse	2%	2%	0% – 4%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	4%	5%	1% – 8%
	Rarely	14%	14%	9% – 19%
	Occasionally	31%	33%	25% – 40%
	Frequently	47%	45%	38% – 53%
	Nonresponse	3%	4%	1% – 7%

Predictive modeling

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	33%	32%	25% – 39%
	Rarely	35%	35%	28% – 43%
	Occasionally	22%	23%	16% – 29%
	Frequently	6%	7%	2% – 11%
	Nonresponse	4%	3%	0% – 6%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	12%	14%	9% – 19%
	Rarely	28%	30%	22% – 37%
	Occasionally	26%	24%	18% – 31%
	Frequently	30%	29%	22% – 35%
	Nonresponse	4%	4%	1% – 7%

Trend analysis

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	9%	9%	5% – 13%
	Rarely	13%	13%	8% – 18%
	Occasionally	45%	46%	38% – 54%
	Frequently	30%	29%	22% – 37%
	Nonresponse	3%	2%	0% – 4%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	3%	4%	0% – 7%
	Rarely	10%	10%	5% – 15%
	Occasionally	31%	33%	25% – 40%
	Frequently	51%	49%	41% – 57%
	Nonresponse	4%	5%	1% – 8%

Natural language processing

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	58%	59%	51% – 66%
	Rarely	28%	27%	20% – 34%
	Occasionally	8%	7%	3% – 11%
	Frequently	2%	2%	0% – 5%
	Nonresponse	5%	5%	1% – 9%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	33%	37%	29% – 44%
	Rarely	31%	32%	24% – 39%
	Occasionally	22%	18%	12% – 24%
	Frequently	6%	6%	2% – 10%
	Nonresponse	7%	7%	3% – 12%

Literature and document review

Individual	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	11%	10%	5% – 14%
	Rarely	19%	20%	14% – 26%
	Occasionally	36%	33%	26% – 41%
	Frequently	30%	33%	26% – 40%
	Nonresponse	4%	4%	1% – 7%

Team	Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
	Never	6%	5%	2% – 9%
	Rarely	15%	15%	9% – 20%
	Occasionally	28%	29%	22% – 37%
	Frequently	46%	46%	38% – 53%
	Nonresponse	4%	5%	1% – 8%

Question 17

What tools/software does your team currently use for data analysis? Select all that apply.

Response	Data Type	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Spreadsheet editors (e.g., Excel)	Selected	96%	97%	94% – 99%
	Not Selected	4%	3%	1% – 6%
Data visualization tools (e.g., Tableau, PowerBI)	Selected	78%	79%	73% – 85%
	Not Selected	22%	21%	15% – 27%
Statistical analysis and programming tools (e.g., Stata, SPSS, SAS, R, Python)	Selected	57%	53%	46% – 61%
	Not Selected	43%	47%	39% – 54%

Question 18

Since FY 2022, I created or used existing collaborative mechanisms to conduct evidence-building activities (e.g., leveraged internal or external skillsets).

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	2%	2%	0% – 4%
Disagree	5%	4%	1% – 7%
Agree	56%	58%	50% – 65%
Strongly agree	29%	29%	22% – 35%
Not applicable	8%	7%	3% – 11%

Effectiveness

Question 19

Thinking back on your experiences since FY 2022, evaluate each of the following statements.

First question

I have access to the performance information I need to manage my program(s).

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Disagree	9%	9%	5% – 14%
Agree	50%	51%	43% – 58%
Strongly agree	33%	33%	26% – 40%
Nonresponse	8%	7%	3% – 11%

Second question

I have access to program evaluation(s) I need to manage my program(s).

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	1%	1%	0% – 2%
Disagree	10%	11%	6% – 16%
Agree	52%	53%	45% – 61%
Strongly agree	27%	27%	20% – 34%
Not applicable	10%	7%	3% – 11%
Nonresponse	1%	1%	0% – 2%

Question 20

For each of the following statements, rate the extent your program(s) used results from evaluations since FY 2022.

Implement changes

Implement changes to improve program performance.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	2%	2%	0% – 4%
Small extent	20%	19%	13% – 25%
Moderate extent	46%	47%	39% – 54%
Great extent	30%	30%	23% – 37%
Nonresponse	3%	2%	0% – 4%

Adopt new program approaches

Adopt new program approaches, operations or processes.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	3%	3%	0% – 5%
Small extent	17%	17%	11% – 24%
Moderate extent	53%	54%	46% – 62%
Great extent	25%	24%	18% – 31%
Nonresponse	3%	2%	0% – 4%

Share effective program*Share effective program approaches or lessons learned.*

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	2%	2%	0% – 4%
Small extent	19%	19%	13% – 25%
Moderate extent	45%	46%	38% – 53%
Great extent	31%	31%	24% – 38%
Nonresponse	3%	3%	0% – 5%

Explain results*Explain or provide context for performance results.*

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	3%	2%	0% – 5%
Small extent	17%	17%	11% – 23%
Moderate extent	43%	44%	36% – 52%
Great extent	33%	34%	27% – 41%
Nonresponse	3%	3%	0% – 5%

Inform the public*Inform the public about a program's performance.*

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	22%	21%	15% – 27%
Small extent	31%	30%	23% – 37%
Moderate extent	31%	35%	27% – 42%
Great extent	13%	13%	7% – 18%
Nonresponse	3%	2%	0% – 4%

Update Congress*Update Congress on program outcomes.*

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	36%	32%	25% – 39%
Small extent	27%	27%	20% – 34%
Moderate extent	24%	28%	21% – 35%
Great extent	10%	10%	6% – 15%
Nonresponse	3%	3%	0% – 5%

Provide context to Congress*Provide context to Congress to support use in decision-making processes.*

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	39%	37%	29% – 44%
Small extent	24%	23%	17% – 30%
Moderate extent	26%	30%	22% – 37%
Great extent	8%	8%	4% – 12%
Nonresponse	3%	3%	0% – 5%

Inform bureau leadership

Inform bureau leadership on policy development decision-making processes.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
No extent	12%	12%	7% – 17%
Small extent	24%	23%	17% – 30%
Moderate extent	38%	38%	30% – 46%
Great extent	22%	24%	17% – 30%
Nonresponse	4%	3%	1% – 6%

Question 21

Since FY 2022, I have participated in the annual budgetary decision-making process to ensure the resource needs are communicated to bureau leadership for evidence-building and evaluation activities.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Yes	61%	58%	50% – 65%
No	38%	41%	34% – 49%
Nonresponse	1%	1%	0% – 2%

Question 22

Since FY 2022, I have built evidence to meet the identified needs of decision-makers.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	3%	2%	0% – 4%
Disagree	4%	4%	1% – 7%
Agree	49%	48%	41% – 56%
Strongly agree	39%	40%	32% – 47%
Not applicable	6%	6%	2% – 10%

Question 23

Since FY 2022, I have used evidence in the decision-making processes.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	3%	2%	0% – 5%
Disagree	1%	1%	0% – 2%
Agree	40%	38%	31% – 46%
Strongly agree	52%	55%	47% – 62%
Not applicable	4%	4%	1% – 6%

Independence

Question 24

Program evaluation

Program evaluation which refers to the planning, execution, and use of research on the implementation and impacts of DOC-funded initiatives and policies.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Not familiar	8%	8%	4% – 12%
Familiar, but can benefit from a refresher	45%	44%	36% – 51%
Very familiar	46%	46%	39% – 54%
Nonresponse	2%	2%	0% – 4%

Data collection

Data collection which refers to the systematic process of gathering information from various sources to generate insights, support decision-making, and evaluate programs or policies.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Not familiar	1%	1%	0% – 2%
Familiar, but can benefit from a refresher	32%	33%	26% – 40%
Very familiar	65%	66%	59% – 73%
Nonresponse	1%	0%	0% – 1%

Data preparation and processing

Data preparation and processing which refers to cleaning, structuring, and organizing raw data to ensure accuracy, consistency, and usability for analysis.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Not familiar	6%	7%	3% – 11%
Familiar, but can benefit from a refresher	41%	43%	36% – 51%
Very familiar	50%	47%	40% – 55%
Nonresponse	3%	2%	0% – 5%

Data analysis and interpretation

Data analysis and interpretation which refers to examining, summarizing, and deriving meaningful insights from data using statistical, computational, and qualitative methods.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Not familiar	3%	3%	0% – 6%
Familiar, but can benefit from a refresher	36%	38%	30% – 45%
Very familiar	60%	58%	51% – 66%
Nonresponse	1%	1%	0% – 3%

Data visualization

Data visualization which refers to the graphical representation of data and findings through charts, graphs, maps, dashboards, and other visual tools.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Not familiar	3%	3%	0% – 5%
Familiar, but can benefit from a refresher	36%	38%	31% – 45%
Very familiar	60%	59%	51% – 66%
Nonresponse	1%	1%	0% – 2%

Question 25

Rate how frequently you individually sought to leverage third parties (e.g., partnering with academic institutions, state and local officials, contractors/vendors, or another bureau) to support evidence-building activities since FY 2022.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
I did not use any third-party support	39%	38%	31% – 45%
I used third-party support for a minority of evidence-building activities	46%	47%	39% – 54%
I used third-party support for a majority of evidence-building activities	13%	13%	8% – 18%
I used third-party support for all evidence-building activities	1%	1%	0% – 2%
Nonresponse	2%	2%	0% – 3%

Question 26

Rate how frequently your team sought to leverage third parties to support evidence-building activities since FY 2022.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
We did not use any third-party support	32%	31%	24% – 38%
We used third-party support for a minority of evidence-building activities	46%	47%	39% – 54%
We used third-party support for a majority of evidence-building activities	18%	19%	13% – 25%
We used third-party support for all evidence-building activities	1%	1%	0% – 3%
Nonresponse	3%	2%	0% – 5%

Capacity

Question 27

Since FY 2022, data have been available from my bureau's evidence-building activities about (select all that apply).

Response	Data Type	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Benefits of our program investments that policymakers find useful.	Selected	56%	56%	49% – 64%
	Not Selected	44%	44%	36% – 51%
Cost-effectiveness of our programs that policymakers find useful.	Selected	47%	47%	40% – 55%
	Not Selected	53%	53%	45% – 60%
The effects of changes in program policies and regulations.	Selected	44%	45%	38% – 53%
	Not Selected	56%	55%	47% – 62%
A proposed change in program scale or design to achieve greater public benefits.	Selected	46%	47%	40% – 55%
	Not Selected	54%	53%	45% – 60%
Recommendations to strengthen targeting to improve program outcomes.	Selected	55%	56%	48% – 63%
	Not Selected	45%	44%	37% – 52%

Question 28

Since FY 2022, I have been able to access research that is relevant to my work.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	1%	1%	0% – 2%
Disagree	6%	6%	2% – 10%
Agree	59%	60%	52% – 68%
Strongly agree	24%	23%	16% – 29%
Not applicable	7%	7%	3% – 11%
Nonresponse	3%	3%	0% – 6%

Question 29

Since FY 2022, I have taken additional training to strengthen my use of evidence (select all that apply).

Response	Data Type	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Identifying an appropriate methodological approach	Selected	12%	11%	6% – 15%
	Not Selected	88%	89%	85% – 94%
Program Evaluation	Selected	19%	20%	14% – 26%
	Not Selected	81%	80%	74% – 86%
Data collection	Selected	17%	16%	10% – 21%
	Not Selected	83%	84%	79% – 90%
Data preparation and processing	Selected	12%	12%	7% – 17%
	Not Selected	88%	88%	83% – 93%
Data analysis and interpretation	Selected	20%	19%	13% – 25%
	Not Selected	80%	81%	75% – 87%
Data visualization	Selected	20%	19%	13% – 25%
	Not Selected	80%	81%	75% – 87%
Use of data software and tools	Selected	20%	18%	12% – 24%
	Not Selected	80%	82%	76% – 88%
Interpreting evidence	Selected	8%	8%	4% – 12%
	Not Selected	92%	92%	88% – 96%
I did not take additional training	Selected	50%	52%	45% – 60%
	Not Selected	50%	48%	40% – 55%

Question 30

Thinking about your job responsibilities, how satisfied were you with your access to evidence that was independent (e.g., free from bias and undue influence)?

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Not satisfied	2%	2%	0% – 4%
Somewhat satisfied	17%	19%	13% – 25%
Satisfied	40%	43%	36% – 51%
Very satisfied	28%	27%	20% – 34%
Not applicable	7%	6%	3% – 10%
Nonresponse	2%	2%	0% – 4%

Question 31

Are you familiar with the DOC evaluation webpages linked below?

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Yes	36%	34%	26% – 41%
No	62%	64%	57% – 71%
Nonresponse	3%	2%	0% – 5%

Question 32

Since FY 2022, my team has spent the appropriate amount of time using and producing evidence needed to carry out the work of our office given our other responsibilities.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	1%	1%	0% – 2%
Disagree	6%	6%	2% – 9%
Agree	60%	61%	54% – 69%
Strongly agree	26%	26%	19% – 33%
Not applicable	6%	5%	2% – 8%
Nonresponse	1%	1%	0% – 3%

Question 33

Since FY 2022, my bureau has hired additional staff with the necessary knowledge, skills, and abilities to carry out evidence-building and evaluation activities.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	4%	4%	1% – 8%
Disagree	24%	26%	19% – 32%
Agree	41%	41%	33% – 48%
Strongly agree	13%	13%	7% – 18%
Not applicable	16%	16%	10% – 22%
Nonresponse	1%	1%	0% – 3%

Question 34

Since FY 2022, my bureau has provided training opportunities to existing staff to strengthen research and evaluation skills.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Strongly disagree	1%	1%	0% – 3%
Disagree	17%	18%	12% – 25%
Agree	55%	55%	47% – 63%
Strongly agree	12%	10%	5% – 14%
Not applicable	13%	15%	9% – 20%
Nonresponse	1%	1%	0% – 3%

Question 35

I have experience creating logic models that describe key inputs, activities, outputs, and outcomes for a program.

Response	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Yes	35%	35%	28% – 42%
No	63%	64%	56% – 71%
Nonresponse	1%	1%	0% – 3%

Question 36

Since FY 2022, I have created logic models to (select all that apply).

Response	Data Type	Raw Estimate	Adjusted Estimate	95% Confidence Interval
Document measurable program outputs and outcomes.	Selected	18%	19%	13% – 25%
	Not Selected	82%	81%	75% – 87%
Identify resources needed to implement program, services and/or activities.	Selected	18%	18%	13% – 24%
	Not Selected	82%	82%	76% – 87%
Provide an overview of goals to supporters or program stakeholders.	Selected	20%	20%	14% – 26%
	Not Selected	80%	80%	74% – 86%
Provide evaluation benchmarks for program success.	Selected	14%	15%	10% – 21%
	Not Selected	86%	85%	79% – 90%
Other	Selected	3%	3%	1% – 5%
	Not Selected	97%	97%	95% – 99%