Australian Government
Department of Finance

Australian Government Data Maturity Assessment Tool

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Focus Area	Question	0. Unmanaged *Not happening in any part of the agency*	1. Initial / Ad hoc *Happening in some business lines; occurring in pockets*	2. Developing *Building enterprise level view; enterprise-level on agenda*	3. Defined *Occurring at the enterprise level*	4. Measured & Managed *Managed based on measures*	5. Optimised *Continuous improvement*
Strategy and Governance • Develop Data strategy that supports agency goals • Provide visibility of a roadmap with prioritised alignment to data initiatives • Define Data Governance Organisation Structure • Define Data Governance Practice • Ensure roles and responsibilities are established for Data Stewards and Data Custodians • Define Data Governance Program Framework and Charter to oversee the data management practice.	1. The data and processes your agency need to support informed decision-making, including to promote the proper use of public resources, are understood at the strategic, tactical, and operational levels. ***Note:*** *The proper use of public resources to achieve an agency's purposes is a key obligation placed on authorities and officials under the Public Governance Performance and Accountability Act 2013. Purposes are defined as including an entity's objectives, functions or roles. Proper use of resources is taken as efficient, effective, economical and ethical use.*	The data and processes the agency needs to support informed decision-making, including to promote the proper use of resources, are considered or understood by few people in the agency.	The data and processes the agency needs to support informed decision-making, including to promote the proper use of resources at the tactical, strategic, or operational level, are understood in certain cases in parts of the organisation.	The data and processes the agency needs to support informed decision-making, including to promote the proper use of resources at the tactical, strategic, and operational level, are understood in the data-focussed areas of the organisation, but not elsewhere. A senior leader is responsible and accountable for data across the agency (i.e. Chief Data Officer (CDO) or equivalent).	The data and processes the agency needs to support informed decision-making, including to promote the proper use of resources at the tactical, strategic, and operational level, are known across the organisation and well understood in parts. The Senior Executive Service considers these needs when making decisions that impact data areas. A senior leader is responsible and accountable for data across the agency (i.e. CDO or equivalent).	The data and processes the agency needs to support informed decision-making, including to promote the proper use of resources at the tactical, strategic, and operational level, are well understood across the organisation. The Senior Executive Service considers these needs when making all decisions. The agency's CDO (or equivalent) is involved in relevant agency planning and decision-making.	The data and processes the agency needs to support informed decision-making, including to promote the proper use of resources at the tactical, strategic, and operational level, are regularly assessed and well understood across the organisation. The Senior Executive Service actively consider these needs when making all decisions. The agency's CDO (or equivalent) is consulted on and involved in agency planning and decision-making.
	2. Your agency has a data strategy in place to outline its vision for data.	The agency does not have a data strategy in place.	The agency is working to develop, or has developed, data strategies to inform its actions in certain parts of the organisation.	The agency has released and is starting to implement a data strategy to inform its actions in certain parts of the organisation.	The agency has released and implemented a data strategy to inform its actions and decision-making across the organisation. The strategy was developed with consultation across the organisation, and with some external stakeholders, and is focussed on the use of data to improve the agency's performance.	The agency has a mature data strategy or strategies in place to inform its actions and decision-making across all parts of the organisation. Agency partners actively consult the strategies, and they are embedded in senior executive decision-making processes. There is a strong data culture at the agency that supports the implementation of the strategy. The strategy or strategies are updated regularly, to improve opportunities to use and manage data to improve the agency's performance.	The agency has a mature data strategy or strategies in place to inform its actions and decision-making across all parts of the organisation. Agency partners actively consult the strategies, and they are embedded in senior executive decision-making processes. There is a strong data culture at the agency that supports the implementation of the strategy. The strategy or strategies are regularly reviewed and updated to meet changing organisation needs, and to make the most of opportunities to improve the agency's performance.
	3. Your agency's planning of data governance practices is derived from an assessment of its organisational vision and needs.	The agency does not have any formal data governance practices.	Planning for the agency's data governance practices is done with knowledge of the organisation's broader vision and needs but there is limited direct link between the practices and those visions and needs.	Planning for the agency's data governance practices draws on the organisation's broader vision and needs, but mainly focusses on areas of the organisation's business.	Planning for the agency's data governance practices considers and maps out linkages with the organisation's broader vision and needs, with links to most areas of the organisation.	Planning for the agency's data governance practices is considered as part of organisational planning, and there are direct linkages between data governance practices and the organisation's broader vision across all areas of the organisation.	Planning for the agency's data governance practices is linked to updates and changes to organisational planning and needs. Changes to needs across the organisation are actively monitored and reflected in data governance practices.

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	4. Your agency has a data governance framework which seeks to maximise the value of your data, including the impact it makes.	The agency does not have a data governance framework.	The agency is working to develop, or has developed, a data governance framework. The framework recognises opportunities to improve the value of data through improving the quality and integrity of data but is yet to identify strategies for taking (and prioritising) these opportunities. Most data focussed areas were consulted during the development of the framework.	The agency has developed a data governance framework and all relevant data-focussed areas of the organisation were consulted during its preparation. Some of the opportunities for maximising the value of data (through improved quality and integrity) have been prioritised and are being pursued through appropriately resourced initiatives).	The agency has developed a data governance framework that supports all relevant data, and both data and non-data-focused areas of the organisation were consulted during its preparation. All opportunities for maximising the value of data (through improved quality and integrity) have been prioritised, and appropriate initiatives have been identified and resourced.	The agency has developed a comprehensive data governance framework that supports all relevant data, and data and non-data-focused areas of the organisation and external stakeholders were consulted during its preparation. All opportunities for maximising the value of data (through improved quality and integrity) have been prioritised, and appropriate initiatives have been identified and resourced. You have a framework to measure and assess these initiatives and the impact they are having on the value of data and its contribution to your performance.	The agency has developed and fully implemented a comprehensive data governance framework that supports all areas. The framework is regularly assessed and updated as needed through consultation with all areas of the organisation and external stakeholders to ensure it remains fit-for-purpose. All opportunities for maximising the value of data (through improved quality and integrity) have been prioritised and appropriate initiatives have been identified and resourced. You have a framework to measure and assess these initiatives and the impact they are having on the value of data and its contribution to your performance.
	5. Your agency has a governance function in place to oversee the management of its data assets.	The agency has taken no steps to implement data governance to oversee the management of data assets at the strategic level.	The agency has taken initial steps to implement data governance to oversee management of data assets in some areas of the organisation. The governance arrangements are siloed, and cross-agency visibility is limited.	The agency has established data governance mechanism(s) overseeing management of its data assets in 'data-heavy' areas of the organisation. The representatives involved in oversight of the mechanism(s) reach out to other areas of the organisation, but they are not involved in its deliberations.	The agency's data governance mechanism(s) include oversight or involvement by representatives from most areas of the organisation and is embedded in the agency's executive level governance ecosystem. Decisions relating to the data governance mechanism(s) are escalated to and considered by relevant SES members as required.	The agency's data governance mechanism(s) include oversight or involvement by representatives from most areas of the organisation and is embedded in the agency's executive level governance ecosystem. Membership or involvement relating to data governance mechanisms is updated on an ad hoc basis. The SES proactively considers issues impacting the data governance mechanisms(s).	The agency's data governance mechanism(s) have oversight or involvement from representatives across all relevant areas of the organisation and is an active, empowered part of the agency's executive level governance ecosystem. The agency frequently considers involving staff managing the data governance mechanisms when evaluating business needs. The SES and relevant sub-groups of the Executive Board proactively consider issues impacting the data governance mechanism(s).
	6. Your agency has practices in place to encourage and oversee the use of data in decision-making (e.g. mechanisms that ensure a widely used data asset register or inventory, where the data assets have a custodian or steward, and a business impact assessment is undertaken annually on all the data assets, etc)	The agency does not have practices in place to encourage and oversee the use of data in decision-making.	The agency's use of data for decision-making are encouraged and overseen in parts of the organisation.	The agency's use of data for decision-making are encouraged and overseen in the data-focussed areas of the organisation, but not elsewhere. A senior leader is responsible and accountable for monitoring the use of data across the agency for decision-making.	The agency's use of data for decision-making needs is encouraged and overseen across the organisation and well understood in parts. A senior leader (i.e. CDO or equivalent) is responsible and accountable for encouraging and overseeing the use of data across the agency in decision-making.	The agency's use of data for decision-making is well understood and encouraged across the organisation. Senior leadership is responsible and accountable for encouraging and overseeing the use of data in decision-making. The agency can quantify the value that has been generated from the use of the data.	The agency's use of data for decision-making is actively encouraged, regularly assessed, and well understood across the organisation. Senior leadership is responsible and accountable for encouraging, overseeing, and improving the use of data in decision-making. The agency periodically reviews its use of data, to determine the value generated from its use of data, and to see where future value can be generated.

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	7. Your agency has practices in place to encourage and oversee the use of data in providing high quality advice to SES and the Minister (e.g. new policy proposals).	The agency does not have practices in place to encourage and oversee the use of data in providing advice to the SES and the Minister.	The agency's use of data in providing advice to the SES and the Minister is encouraged and overseen in parts of the organisation.	The agency's use of data in providing advice to the SES and the Minister is encouraged and overseen in the data-focussed parts of the organisation. A senior leader is responsible and accountable for monitoring the use of data across the agency for decision-making for providing advice to the SES.	The agency's use of data in providing advice to the SES and the Minister are encouraged and overseen across the organisation and well understood in parts. A senior leader (i.e. CDO or equivalent) is responsible and accountable for encouraging and overseeing the use of across the agency in decision-making for providing advice to the SES.	The agency's use of data for providing advice to the SES and the Minister is well understood and encouraged across the organisation. Senior leadership is responsible and accountable for encouraging and overseeing the use of data in decision-making for providing advice to the SES.	The agency's use of data for providing advice to the SES and the Minister is actively encouraged, regularly assessed, and well understood across the organisation. Senior leadership is responsible and accountable for encouraging, overseeing, and improving the use of data in decision-making for providing advice to the SES.
	8. Your agency has practices in place to encourage and oversee the use of data in meeting its operational requirements at the organisational level (e.g. how to most efficiently allocate budgets, workforce planning, etc).	The agency does not have practices in place to encourage and oversee the use of data in meeting operational requirements at the organisational level.	The agency's use of data in meeting operational requirements at the organisational level is encouraged and overseen in parts of the organisation.	The agency's use of data in meeting operational requirements at the organisational level is encouraged and overseen in the data-focussed parts of the organisation. A senior leader is responsible and accountable for monitoring the use of data across the agency for decision-making for operational requirements at the organisational level.	The agency's use of data in meeting operational requirements at the organisational level are encouraged and overseen across the organisation and well understood in parts. A senior leader (i.e. CDO or equivalent) is responsible and accountable for encouraging and overseeing the use of data across the agency in decision-making for operational requirements at the organisational level.	The agency's use of data in meeting operational requirements at the organisational level is well understood and encouraged across the organisation. Senior leadership is responsible and accountable for encouraging and overseeing the use of data in decision-making for operational requirements at the organisational level.	The agency's use of data for meeting operational requirements at the organisational level is actively encouraged, regularly assessed, and well understood across the organisation. Senior leadership is responsible and accountable for encouraging, overseeing, and improving the use of data in decision-making for operational requirements at the organisational level.
	9. Your agency has practices in place to encourage and oversee the use of data in enhancing the user experience in providing timely advice and high-quality services to clients (e.g. mechanisms that ensure a widely used data asset register with metadata that extends to data products, next to a data governance framework, with documented data stewards, a data governance board, and an executive that understands and values the investment in data).	The agency does not have practices in place to encourage and oversee the use of data in enhancing the user experience in providing timely advice and high-quality services to clients.	The agency's use of data in enhancing the user experience in providing timely advice and high-quality services to clients is encouraged and overseen in parts of the organisation.	The agency's use of data in enhancing the user experience in providing timely advice and high-quality services to clients is encouraged and overseen in some parts of the organisation. A senior leader is responsible and accountable for monitoring the use across the agency for service delivery.	The agency's use of data in enhancing the user experience in providing timely advice and high-quality services to clients is encouraged and overseen across the organisation and well understood in parts. A senior leader (i.e. CDO or equivalent) is responsible and accountable for encouraging and overseeing the use of across the agency in service delivery.	The agency's use of data for enhancing the user experience in providing timely advice and high-quality services to clients is well understood and encouraged across the organisation. Senior leadership is responsible and accountable for encouraging and overseeing the use of data in service delivery.	The agency's use of data for enhancing the user experience in providing timely advice and high-quality services to clients is actively encouraged, regularly assessed, and well understood across the organisation. Senior leadership is responsible and accountable for encouraging, overseeing, and improving the use of data in service delivery.
	10. Your agency has embedded the SES Accountabilities for Data principles. ***Note:*** *the SES Accountabilities for Data report can be found on the Department of Finance website* **here**.	Your agency has not embedded any of the SES Accountabilities for Data principles, or equivalent principles.	The agency has embedded one or more of the SES Accountabilities for Data principles in parts of the organisation or has embedded equivalent principles.	The agency has embedded most or all of the SES Accountabilities for Data principles in data-focussed parts of the organisation or has embedded equivalent principles.	The agency has embedded most or all of the SES Accountabilities for Data principles, which are well-understood across the organisation, or has embedded equivalent principles. A senior leader (i.e. CDO or equivalent) is responsible and accountable for embedding, encouraging and overseeing the implementation of the SES Accountabilities for Data principles or equivalent principles.	The agency has embedded most or all of the SES Accountabilities for Data principles, or equivalent principles, which are well-understood and encouraged across the organisation. Senior leadership is responsible and accountable for embedding, encouraging, and overseeing the implementation of the SES Accountabilities for Data principles or equivalent principles.	The agency has embedded all of the SES Accountabilities for Data principles, or equivalent principles, which are actively encouraged, regularly assessed, and well understood across the organisation. Senior leadership is responsible and accountable for encouraging, overseeing, and improving the implementation of the SES Accountabilities for Data principles or equivalent principles.

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	11. There are clear practices of collaboration between your agency's data leaders and other business units to ensure proper data usage, standards, and process adherence ***Note:*** *This may also be addressed if your agency has a clearly defined leader for all aspects of data including a CDO and they are responsible for all analytical solutions.*	The agency's mechanisms for collaboration between data leaders and business units are non-existent e.g. Your agency does not have a hub and spoke model, a clearly defined leader for all aspects of data, or a centre of excellence.	Some areas of the agency collaborate in an ad hoc or informal way to ensure proper data usage on some data assets.	The agency's senior data leaders collaborate internally and consult with business units in other areas of the organisation on an 'as-needed' basis to ensure they adhere with data use, standards, and process.	The agency's data leaders regularly work with their agency partners to ensure proper adherence to data use, standards, and processes. Business units actively seek guidance from data leaders on their projects.	The agency's data leaders proactively seek out potential agency partners to ensure proper adherence to data use, standards, and processes. Business units understand their obligations and seek guidance from data leaders while completing their work.	The agency's data leaders regularly collaborate with agency partners to consider how fit-for-purpose the agency's data use, standards and processes are and make changes as appropriate. Business units understand their obligations and seek guidance from data leaders before starting their work.
	12. Your agency has identified data custodians and data stewards or equivalent for key data assets and they have clearly defined expectations and accountabilities regarding the quality, treatment, access, and agency use of the data. ***Note:*** *The definitions of 'data custodian' and 'data steward' are in the Glossary section of the Guide that accompanies this Tool.*	The agency has not defined its data stewards and custodians, or equivalent positions, nor their roles and responsibilities.	Data custodians and stewards, or equivalent positions, are identified for some of the agency's largest data assets; however, their roles and responsibilities may differ, and are not well understood outside their area. There are no compliance checks in place.	Data custodians and stewards, or equivalent positions, are identified for most of the agency's data assets. Their roles and responsibilities are understood only by areas of the organisation with which they engage regularly. Irregular compliance activities are undertaken,	Data custodians and stewards, or equivalent positions, are identified for nearly all agency data assets, and their roles and responsibilities are consistently defined, and understood across the agency. Some compliance checks are in place.	Data custodians and stewards, or equivalent positions, are identified for all agency data assets and their roles and responsibilities are consistently defined and understood across the agency. The custodians, stewards, or equivalent, are supported by a strong data culture across the organisation that proactively looks at ways to best manage data assets into the future. Compliance is actively monitored and reported.	Data custodians and stewards, or equivalent positions, are identified for all agency data assets and allocations are reviewed to ensure they remain up to date. Their roles and responsibilities are consistently defined and understood across the agency. The custodians, stewards, or equivalent, are supported by a strong data culture across the organisation that proactively looks at ways to best manage data assets into the future. Compliance is actively monitored and reported.
	13. Your agency has granted specified personnel authority to make final decisions on data definitions, formats, standards, and processes that apply to datasets for which they are responsible.	The agency does not specify personnel with authority to make decisions in relation to datasets, instead relying on organisational hierarchy to manage delegation.	The agency has formally identified a few personnel with authority to make specific decisions related to datasets for which they are responsible; however, most datasets have no defined final decision maker. Awareness of authorised personnel is limited.	The agency has formally identified personnel with authority to make specific decisions related to datasets for which they are responsible; however, some datasets still have no clearly defined final decision maker. Most data users are aware there are authorised decision-makers.	The agency has formally identified all relevant personnel with authority to make specific decisions related to datasets for which they are responsible. Only small, niche datasets still have no clearly defined final decision maker. All data users are generally aware of these roles and authority.	The agency has formally identified all relevant personnel with authority to make decisions related to datasets for which they are responsible. Allocation of authority is occasionally reviewed to ensure it remains appropriate. All data users are aware of these roles, understand their authority, and proactively take steps to explore ways to improve existing definitions, formats, standards and processes in ways that can be leveraged for better organisational outcomes.	The agency has formally identified all relevant personnel with authority to make decisions related to datasets for which they are responsible. Allocation of authority is regularly reviewed to ensure it remains appropriate. All data users are aware of these roles, understand their authority, and proactively take steps to explore ways to improve existing definitions, formats, standards and processes in ways that can be leveraged for better organisational outcomes.
	14. Across your agency there is investment in upskilling all or most staff to support its data literacy.	The agency has no specific allocation of resources for upskilling its staff to support staff data literacy.	The agency has a nominal allocation of resources for upskilling its staff in parts of the organisation, but it is not widespread or not specifically targeted towards staff data literacy. The agency does not understand the need for such an investment in upskilling staff.	The agency allocates resources for upskilling its staff to support staff data literacy in the data-focussed areas of the organisation. The funding is not linked to the agency's data literacy investment needs.	The agency understands its data literacy investment needs and allocates appropriate funding for improving its staff's data literacy skills generally.	The agency understands its data literacy investment needs and clearly links its funding to improve its staff's data literacy skills. This is regularly assessed.	The agency actively funds investment in its staff's current and future data literacy skills and actively assesses how effective this funding is in enabling change.

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Data Architecture • Identify the agency's data needs to determine current state and target state of Data Architecture • Design structures and plans to meet the agency's current and long-term data requirements • Strategically prepare the agency to quickly evolve its products, services, and data in emerging technologies.	15. Your agency manages its data architecture with reference to potential value creation associated with the data. ***Note:*** *Data architecture comprises the models, patterns, policies, rules, and standards that govern which data is collected and how it is stored, arranged, integrated, and put to use. These elements regulate the flow and management of data throughout an organisation to deliver usable data to consumers from data sources.*	The agency does not manage its data architecture with reference to potential value creation associated with the data.	The agency's legacy architecture is unsuitable for maximising value of the organisation's data.	The value creation potential of improving data architecture is understood by key personnel.	The agency considers how to improve value creation associated with the organisation's data.	The agency's data architecture is informed by the value creation associated with the organisation's data.	The agency's data architecture is regularly reviewed to ensure value creation is continually measured, and changes made to reflect current needs.
	16. Your agency's data architecture is managed with consideration of data management and enterprise architecture principles. ***Note:*** *The definition of 'enterprise architecture principles' are in the Glossary section of the Guide that accompanies this Tool.*	The agency does not manage data architecture with consideration of data management and enterprise architecture principles.	Awareness of the agency's data management and enterprise architecture principles and how they could apply to the agency's data architecture is limited to the ICT areas.	Parts of the agency and senior executives outside the agency's ICT areas understand and are trying to embed data management and enterprise architecture principles in the agency's data architecture, however application is patchy and limited.	Most parts of the agency consider data management and enterprise architecture principles when managing its data architecture.	The agency has embedded data management and enterprise architecture principles in its data architecture management.	The agency's data architecture clearly embodies best practice data management and enterprise architecture principles, and it is regularly reviewed to ensure it remains fit-for-purpose.
	17. Your agency's models and plans for related architecture (data warehouse architecture, data mesh, data integration architecture, etc.) are documented and applied to managing data management dimensions. ***Note:*** *The definition of some of these terms are in the Glossary section of the Guide that accompanies this Tool.*	The agency's models and plans for related architecture are not documented and applied to data management dimensions.	The agency documents models and plans for related architecture on an ad hoc basis.	The agency has documented models and plans for some related architecture and they are applied to data management dimensions in parts of the organisation.	The agency has documented models and plans for all related architecture and they are applied to most data management dimensions across the organisation.	The agency has implemented models and plans for all related architecture and they are applied to all data management dimensions across the organisation. The models and plans are reviewed periodically to ensure they remain fit-for-purpose.	The agency actively monitors implementation and operation of its models and plans for related architecture and understands how they differ across areas of the organisation. The models and plans are reviewed regularly to ensure they remain fit-for-purpose.
	18. Your agency has committed appropriate resourcing and acquired necessary competencies for its data architecture to support the creation and maintenance of associated products and work.	The agency has not dedicated resourcing for data architecture functions to support the creation and maintenance of associated products and work.	The agency has some data architecture resourcing and competencies and existing resources. However, these are confined to a small number of areas of the organisation, limiting creation and maintenance of associated products and work. Backlogs of work are increasing over time as a result.	The agency has identified its data architecture resourcing needs and competencies and has identified a pathway to improve the creation and maintenance of associated products and work. Where applicable, legacy backlogs of work are decreasing over time as a result.	The agency has allocated sufficient data architecture resourcing and competencies to support its current creation and maintenance of associated products and work.	The agency has allocated sufficient data architecture resourcing and competencies to support and improve its current creation and maintenance of associated products and work.	The agency has allocated sufficient data architecture resourcing and competencies to support and improve its current creation and maintenance of associated products and work. The agency is actively forecasting its future needs and has mechanisms in place to ensure resourcing and competencies reflect that.

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	19. Your agency manages DataOps and ModelOps and designs and creates solutions, with consideration of their scalability, accessibility, usability, longevity, and ability to be maintained. Software Development Lifecycle (SDLC) principles are understood and applied during the design and creation phases. ***Note:*** *The definition of 'DataOps', 'ModelOps' and 'SDLC' are in the Glossary section of the Guide that accompanies this Tool.*	The agency does not manage DataOps and ModelOps. SDLC principles are not well understood and applied during the design and creation phases.	The agency's management of DataOps and ModelOps is reactive and based on short-term needs. The agency is aware of the relevant SDLC principles and their relevance to design and creation phases; however, they are not applied uniformly.	The agency occasionally considers SLDC principles and maintenance when managing its DataOps and ModelOps, but it is often reactive and based on short-term needs. The agency is aware of the relevant SDLC principles and their relevance to design and creation phases; however, they are only applied sometimes.	The agency considers scalability, accessibility, usability, longevity when managing its DataOps and ModelOps; however, in some cases its management is reactive and based on short-term needs. The agency applies relevant SDLC principles to design and creation phases.	The agency actively considers scalability, accessibility, usability, longevity when managing its DataOps and ModelOps. However, there are legacy arrangements still in place. The agency actively applies relevant SDLC principles to design and creation phases.	The agency has designed its DataOps and ModelOps systems around scalability, accessibility, usability, longevity. The agency actively applies relevant SDLC principles to design and creation phases. The systems are regularly reviewed and updated as needs change.
	20. Your agency reviews commercial off-the-shelf (COTS) solutions for compatibility with its existing models and environments in place for data use prior to their integration. ***Note:*** *The definition of 'COTS' is in the Glossary section of the Guide that accompanies this Tool.*	The agency does not review COTS solutions for compatibility with its existing models and environments in place for data use prior to their integration.	The agency often acquires new COTS solutions without considering their compatibility with its existing models and environments in place for data use, often resulting in limited integration.	The agency has guidelines that recommend staff consider the compatibility of new COTS solutions with its existing models and environments in place for data use before purchase. Adherence to these guidelines is mixed.	The agency requires staff to consider the compatibility of new COTS solutions with its existing models and environments in place for data use before purchase. Results of this assessment are required prior to approval. Adherence to this policy is widespread.	Agency staff proactively consider the compatibility of new COTS solutions with its existing models and environments in place for data use before purchase. Results of this assessment are required prior to approval. Adherence to this policy is widespread and compliance is enforced.	Agency staff proactively consider the compatibility of new COTS solutions with its existing models and environments in place for data use before purchase. Results of this assessment are required prior to approval. Adherence to this policy is widespread. The agency has a schedule of acquisition that identifies compatible COTS solutions.
Data Operations • Ensure the agency has adequate structure and resources to oversee data management activities • Establish an agency-wide data management program in support of operational and strategic goal.	21. Your agency has documented policies in place to ensure the security, appropriate use, and quality of data assets. ***Note:*** *Data assets are anything made up of data, and typically refer to products such as systems, applications, documents, databases, or online content.*	The agency has few or no policies in place to ensure the security, appropriate use, and quality of data assets.	The agency is developing, or recently developed, some policies to ensure the security, appropriate use, and quality of data assets. These policies are yet to be reflected in the entity's use and management of its data assets.	The agency has developed regular procedures to ensure the security, appropriate use, and quality of data assets. At least some of these policies are implemented in some areas of the organisation, but there are no compliance checks, and no consistent understanding of who is responsible for compliance.	The agency has established policies to ensure the security, appropriate use, and quality of data assets. Most data users in the organisation are aware of these policies and their obligations for implementing most policies. There are nominal compliance checks.	The agency is satisfied it has implemented industry best-practice policies to ensure the security, appropriate use, and quality of data assets. All data users in the organisation understand their obligations to implement these policies and regular compliance checks are undertaken and reported on, and proactively look at ways to improve data operations into the future, e.g. reviewing what data is collected and why, consolidating or streamlining data collections, and considering what data to collect and analyse next.	The agency is satisfied it has implemented industry best-practice policies to ensure the security, appropriate use, and quality of data assets. The agency regularly assesses these policies with data stewards and business areas to ensure they remain fit-for-purpose. All data users in the organisation understand their obligations to implement these policies and regular and robust compliance checks are undertaken and reported on to the senior executive, which proactively look at ways to improve data operations into the future, e.g. reviewing what data is collected and why, consolidating or streamlining data collections, and considering what data to collect and analyse next.

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	22. Your agency effectively manages its data assets throughout their lifecycle.	The agency does not actively manage its data assets throughout their lifecycle. The agency does not use frameworks defining life stages and activities at each stage.	The agency manages some of its major data assets throughout their lifecycle. Management is heavily focused on a few stages of the lifecycle, with some stages undermanaged.	The agency effectively manages its major data assets throughout their lifecycle. However, some smaller data assets are not captured by data management systems. There is some consideration of how to optimise data assets moving forwards.	The agency manages its major data assets throughout their lifecycle. However, some stages remain undermanaged. There is consideration of the relevance of most data assets moving forward, and how to optimise their value.	The agency effectively manages all its data assets throughout their lifecycle and ensures new assets are integrated within the data management systems, and proactively considers how to best manage most data assets, e.g. whether assets are being used optimally, and not hoarded, and the relevance of data assets moving forward.	The agency effectively manages all its data assets throughout their lifecycle and ensures new assets are integrated within the data management systems. The agency regularly reviews its processes to ensure they remain fit-for-purpose, and proactively considers how to best manage all data assets, e.g. whether assets are being used optimally, and not just hoarded, and the relevance of data assets moving forward.
	23. Your agency documents and adopts clear procedures and policies for data backup and recovery. ***Note:*** *at a minimum, agencies have information and archival obligations under the National Archives Act.*	The agency does not have documented procedures and policies for data backup and recovery.	The agency is developing, or recently developed, procedures and policies for data backup and recovery.	The agency has developed procedures and policies for data backup and recovery. These procedures are only adopted in certain areas of the organisation and there are no compliance checks.	The agency has established procedures and policies for data backup and recovery. Most data users in the organisation are aware of and adopt these procedures and there are nominal compliance checks.	The agency has implemented industry best-practice procedures and policies for data backup and recovery. All data users in the organisation understand and adopt these procedures and regular compliance checks are undertaken.	The agency has implemented industry best-practice procedures and policies for data backup and recovery. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand and adopt these procedures and regular compliance checks are undertaken.
	24. Your agency's storage and maintenance of data assets allow for historical data to be maintained and enable historical views of specific data assets.	The agency's storage and maintenance of data assets does not allow for historical data to be maintained and enable historical views of specific data assets.	The agency's storage and maintenance of data assets has the capacity to enable historical views. However, the function is difficult in practice and is not widely used.	The agency's storage and maintenance of data assets allows historical views of some data assets, but this function is only used in certain circumstances.	The agency's storage and maintenance of data assets readily allows historical views of its data assets, and this is the default option. Knowledge of how to access this function among agency staff is limited.	The agency's storage and maintenance of data assets readily allows historical views of its data assets, and this is the required option. Most agency staff are comfortable accessing this function and versions of data assets are regularly saved.	The agency's storage and maintenance of data assets readily allows historical views of all of the agency's data assets where appropriate, and this is the required option. Agency staff are well skilled in accessing this function and versions of data assets are regularly saved.
	25. Your agency performs capacity planning on its databases to ensure they can support required utilisation levels.	The agency does not perform capacity planning on its databases.	The agency does not regularly perform capacity planning on its databases. Utilisation levels are not well known.	The agency performs occasional capacity planning on some of its larger databases and they are compared to past utilisation levels.	The agency performs regular capacity planning on most of its databases and they are compared to past utilisation levels.	The agency schedules and performs regular capacity planning on most of its databases and they are compared to past and expected future utilisation levels.	The agency either stores all data on an adequate cloud data warehouse or schedules and performs regular capacity planning on all its databases comparing them to past and expected future utilisation levels. Capacity needs are regularly reviewed and are considered as part of investment decisions.
	26. Your agency has established procedures for communicating system outages and database service disruptions.	The agency does not have any procedure for communicating system outages and database service disruptions.	The agency communicates system outages and database service disruptions on an ad hoc basis and only for a limited number of systems.	The agency has developed procedures for communicating some system outages and service disruptions. These procedures are only followed in certain areas of the organisation and there are no compliance checks.	The agency has established procedures for communicating all system outages and database service disruptions. Most data users in the organisation are aware of these procedures and there are nominal compliance checks.	The agency has implemented industry best-practice procedures for communicating all system outages and database service disruptions. All data users in the organisation understand these procedures and regular compliance checks are undertaken.	The agency has implemented industry best-practice procedures for communicating system outages and database service disruptions. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these procedures and regular compliance checks are undertaken.

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	27. Your agency's data sharing practices align with the Intergovernmental Agreement on Data Sharing (IGA) and support the effective implementation of relevant Australian Government legislation, regulations and policies including the Data Availability and Transparency Act (DATA) Scheme. ***Note:*** *information on the IGA can be found* **here** *and on the DATA Scheme can be found* **here**.	The agency's data sharing activities do not align with the IGA and do not support the effective implementation of relevant Government legislation, regulations and policies including the DATA Scheme.	The agency is working to understand the implications of the IGA and improve its implementation of Australian Government legislation and regulations and policies including the DATA Scheme. Data sharing is currently done in an ad hoc manner. The agency has not identified staff responsible for supporting data sharing.	Some parts of the agency share data in a way that consistently supports effective implementation of the IGA and Australian Government legislation. Areas that are not operating to consistently support effective implementation of the IGA and Australian Government legislation are working towards doing so. Most data areas share data in a systematic, secured way and in support of the effective implementation of relevant Government legislation, regulations and policies including the DATA Scheme. The agency has not identified staff responsible for supporting data sharing.	The agency's data sharing operations operate in a way that consistently supports effective implementation of the IGA and Australian Government legislation as well as its expectations that operations are consistent with the IGA. Most areas of the organisation share agency data where it can be done, securely, lawfully, and ethically and are resourced accordingly. The agency has identified specific staff responsible for supporting data sharing.	The agency's data sharing operations are consistent with the IGA and Australian Government legislation in practice. Most areas of the organisation share agency data where it can be done, securely, lawfully, and ethically and are resourced accordingly. Specific agency staff are identified as responsible for supporting data sharing and are empowered to effectively implement relevant Government legislation, regulations, and policies.	The agency's data sharing operations are consistent with the IGA and Australian Government legislation and the agency is involved in the IGA work program. All areas of the organisation share agency data where it can be done, securely, lawfully, and ethically and are resourced accordingly. These policies are regularly reviewed. Specific agency staff are identified as responsible for supporting data sharing and are empowered to effectively implement relevant Government legislation, regulations, and policies.
	28. Your agency has procedures and controls for continuing process improvement in data operations, data analysis, data management, and data engineering to support value creation from data.	The agency does not have procedures and controls for continuing process improvement in data operations, data analysis, data management, and data engineering to support value creation from data.	The agency is developing, or recently developed, procedures and controls for continuing process improvement in data operations, data analysis, data management, and data engineering to support value creation from data.	The agency has developed procedures and controls for continuing process improvement in data operations, data analysis, data management, and data engineering to support value creation from data in parts of the organisation. These procedures are only followed in certain areas of the organisation and there are no compliance checks.	The agency has established procedures and controls for continuing process improvement in data operations, data analysis, data management, and data engineering to support value creation from data across the organisation. Most data users in the organisation are aware of these procedures and there are nominal compliance checks.	The agency has implemented industry best-practice procedures and controls for continuing process improvement in data operations, data analysis, data management, and data engineering to support value creation from data. All data users in the organisation understand these procedures and regular compliance checks are undertaken.	The agency has implemented industry best-practice procedures and controls for continuing process improvement in data operations, data analysis, data management, and data engineering to support value creation from data. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these procedures and regular compliance checks are undertaken.
	29. Your agency has mechanisms in place to prioritise data services, with a focus on supporting value creation from data	The agency does not have or perceive a need for mechanisms to prioritise data services focussed on supporting value creation from data.	The agency is developing, or recently developed, mechanisms to prioritise data services focussed on supporting value creation from data.	The agency has developed mechanisms to prioritise some data services focussed on supporting value creation from data. These mechanisms are only applied in certain areas of the organisation.	The agency has established mechanisms to prioritise all organisational data services focussed on supporting value creation from data. Most data users in the organisation are aware of these mechanisms and there are nominal compliance checks.	The agency has implemented industry best-practice mechanisms to prioritise all organisational data services focussed on supporting value creation from data. All data users in the organisation understand these mechanisms and regular compliance checks are undertaken.	The agency has implemented industry best-practice mechanisms to prioritise all organisational data services focussed on supporting value creation from data. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these mechanisms and regular compliance checks are undertaken.

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Data Risk • Risk management activities are implemented for the purpose of supporting achievement of business outcomes, rather than to limit them. • Ensure only appropriate access to agency data assets • Understand and comply with all data privacy and protection regulations and policies • Establish protocols to audit and monitor data risk.	30. Your agency applies a classification schema to its data assets and identifies the sensitivity levels of each of its assets and the privacy and security protocols that are required for their effective management e.g. a business impact level assessment under the PSPF framework documented in a data asset register.	The agency does not apply a classification schema to its data assets, nor does it identify the sensitivity levels of each of its assets nor the privacy and security protocols that are required for their effective management.	The agency is developing, or recently developed, a classification schema to identify the sensitivity levels of each of its assets and the privacy and security protocols that are required for their effective management.	The agency has developed a classification schema to identify the sensitivity levels of each of its assets and the privacy and security protocols that are required for their effective management. These schemas are only applied in certain areas of the organisation.	The agency has established classification schema to identify the sensitivity levels of each of its assets and the privacy and security protocols that are required for their effective management. Most data users in the organisation are aware of these schemas and there are nominal compliance checks.	Where it is consistent with government policy, the agency has implemented industry best-practice classification schema to identify the sensitivity levels of each of its assets and the privacy and security protocols that are required for their effective management. All data users in the organisation understand the schema and regular compliance checks are undertaken.	Where it is consistent with government policy, the agency has implemented industry best-practice of a classification schema to identify the sensitivity levels of each of its assets and the privacy and security protocols that are required for their effective management. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand the schema and regular compliance checks are undertaken.
	31. Your agency applies security protocols to its data that is in motion.	The agency does not apply security protocols to its data that is in motion.	The agency is developing, or recently developed, security protocols to its data that is in motion.	The agency has developed security protocols to some of its data that is in motion. These protocols are only applied in certain areas of the organisation.	The agency has established security protocols to all of its data that is in motion. Most data users in the organisation are aware of these protocols and there are nominal compliance checks.	Where it is consistent with government policy, the agency has implemented industry best-practice security protocols to its data that is in motion. All data users in the organisation understand these protocols and regular compliance checks are undertaken.	Where it is consistent with government policy, the agency has implemented industry best-practice security protocols to its data that is in motion. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these protocols and regular compliance checks are undertaken.
	32. Your agency applies security protocols to its data that is at rest.	The agency does not apply security protocols to its data that is at rest.	The agency is developing, or recently developed, security protocols to its data that is at rest.	The agency has developed security protocols to some of its data that is at rest. These protocols are only applied in certain areas of the organisation.	The agency has established security protocols to all of its data that is at rest. Most data users in the organisation are aware of these protocols and there are nominal compliance checks.	Where it is consistent with government policy, the agency has implemented industry best-practice security protocols to all of its data that is at rest. All data users in the organisation understand these protocols and regular compliance checks are undertaken.	Where it is consistent with government policy, the agency has implemented industry best-practice security protocols to all of its data that is at rest. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these protocols and regular compliance checks are undertaken.
	33. Your agency has defined processes and procedures in place to protect data from error, loss, theft, or attack in accordance with relevant Government legislation, regulations, and policies.	The agency does not have defined processes and procedures in place to protect data from unauthorised access or manipulation, loss, theft, or attack. The agency does not understand the implications of relevant Government legislation, regulations, and policies for the security of the data it holds.	The agency is developing, or recently developed, processes and procedures to protect data from unauthorised access or manipulation, loss, theft, or attack. The agency is working to understand the implications of relevant Government legislation, regulations, and policies on its data security processes. Data security is currently done in an ad hoc manner.	The agency has developed processes and procedures to protect data from unauthorised access or manipulation, loss, theft, or attack. Some parts of the agency are securing agency data in accordance with Government legislation, regulations, and policies. A governance body is responsible for the agency's data security.	The agency has established processes and procedures to protect data from unauthorised access or manipulation, loss, theft, or attack, which align with Government legislation, regulations, and policies. Most data users in the organisation are aware of these processes and procedures and there are nominal compliance checks. The representatives on the governance body responsible for data security largely come from data-focussed areas of the organisation.	Where it is consistent with government policy, the agency has implemented industry best-practice processes and procedures to protect data from unauthorised access or manipulation, loss, theft, or attack, which align with Government legislation, regulations, and policies. All data users in the organisation understand these processes and procedures and regular compliance checks are undertaken.	Where it is consistent with government policy, the agency has implemented industry best-practice processes and procedures to protect data from unauthorised access or manipulation, loss, theft, or attack, which align with Government legislation, regulations, and policies. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these processes and procedures and regular compliance checks are undertaken.

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	34. Your agency has an incident response action plan in place if data is stolen or attacked. ***Note:*** *information on the Australian Government's Notifiable Data Scheme can be found* **here**.	The agency does not have an incident response action plan in place if data is stolen or attacked.	The agency is developing, or recently developed, an incident response action plan in place if data is stolen or attacked.	The agency has developed an incident response action plan in place if data is stolen or attacked. This plan is only applied in certain areas of the organisation.	The agency has established an incident response action plan in place if data is stolen or attacked. Most data users in the organisation are aware of this plan and there are nominal compliance checks.	Where it is consistent with government policy, the agency has implemented an industry best-practice incident response action plan in place if data is stolen or attacked. All data users in the organisation understand this plan and regular compliance checks are undertaken.	Where it is consistent with government policy, the agency has implemented an industry best-practice incident response action plan in place if data is stolen or attacked. The agency regularly assesses and tests this plan to ensure they remain fit-for-purpose. All data users in the organisation understand this plan and regular compliance checks are undertaken.
	35. Your agency has procedures and controls in place to manage access to data and ensure users comply with privacy requirements.	The agency does not have procedures and controls in place to manage access to data and ensure users comply with privacy requirements.	The agency is developing, or recently developed, procedures and controls to manage access to data and ensure users comply with privacy requirements.	The agency has developed procedures and controls to manage access to data and ensure users comply with privacy requirements. These procedures are only followed in certain areas of the organisation and there are no compliance checks.	The agency has established procedures and controls to manage access to data and ensure users comply with privacy requirements. Most data users in the organisation are aware of these procedures and there are nominal compliance checks.	Where it is consistent with government policy, the agency has implemented industry best-practice procedures and controls to manage access to data and ensure users comply with privacy requirements. All data users in the organisation understand these procedures and regular compliance checks are undertaken.	Where it is consistent with government policy, the agency has implemented industry best-practice procedures and controls to manage access to data and ensure users comply with privacy requirements. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these procedures and regular compliance checks are undertaken.
Data Quality, Reference, and Metadata **Data Quality** • Develop a governed approach to improve data quality • Define standards for data quality controls • Define and implement processes to measure, monitor and report on data quality status.	36. Your agency actively monitors, and understands the root cause of, issues related to data quality and the usability of data assets, and fixes these issues.	The agency does not monitor/fix issues related to data quality and the usability of data assets.	The agency monitors/fixes issues related to data quality and the usability of data assets on an ad hoc basis.	The agency reactively monitors, performs analysis to determine the root cause of issues related to data quality and the usability of data assets, and fixes some of the issues. Monitoring is limited to certain areas of the organisation and only done once a need arises.	The agency regularly monitors/ fixes urgent issues related to data quality and the usability of data assets. The agency reactively performs analysis to determine the root cause of recurring data quality issues to understand the cause. Monitoring extends to most data assets across the organisation.	The agency effectively and actively monitors/fixes all issues related to data quality and the usability of data assets on an ongoing basis. The agency regularly completes a scheduled analysis of the root cause of recurring data quality issues to understand the cause. Affected data users across the organisation are engaged in the process.	The agency effectively and actively monitor/fix all issues related to data quality and the usability of data assets. The agency actively seeks out data quality issues and conducts analysis to understand the cause behind recurring data quality issues and develops solutions. Agency data stewards pre-emptively identify issues and mitigate risks.
	37. Your agency has corrective improvement plans in place to support the cleansing and governance of its data assets. ***Note:*** *The definition of 'data cleansing' is in the Glossary section of the Guide that accompanies this Tool.*	The agency has not developed corrective improvement plans to support the cleansing and governance of its data assets.	The agency is developing, or recently developed, corrective improvement plans to support the cleansing and governance of its data assets.	The agency has developed corrective improvement plans to support the cleansing and governance of some of its data assets. These plans are only followed in certain areas of the organisation.	The agency has established corrective improvement plans to support the cleansing and governance of all of its data assets. Most data users in the organisation are aware of and use these plans.	The agency has implemented industry best-practice corrective improvement plans to support the cleansing and governance of all of its data assets. All data users in the organisation understand these procedures.	The agency has implemented industry best-practice corrective improvement plans to support the cleansing and governance of its data assets. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand these plans.
	38. Your agency cleans and validates data in the environment at entry, where applicable.	The agency does not clean and validate data in the environment at entry.	The agency is developing, or recently developed, a process to clean and validate data in the environment at entry.	The agency cleans and validates data in the environment at entry for its most used data assets.	The agency cleans and validates data in the environment at entry for all established data sets. There are smaller, single use datasets not captured by this process.	The agency cleans and validates all data in the environment at entry. This process is well-known across the organisation, but compliance is not monitored.	The agency cleans and validates all data in the environment at entry. This process is well-known across the organisation and compliance is monitored.

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	39. Your agency has automated capabilities in place to reduce manual cleansing steps and support streamlined cleansing and maintenance of data assets (e.g. data quality, profiling, cleansing tools).	The agency does not have automated capabilities in place to reduce manual cleansing steps and support streamlined cleansing and maintenance of data assets.	The agency is developing, or recently developed, automated capabilities to reduce manual cleansing steps and support streamlined cleansing and maintenance of data assets.	The agency has developed automated capabilities to reduce manual cleansing steps and support streamlined cleansing and maintenance of some organisational data assets. These plans are only applied in certain areas of the organisation.	The agency has established automated capabilities in place to reduce manual cleansing steps and support streamlined cleansing and maintenance of all organisational data assets. Most data users in the organisation are aware of and apply these capabilities.	The agency has implemented best-practice automated capabilities to reduce manual cleansing steps and support streamlined cleansing and maintenance of all organisational data assets. All data users in the organisation understand and apply these capabilities as appropriate.	The agency has implemented industry best-practice automated capabilities to reduce manual cleansing steps and support streamlined cleansing and maintenance of all organisational data assets. The agency regularly assesses these to ensure they remain fit-for-purpose. All data users in the organisation understand and apply these capabilities as appropriate.
Master & Reference Data • Improving the governance of Master Data assets • Consolidation to a single source of Master Data accessed by internal divisions	40. Your agency has documented its universal master data domains (e.g. Party – customer, employee, Product, Vendors, Financial, and Location).	The agency's universal master domains are not documented.	The agency's universal master data domains are partially documented.	The agency is documenting, or recently documented, its universal master domains.	The agency has documented all of its universal master data domains. The agency's data users are aware of this document.	The agency has documented all of its universal master data domains. The agency's data users are aware of and understand this document.	The agency has documented and regularly updates its universal master data domain to ensure they remain fit-for-purpose. The agency's data users are aware of and understand this document.
	41. Your agency's reference and master data are accurately used across the agency.	The agency does not use its reference and master data across the organisation.	The agency is working on ways to use its reference and master data across the organisation.	The agency uses its reference and master data across most of the organisation.	The agency has ensured full use of its reference and master data across the organisation. However, awareness remains limited to certain areas.	The agency has ensured full use of its reference and master data across the organisation. Awareness is high in most areas.	The agency has ensured full use of its reference and master data across the organisation and regularly reviews and updates these as appropriate. Awareness is high in most areas.
Metadata • Provide understanding of business terms and usage • Provide a standard way to access metadata • Ensure Metadata quality, consistency, currency, and security.	42. Your agency captures and maintains metadata for its data assets (unstructured, semi-structured, and structured); for example through an agency data glossary. ***Note**: information on expected Metadata attributes for Commonwealth data assets can be found **here**.*	The agency does not capture and maintain metadata for its data assets.	The agency is developing, or recently developed, a mechanism for capturing and maintaining metadata for some of its data assets.	The agency has developed a mechanism for capturing and maintaining metadata for some of its key data assets. The agency uses some of the 10 core metadata attributes set out in the **guide to metadata attributes** for some of its data assets.	The agency has an established mechanism for capturing and maintaining metadata for all of its key data assets. The agency uses all the 10 core metadata attributes set out in the **guide to metadata attributes** for most of its data assets.	The agency has implemented one or more best-practice mechanisms for capturing and maintaining metadata for all of its key data assets. The agency uses most of the 26 metadata attributes set out in the **guide to metadata attributes** for most of its data assets.	The agency has implemented one or more best-practice mechanisms for capturing and maintaining metadata for all of its key data assets. These mechanisms are regularly reviewed and updated as needed. The agency uses all the 26 core metadata attributes set out in the **guide to metadata attributes** for all of its data assets, except where it is not appropriate to do so.
	43. Metadata is routinely collected and provides traceability into your agency's capture, treatment, and usage of data assets (by providing data on its source, transformation, and flow).	The agency does not routinely collect and provide traceability into its capture, treatment, and usage of data assets.	The agency occasionally collects and provides traceability into its capture, treatment, and usage of data assets.	The agency is working to routinely collect and provide traceability into its capture, treatment, and usage of data assets.	The agency routinely collects and provides traceability into its capture, treatment, and usage of data assets.	The agency routinely collects and provides traceability into its capture, treatment, and usage of all organisational data assets.	The agency continuously and routinely collects and provides traceability into its capture, treatment, and usage of all organisational data assets effectively.
	44. Your agency reviews and approves changes to metadata standards and management practices before they are applied.	The agency does not review and approve metadata standards and management practices before they are applied.	The agency is developing, or recently developed, a process for the review and approval of its metadata standards and management practices before they are applied.	The agency has developed a process for reviewing and approving some of its metadata standards and management practices before they are applied. The responsible governance body reviews and approved the standards and practices.	The agency has an established process for reviewing and approving all of its metadata standards and management practices before they are applied. This process is applied across the organisation. The responsible governance body reviews and approved the standards and practices.	The agency has adopted an industry best-practice process for reviewing and approving all of its metadata standards and management practices before they are applied. This process is applied across the organisation. The responsible governance body reviews and approved the standards and practices.	The agency has adopted and regularly reviews and updates an industry best-practice process for reviewing and approving all of its metadata standards and management practices before they are applied. This process is applied across the organisation. The responsible governance body reviews and approved the standards and practices.

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Data Integration • Document and monitor data sharing between application and across agency • Establish processes for the movement and consolidation of data within and between data stores, applications, and organisations.	45. Your agency has a strong understanding of its data integration needs. ***Note**: Data integration is defined here.*	The agency does not currently understand its data integration needs.	The agency is working to understand its data integration needs.	The agency has a limited understanding of its data integration needs.	The agency has articulated its data integration needs.	The agency has identified and articulated its current and future data integration needs.	The agency has identified and articulated and regularly reviews its current and future data integration needs.
	46. Your agency uses data integration as part of its strategic planning and operations. **Note:** *Data integration to inform strategic planning and operations refers to the practical application of data integration (as to the process of data integration itself). Examples include an agency using data integration and/or its outputs to inform policy analysis and development, program and service delivery, regulation and compliance, or internal agency strategic planning.*	The agency does not currently use data integration as part of its strategic planning and operations.	The agency is working to understand how to use data integration to inform its strategic planning and operations. The agency only accesses data integration assets on an ad hoc basis.	The agency is working towards accessing data integration assets necessary to inform strategic planning (either developing the assets internally or accessing assets externally).	The agency has set out how its data integration capability will support strategic and operational planning. The agency has access to data integration assets it currently needs for this purpose.	The agency has set out how its data integration capability will support strategic and operational planning. The agency has access to data integration assets it currently needs and has a plan for accessing those it will need in the future.	The agency has set out how its current and future data integration capability will support its strategic and operational planning. The agency has access to data integration assets it currently needs and has a plan for accessing those it will need in the future
	47. Your agency adds and maintains external data sources in accordance with a consistent process of approvals, connections, and maintenance. **Example 1:** *The agency has clear guidelines or rules in place that streamline the process of extracting data from multiple sources, transforming data into standardised formats, and loading data into a target destination such as a data warehouse.* **Example 2:** *The agency has defined relationships between data elements derived from different sources to ensure proper alignment and accurate integration.* **Example 3:** *There are processes that address instances where data used for integration is not the most accurate reflection of underlying circumstances. For instance, when increases in the tax-free threshold over time can change the overall proportion of income reported to the Australian Tax Office over that time period, so that the result is misleading.*	The agency does not add and maintain external data sources in accordance with a consistent process of approvals, connections, and maintenance.	The agency is working to add and maintain external data sources in accordance with a consistent process of approvals, connections, and maintenance.	The agency adds and maintains external data sources in accordance with a process of approvals, connections, and maintenance in part of the organisation.	The agency adds and maintains external data sources in accordance with a consistent process of approvals, connections, and maintenance across the organisation. This includes taking steps to ensure there are processes that consider potential biases in the data that affect their use in data integration (e.g. because some groups are over or underrepresented in the sample, or the data is in some other way not the most accurate reflection of the circumstances).	The agency effectively adds and maintains external data sources in accordance with a consistent process of approvals, connections, and maintenance across the organisation. This includes taking steps to ensure there are processes that mitigate potential biases in the data that affect their use in data integration (e.g. because some groups are over or underrepresented in the sample, or the data is in some other way not the most accurate reflection of the circumstances).	The agency effectively and continuously adds and maintains external data sources in accordance with a consistent process of approvals, connections, and maintenance across the organisation. This includes taking steps to continually review the data sources, to ensure there are processes that effectively mitigate potential biases in the data that affect their use in data integration (e.g. because some groups are over or underrepresented in the sample, or the data is in some other way not the most accurate reflection of the circumstances).

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Data Analytics The agency understands and utilises existing BI capabilities through self-serve or centralised team. • Established framework to manage BI and analytics requests • The agency uses data at scale.	48. Your agency has a strong understanding of its information and data analytics needs, and they are used to create a clear business intelligence and analytics strategy or a data analytics strategy.	The agency does not clearly understand its information and data analytics needs and has no business intelligence and analytics strategy in place.	The agency is working to understand its information and data analytic needs to support the creation of a business intelligence and analytics strategy.	The agency has a limited understanding of its information and data analytics needs to support the creation of an organisational business intelligence and analytics strategy.	The agency has clearly articulated its information and data analytics needs as part of an organisational business intelligence and analytics strategy.	The agency has articulated its information and data analytics needs as part of an organisational business intelligence and analytics strategy. Users are aware of the strategy and apply it in their work practices.	The agency has used its strong understanding of its current and future information and data analytics needs to create a clear organisational business intelligence and analytics strategy that volves with organisational needs. Users are aware of the strategy and apply it in their work practices.
	49. Your agency invests in its data analytics capability and retains a range of data specialists.	The agency does not invest in its data analytics capability and does not prioritise retaining data specialists. The agency does not currently have any data capability or data specialists.	The agency is working to understand its data analytics capability investment needs and its data specialists are engaged on the same basis as other employees.	The agency understands its data analytics capability investment needs and its current gaps. The agency has a plan for improving engagement and retention of data specialists, focussing on a particular area of the organisation.	The agency understands its data analytics capability investment needs and is addressing its gaps. The agency is actively improving its retention of data specialists across the organisation.	The agency is investing in its current data analytics capability needs and has mitigated its gaps. The agency has good rate of retention of data specialists across the organisation.	The agency is investing in its current and future data analytics capability needs. The agency is continuously planning for its data recruitment and retention specialists needs across the organisation.
	50. Your agency's data analytics processes and technologies have the necessary capabilities to support and assess a variety of analytic scenarios (e.g. predictive, prescriptive and sentiment analytics, geospatial).	The agency's data analytics processes and technologies do not have the necessary capabilities to support and assess different analytic scenarios.	The agency is developing the necessary capabilities to support and assess different data analytic scenarios.	The agency has the necessary capabilities to support and assess different data analytic scenarios in parts of the organisation. Some staff are satisfied with the capabilities of the data analytics technology available.	The agency has the necessary capabilities to support and assess different data analytic scenarios across the organisation. Most staff are satisfied with the capabilities of the data analytics technology available.	The agency has completed the implementation and assessment of the necessary capabilities to support all data analytic scenarios across the organisation. The processes for data analytics are supported by a strong data culture and through organisational processes that proactively looks at ways to improve the use of data analytics into the future.	The agency has completed the implementation of the necessary capabilities to support and assess all data analytic scenarios now and into the future across the organisation. The processes for data analytics are supported by a strong data culture and through organisational processes that proactively looks at ways to improve the use of data analytics into the future.
	51. Your agency's users have access to, and leverage, self-serve business intelligence tools. ***Note:*** *The definition of 'self-serve business intelligence tools' is in the Glossary section of the Guide that accompanies this Tool.*	The agency's users do not have access to self-service business intelligence tools.	The agency is working to make self-serve business intelligence tools available to its users in the future.	The agency makes self-service business intelligence tools available for use by relevant business line users.	The agency makes self-service business intelligence tools available for use by all agency users.	The agency makes self-service business intelligence tools available for use by all agency users. Self-service business intelligence tools are reviewed and updated on an ad hoc basis	The agency makes self-service business intelligence tools available for use by all agency users. Self-service business intelligence tools are periodically reviewed and updated to best meet agency user needs.
	52. Your agency has procedures and controls in place for managing the quality of business intelligence analysis, visualisation, analytics, and reporting.	The agency does not have any procedures and controls in place for managing the quality of business intelligence analysis, visualisation, analytics, and reporting.	The agency is working to develop and implement procedures and controls in place for managing the quality of business intelligence analysis, visualisation, analytics, and reporting.	The agency has incomplete procedures and controls in place for managing the quality of business intelligence analysis, visualisation, analytics, and reporting.	The agency has procedures and controls in place for managing the quality of business intelligence analysis, visualisation, analytics, and reporting.	The agency has completed implementation of procedures and controls in place for managing the quality of business intelligence analysis, visualisation, analytics, and reporting across the organisation.	The agency has effectively implemented and continuously reviews and updates procedures and controls in place for managing the quality of business intelligence analysis, visualisation, analytics, and reporting across the organisation.
	53. Your agency has assessed cloud technologies and their potential to support its strategic plans.	The agency has not made any assessment of the opportunities cloud technologies offer to support its strategic plans.	The agency is still investigating how cloud technologies could support its strategic plans.	The agency has assessed possible uses of cloud technologies to provide support to its strategic plans, and there has been limited implementation.	The agency has assessed how cloud technologies can be used to support its strategic plans, and is using cloud in most relevant areas in the organisation.	The agency has assessed how cloud technologies can support its strategic plans and are using cloud in all relevant areas.	The agency has assessed opportunities for cloud technologies to support its strategic plans, and makes regular assessments to inform future opportunities.
	54. Your agency actively captures and effectively leverages large-scale data.	The agency does not capture large-scale data.	The agency is investigating or transitioning to capturing large scale data to be leveraged by the organisation.	The agency is leveraging large-scale data in limited parts of the organisation.	The agency actively captures large-scale data and effectively leverages it across the organisation.	The agency has completed implementation of large-scale data being actively captured and effectively leveraged across the organisation.	The agency identifies current and future opportunities to actively and effectively capture large scale data being leveraged by the organisation.

Focus Area	Question	0. Unmanaged *Not happening in any part of the agency*	1. Initial / Ad hoc *Happening in some business lines; occurring in pockets*	2. Developing *Building enterprise level view; enterprise-level on agenda*	3. Defined *Occurring at the enterprise level*	4. Measured & Managed *Managed based on measures*	5. Optimised *Continuous improvement*
	55. Your agency has processes and controls in place for obtaining, curating and maintaining those data sets that are sufficiently large and comprehensive to be used for training AI models.	The agency either: • Does not handle large data sets; • has not evaluated the appropriateness of processes and controls to support training of AI models; • knows the processes and controls are not sufficient; or • has no plans for training AI.	The agency is working to evaluate the appropriateness of processes and controls to support training of AI models; knows the processes and controls are not quite sufficient; or has limited plans for training AI.	The agency has processes and controls to support training of AI models; knows the processes and controls are sufficient; or has developed plans for training AI.	The agency has appropriate processes and controls to support training of AI models; knows the processes and controls are effective; or has developed plans for training AI across the organisation.	The agency has implemented processes and controls to support training of AI models; knows the processes and controls are effective; or has developed plans for training AI across the organisation.	The agency has implemented effective and sustainable processes and controls to support training of AI models; knows the processes and controls are sustainable and effective; or has developed plans for training AI across the organisation, which are reviewed and updated periodically.
	56. Your agency has tactics in place to reduce human bias inherent in algorithms and data (i.e. steps are in place to 'check against' perpetuating social and cultural biases).	The agency does not have tactics in place to reduce human bias inherent in algorithms and data, or steps to check against perpetuating social and cultural biases.	The agency is working on developing and implementing tactics to reduce human bias inherent in algorithms and data, and steps to check against perpetuating social and cultural biases. Tactics are not yet in place.	The agency has commenced implementing tactics to address some elements of human bias inherent in algorithms and data. Steps are in place to check against some perpetuating social and cultural biases.	The agency has tactics in place to reduce common human bias inherent in algorithms and data. Steps are in place to check against perpetuating social and cultural biases.	The agency has tactics in place to reduce all elements of human bias inherent in algorithms and data. Steps are in place to check against all perpetuating social and cultural biases.	The agency has implemented and continuously reviews tactics to reduce human bias inherent in algorithms and data. Tactics are updated to reflect the present data environment and business needs. Steps are in place to check against all perpetuating social and cultural biases.
	57. Your agency adopts data ethics principles or a framework which governs its data use.	The agency has not formally adopted data ethics principles or a framework which governs its data use.	The agency is working to adopt data ethics principles or a framework which governs its data use.	The agency has adopted data ethics principles or a framework which sub-optimally governs its data use.	The agency has adopted appropriate data ethics principles or a framework which governs its data use.	The agency has adopted data ethics principles or a framework which governs its data use and reviews implementation in an ad hoc way.	The agency has adopted and continuously reviews its data ethics principles/framework which governs its data use.

Additional Questions	
Is your agency looking at ways to share data using the DATA Scheme or any other legislation? **Yes/No**	(if Yes, provide details below)
Knowing what you know today, what would you say has been the most significant change to your data culture in the past calendar year? What aspects of your agency data culture still needs to improve?	(Provide details below)
Does your agency have a CDO? If so, how long has your agency had a CDO, and what is the APS classification of the person in this position?	(Provide details below)

Additional Questions

Has your agency set internal DMAT targets, and if so did your agency meet most of its targets for this assessment?	(Provide details below)
What number of data assets does your agency have, and how many of them have been made open by default? How many are not eligible to be made open by default? **NB**: If data assets have been made partially available, please indicate those separately.	(Provide details, including your agencies' policy on open data) Have more than 50% of your eligible data assets been made open by default? **Yes/No** **Note:** one of these 2 options must be selected. Eligible data assets are those which are able to be made open by default because they are non-sensitive and are not limited from release by legislative considerations.
Do you have a centralised data inventory, and what percentage of your data assets are stored on it?	(Provide details below)
How many data sharing agreements has your agency entered into this year, and how many data sharing requests have been rejected? How many standing data sharing agreements are in place at your agency right now?	(Provide details below)

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