Information Management Maturity Measurement

Questionnaire

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Introduction

Vision Statement for Information Management Maturity

The Victorian Government and its citizens have access to trusted information and data that improves decision making whilst protecting rights of citizens, enables insight, and supports the planning and delivery of good policy and better services to the public.

How to use this Questionnaire

The following is recommended when undertaking an IM3 assessment using this questionnaire.

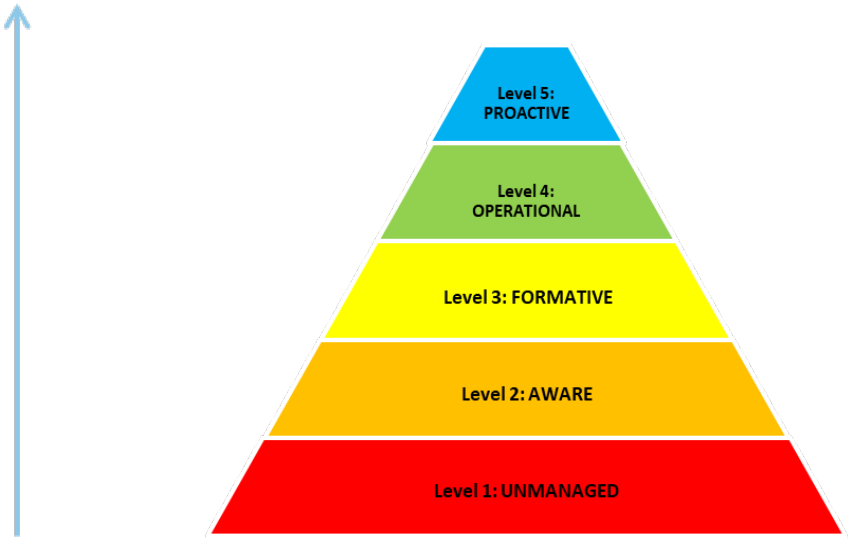
- Note that there are two sections for each question:
  - One set of questions is tailored for information management
  - One set of questions is tailored for data management
- Circulate this questionnaire to representatives across your organisation. Different parts of an organisation may have different levels of information and data management maturity and different issues to contend with.
- Ensure that recordkeeping, information management and data management perspectives are included. This may be achieved by having a panel of people from each discipline discussing what score should be applied and why.
- Use the **Percentage** box in the scoring table for each question to flag any differences in maturity across the organisation. For example, 50% of the agency is Aware, 10% Unmanaged and 40% Formative.
- Use the **Progress** score box in the scoring table for each question to flag how progressed the agency is in that maturity level. For example, for Aware the agency may be *2-Well Progressed*, Unmanaged may be *3 – at the top* and Formative may be *1 – early stages*.
- Use the combination to determine an overall maturity level rating. For example, from looking at the combined percentages and progress scores outlined above, the scores are clustered around the maturity level of Aware. While some of the organisation is Unmanaged, it is only 10% and they are at the top of that maturity level. While some of the organisation is Formative, even though this is 40% of the organisation, they are in the early stages of that maturity level. This would most likely result in an overall score of Aware.

Following the scoring table and overall rating box are two other spaces to record additional information for each question.

- The first is a space to record the evidence used to support the maturity level rating assigned.
- The second is a space to record what is required for your organisation to move to the next level.

The responses provided for each question can be used to flag what has been achieved so far and to plan next steps that build on those achievements.

Maturity Framework



Maturity Level	Description
Proactive	**The organisation has a dedicated commitment to achieving information and data management through innovation and/or learning based on ongoing monitoring and review**
Operational	**The organisation has completed implementation of planned initiatives regarding information and data management, and the initiatives are operating to a reasonable standard**
Formative	**The organisation is actively addressing information and data management. There will be evidence of a planned approach, even if it is not fully implemented in some areas.**
Aware	**The organisation has an awareness of information and data management, but that there is little practical evidence of action.**
Unmanaged	**The organisation is either unaware or has taken no steps to address information and data management**

Dimension 0. Scope

The questions in this section ask you to think about the scope of the assessment.

Question 0.1: Coverage

What parts of the organisation are included in this IM3 assessment?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

An organisational chart showing what business areas within the organisation are included in the assessment.
A hierarchical relationship diagram outlining the underlying agencies associated with a parent agency and showing which are included in the assessment.
A location chart detailing where the business units of an agency are located in relation to each other and flagging which are included in the assessment.

Choose the coverage below that best describes the scope for this assessment - select from the drop down in the Response box (Yes, No, Unknown, Not Applicable).
Option to use the percentage marker if multiple responses are correct.

Statement	**%**	**Yes** **No** **Unknown** **Not Applicable**
The assessment only covers the information and data management team/s within the organisation.		
The assessment covers the broad section of the organisation that information and data management sit within.		
The assessment covers the main business areas of the organisation.		
The assessment covers the central organisation fully, but does not cover any outlying or subsidiary parts of the organisation (such as regional offices, or subordinate agencies).		
The assessment covers all parts of the organisation, including any regional, subordinate, or other areas.		
Other: Please specify [Free Text Field]		

Supportive Evidence

Question 0.2: Organisation Size - number of Staff

How many staff members are employed within your organisation?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Annual report showing staff numbers (headcount)

Choose the coverage below that best describes the scope for this assessment - select from the drop down in the Response box (Yes, No, Unknown, Not Applicable).
Option to use the percentage marker if multiple responses are correct.

Statement	**%**	**Yes** **No** **Unknown** **Not Applicable**
The number of staff within the organisation (headcount) is less than two thousand (<2,000) people.		
The number of staff within the organisation (headcount) is between two thousand and four thousand (2,000 - 4,000) people.		
The number of staff within the organisation (headcount) is between four thousand and seven thousand (4,000 - 7,000) people.		
The number of staff within the organisation (headcount) is over seven thousand (>7,000) people.		
Other: Please Specify [Free Text Field]		

Supportive Evidence

Question 0.3: Position of Information & Data Management in Organisation

Where do information and data management sit in relation to each other within the organisation? How well is the Information Management / Data Management Team represented [effectiveness and reach] across the organisation?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Organisation structure charts showing where information management and data management specialists sit in relation to each other.
Position descriptions outlining responsibilities regarding information management and data management.
Chart showing what committees / where IM/DM embedded / represented

Choose the coverage below that best describes the scope for this assessment - select from the drop down in the Response box (Yes, No, Unknown, Not Applicable).
Option to use the percentage marker if multiple responses are correct.

Statement	**%**	**Yes** **No** **Unknown** **Not Applicable**
The organisation does not have dedicated information management or data management specialists.		
The organisation have information management or data management specialists, but only for the one area leaving either information management or data management not covered.		
The organisation have both information management and data management specialists, but they sit in different parts of the organisational structure and are not strategically aligned.		
The organisation have dedicated information management and data management teams that sit in different parts of the organisational structure, and they are strategically aligned.		
The organisation have dedicated information management and data management specialists that are either part of the one team or allied teams that sit in the same part of the organisational structure.		
Other: Please Specify [Free Text Field]		

Supportive Evidence

Question 0.4: Methods and Techniques used to Complete Assessment

What methods and techniques were used to complete this assessment?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Minutes of meetings
Workshop outlines
Survey responses

Choose the coverage below that best describes the scope for this assessment - select from the drop down in the Response box (Yes, No, Unknown, Not Applicable).
Option to use the percentage marker if multiple responses are correct.

Statement	**%**	**Yes** **No** **Unknown** **Not Applicable**
One or more workshops with relevant personnel from across the organisation were used to complete the assessment.		
A survey using the Organisation's preferred method was prepared and circulated across the organisation with results collated by the nominated representative, analysed and used to complete the assessment.		
The nominated representative held meetings with relevant personnel across the organisation, and used the results to complete the assessment.		
The nominated representative conducted extensive analysis of systems, processes, and other available documentation, and used this as a basis to complete the assessment.		
A committee was set up with tasks related to segments of the assessment allocated to the various members from across the organisation, and the combined results used to complete the assessment.		
Other: Please Specify [Free Text Field]		

Supportive Evidence

Dimension 1: People

The questions in this section ask you to think about the extent to which the knowledge, skills, experience, and attitude of staff in the organisation contribute to good information and data management.

Question 1.1: Information Literacy & Responsibility

Do the staff in your organisation demonstrate awareness of their information management responsibilities and are they commensurate to their roles? What is the current level of information literacy held by staff in your organisation? Do staff in your organisation value information as an asset?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

A custodianship model has been deployed that identifies the roles and responsibilities of staff in relation to the organisation's information assets.
Staff demonstrate that they are aware of the importance of information management to the organisation and of their responsibilities in relation to it. Staff information management roles and responsibilities are defined in documentation such as policies and job descriptions and are commensurate to their roles.
Staff are aware of and act in accordance with the Victorian Public Sector Code of Conduct requirements regarding information. Staff manage information in line with organisational requirements and use information effectively in a manner that is commensurate to their roles.
Staff are educated and encouraged to exploit information to the fullest. They actively engage in new information management initiatives and seek better understanding of the organisation's information assets. Staff receive training to improve their information literacy and to manage information in line with their role within the organisation.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information literacy and responsibility		
Aware	The organisation has an awareness of information literacy and responsibility, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information literacy and responsibility. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information literacy and responsibility, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information literacy and responsibility through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 1.1: Data Literacy & Responsibility

Do the staff in your organisation demonstrate awareness of their data management responsibilities and are they commensurate to their roles? What is the current level of data literacy held by staff in your organisation? Do staff in your organisation value data as an asset?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

A custodianship model has been deployed that identifies the roles and responsibilities of staff in relation to the organisation's data assets.
Staff demonstrate that they are aware of the importance of data management to the organisation and of their responsibilities in relation to it.
Staff data management roles and responsibilities are defined in documentation such as policies and job descriptions and are commensurate to their roles.
Staff are aware of and act in accordance with the Victorian Public Sector Code of Conduct requirements regarding data. Staff manage data in line with organisational requirements and use data effectively in a manner that is commensurate to their roles.
Staff are educated and encouraged to exploit data to the fullest. They actively engage in new data management initiatives and seek better understanding of the organisation's data assets.
Staff receive training to improve their data literacy and to manage data in line with their role within the organisation.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data literacy and responsibility		
Aware	The organisation has an awareness of data literacy and responsibility, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data literacy and responsibility. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data literacy and responsibility, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data literacy and responsibility through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 1.2: Information Capability & Capacity

Is the organisation's information capability and capacity sufficient to support and develop good information management?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Strategies and/or programs of work have been implemented to address any gaps in information management skills, capability, and capacity.
The organisation gives priority to recruiting specialists to help develop the organisation's information management capability.
The human resources requirements for information management are regularly assessed in terms of capacity, skills, and knowledge.
Information management specialists are respected professionals who are consulted in the development and implementation of business initiatives.
Information management specialists have been appointed into dedicated roles and actively maintain their knowledge and literacy as commensurate to their roles.
There are enough staff with relevant capability and capacity employed in information management roles in the organisation.
Information management projects and initiatives are adequately resourced and funded within the organisation.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management capability and capacity.		
Aware	The organisation has an awareness of information management capability and capacity, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management capability and capacity. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information management capability and capacity, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management capability and capacity through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 1.2: Data Capability & Capacity

Is the organisation's data capability and capacity sufficient to support and develop good data management?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Strategies and/or programs of work have been implemented to address any gaps in data management skills, capability, and capacity.
The organisation gives priority to recruiting specialists to help develop the organisation's data management and utilisation capability (e.g., Data Analysts).
The human resources requirements for data management are regularly assessed in terms of capacity, skills, and knowledge.
Data management specialists are respected professionals who are consulted in the development and implementation of business initiatives.
Data management specialists have been appointed into dedicated roles and actively maintain their knowledge and literacy as commensurate to their roles.
There are enough staff with relevant capability and capacity employed in data management roles in the organisation.
Data management projects and initiatives are adequately resourced and funded within the organisation.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management capability and capacity.		
Aware	The organisation has an awareness of data management capability and capacity, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management capability and capacity. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data management capability and capacity, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management capability and capacity through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 1.3: Information Training, Support & Knowledge Sharing

What training, support or knowledge sharing is available to staff in your organisation to assist them in meeting their information management responsibilities?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has established initiatives to help build a positive information management culture and educate staff on their information management responsibilities.
Staff have access to and utilise a range of internal or external information and records management courses and/or knowledge sharing tools relevant to their role.
Training is regularly reviewed and updated to suit needs, with the results of reviews actioned and a clear escalation path documented as part of the review process.
Formal training has been established and is regularly maintained to build and continually improve practical skills and knowledge.
Staff are in place to deliver and maintain quality training.
Documentation/tools such as contact information, manuals and reference guides are available to staff and actively utilised.
The organisation invests in upskilling staff to support information management.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management training, support, and knowledge sharing		
Aware	The organisation has an awareness of information management training, support, and knowledge sharing, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management training, support, and knowledge sharing. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information management training, support and knowledge sharing, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management training, support and knowledge sharing through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 1.3: Data Training, Support & Knowledge Sharing

What training, support or knowledge sharing is available to staff in your organisation to assist them in meeting their data management responsibilities?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has established initiatives to help build a positive data management culture and educate staff on their data management responsibilities. Staff have access to and utilise a range of internal or external data and records management courses and/or knowledge sharing tools relevant to their role.
Training is regularly reviewed and updated to suit needs, with the results of reviews actioned and a clear escalation path documented as part of the review process.
Formal training has been established and is regularly maintained to build and continually improve practical skills and knowledge. Staff are in place to deliver and maintain quality training.
Documentation/tools such as contact information, manuals and reference guides are available to staff and actively utilised.
The organisation invests in upskilling staff to support data management.
Executives use data or data insights to inform and communicate strategic decisions with staff.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management training, support, and knowledge sharing		
Aware	The organisation has an awareness of data management training, support, and knowledge sharing, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management training, support, and knowledge sharing. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data management training, support and knowledge sharing, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management training, support and knowledge sharing through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Dimension 2: Organisation

The questions in this section ask you about the organisational context in which information and data management operate and the support information and data management receive from management.

Question 2.1: Information Governance

To what degree is information management formally governed in your organisation?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

An internal Governance Committee, or other formal governance structure, has been established to lead, monitor, and report on information management activities.
The Governance Committee ensures coordination, visibility and appropriate sponsorship of information management activities within the organisation.
The Governance Committee is chaired by an executive-level officer, reports to the department head (or a peak executive body chaired by the department head) and has representation from key business areas of the organisation.
The organisation head supports and values the work of the Governance Committee.
Appropriate controls are in place to govern information formally and holistically across the organisation.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management governance.		
Aware	The organisation has an awareness of information management governance, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management governance. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information management governance, and the initiatives are operating to a reasonable standard		
Proactive	The organisation has a dedicated commitment to achieving information management governance through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.1: Data Governance

To what degree is data management formally governed in your organisation?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

An internal Governance Committee, or other formal governance structure, has been established to lead, monitor, and report on data management activities.
The Governance Committee ensures coordination, visibility, and appropriate sponsorship of data management activities within the organisation.
The Governance Committee is chaired by an executive-level officer, reports to the department head (or a peak executive body chaired by the department head) and has representation from key business areas of the organisation.
The organisation head supports and values the work of the Governance Committee.
Appropriate controls are in place to govern data formally and holistically across the organisation.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management governance.		
Aware	The organisation has an awareness of data management governance, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management governance. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data management governance, and the initiatives are operating to a reasonable standard		
Proactive	The organisation has a dedicated commitment to achieving data management governance through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.2: Information Management Vision & Strategy

Does the organisation have a strategy that provides a roadmap for information management? Has the organisation formulated and articulated its vision for information management?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

A strategy (or strategies) for information management has been developed, formally endorsed (by the executive-level representative who chairs the formal Governance Committee or higher) and adopted across the organisation. The strategy outlines the organisation's vision for the systematic approach to the management of information and is overseen by the Governance Committee.
The Strategy adequately highlights organisation-wide information management issues, major risks, desired results, and the resource implications. Strategy development was achieved through collaboration between information management and business representatives to align to the organisation's vision, strategic objectives, and business drivers. The strategy is aligned with other relevant strategies.
The information management strategy is assessed for improvement on an annual basis, with improvements actioned. The initiatives of the information management strategy are resourced, funded, and actively addressed. Other strategic documents are in place in the organisation, which adequately cover information management needs and initiatives.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management vision and strategy.		
Aware	The organisation has an awareness of information management vision and strategy, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management vision and strategy. There will be evidence of a planned approach, even if it is not fully implemented in some areas		
Operational	The organisation has completed implementation of planned initiatives regarding information management vision and strategy, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management vision and strategy through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.2: Data Management Vision & Strategy: Data Management

Does the organisation have a strategy that provides a roadmap for data management? Has the organisation formulated and articulated its vision for data management?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

A strategy (or strategies) for data management strategy has been developed, formally endorsed (by the executive-level representative who chairs the formal Governance Committee or higher) and adopted across the organisation. The strategy outlines the organisation's vision for the systematic approach to the management of data and is overseen by the Governance Committee.
The Strategy adequately highlights organisation-wide data management issues, major risks, desired results, and the resource implications. Strategy development was achieved through collaboration between data management and business representatives to align to the organisation's vision, strategic objectives, and business drivers. The strategy is aligned with other relevant strategies.
The data management strategy is assessed for improvement on an annual basis, with improvements actioned.
The initiatives of the data management strategy are resourced, funded, and actively addressed. Other strategic documents are in place in the organisation, which adequately cover data management needs and initiatives.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management vision and strategy.		
Aware	The organisation has an awareness of data management vision and strategy, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management vision and strategy. There will be evidence of a planned approach, even if it is not fully implemented in some areas		
Operational	The organisation has completed implementation of planned initiatives regarding data management vision and strategy, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management vision and strategy through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.3 Strategic Alignment: Information Management

To what degree is the Information management Strategy aligned with and incorporated into other strategic planning in your organisation?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Information management obligations are identified and acknowledged in other key organisation policies.
The information management strategy is aligned with and/or integrated with other strategic planning in the organisation (e.g. data, risk, privacy, FOI, cyber security, information technology, procurement, or environmental management strategies).
Information management capabilities are built into the business through strategy, policy, and projects.
New organisation projects and initiatives identify information management implications, dependencies, and synergies.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management strategic alignment.		
Aware	The organisation has an awareness of information management strategic alignment, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management strategic alignment. There will be evidence of a planned approach, even if it is not fully implemented in some areas		
Operational	The organisation has completed implementation of planned initiatives regarding information management strategic alignment, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management strategic alignment through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.3 Strategic Alignment: Data Management

To what degree is the data management strategy aligned with and incorporated into other strategic planning in your organisation?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Data management obligations are identified and acknowledged in other key organisation policies.
The data management strategy is aligned with and/or integrated with other strategic planning in the organisation (e.g. information, risk, privacy, Cyber Security, information technology, procurement, or environmental management strategies).
Data management capabilities are built into the business through strategy, policy, and projects.
New organisation projects and initiatives identify data management implications, dependencies, and synergies.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management strategic alignment.		
Aware	The organisation has an awareness of data management strategic alignment, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management strategic alignment. There will be evidence of a planned approach, even if it is not fully implemented in some areas		
Operational	The organisation has completed implementation of planned initiatives regarding data management strategic alignment, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management strategic alignment through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.4 Information Management, Advocacy & Leadership

Do all levels of management actively support information management in your organisation? Is there executive-level representation and advocacy for information management initiatives?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has appointed an executive level information management position, such as Chief Information Officer (or equivalent).
Information management interests and issues are represented and advocated for at the executive level and are given appropriate consideration.
Information management policies and practices are actively supported and adopted by Senior Management and Middle Management.
Leadership understands information management issues and practices and seek additional specialist information when needed.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management support and leadership.		
Aware	The organisation has an awareness of information management support and leadership, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management support and leadership. There will be evidence of a planned approach, even if it is not fully implemented in some areas		
Operational	The organisation has completed implementation of planned initiatives regarding information management support and leadership, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management support and leadership through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.4 Data Management, Advocacy & Leadership

Do all levels of management actively support data management in your organisation? Is there executive-level representation and advocacy for data management initiatives?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has appointed an executive level data management position, such as Chief Data Officer (or equivalent).
Data management interests and issues are represented and advocated for at the executive level and are given appropriate consideration.
Data management policies and practices are actively supported and adopted by Senior Management and Middle Management.
Leadership understands data management issues and practices and seek additional specialist data when needed.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management support and leadership.		
Aware	The organisation has an awareness of data management support and leadership, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management support and leadership. There will be evidence of a planned approach, even if it is not fully implemented in some areas		
Operational	The organisation has completed implementation of planned initiatives regarding data management support and leadership, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management support and leadership through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.5 Audit & Compliance: Information Management

How well does your organisation monitor compliance with your own information management standards and with Victorian Government-mandated legislation and requirements?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has an internal audit process/program in place to work towards achieving compliance against information management relevant legislation, policies, and standards (such as those issued by Public Record Office Victoria and Office of the Victorian Information Commissioner).
Information management compliance requirements are known, communicated, and applied within the organisation.
Corrective actions have been implemented to address causes of non-compliance.
Opportunities to improve information management compliance are explored and implemented.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management auditing and compliance.		
Aware	The organisation has an awareness of information management auditing and compliance, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management auditing and compliance. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information management auditing and compliance, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management auditing and compliance through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 2.5 Audit & Compliance: Data Management

How well does your organisation monitor compliance with your own data management standards and with Victorian Government-mandated legislation and requirements?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has an internal audit process/program in place to work towards achieving compliance against data management relevant legislation, policies, and standards (such as those issued by Public Record Office Victoria and Office of the Victorian Information Commissioner).
Data management compliance requirements are known, communicated, and applied within the organisation. Documents or processes are in place to help staff understand how to apply relevant legislation or policies to their collection, analyses, and use of data. Corrective actions have been implemented to address causes of non-compliance. Opportunities to improve data management compliance are explored and implemented.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management auditing and compliance.		
Aware	The organisation has an awareness of data management auditing and compliance, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management auditing and compliance. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data management auditing and compliance, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management auditing and compliance through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Dimension 3: Information Lifecycle & Quality

The questions in this section ask you about the management of specific information and data assets in your organisation, with a view to long-term access to quality information and data.

Question 3.1: Information Asset Management

How well does the organisation identify, manage, monitor, and utilise their significant information assets? Have information management roles and responsibilities been defined and applied in the organisation to properly manage information assets?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation's significant information assets (i.e., discrete collections of information that is recognised as valuable) and critical information assets (i.e., subsets of significant information assets that are considered high value/high risk or vital) have been identified.
An Information Asset Register (IAR) has been established, maintained to document at minimum, the organisation's significant information assets and is demonstrably benefiting the organisation.
A custodianship model is in place so that assets have an assigned owner and custodian (or equivalent) who are aware of and undertake their role and responsibilities in relation to the information assets assigned.
The custodianship model supports work with information users to actively maintain assets and improve the accessibility, usability and sharing of information as required.
Users are aware of the asset register and their responsibilities in relation to it, can assess if assets are fit for their intended purpose, and locate and use the relevant asset when needed, if access is approved.
Retention periods are assigned and applied to information assets in line with current and relevant retention and disposal authorities (RDAs), and management of the information assets includes lawful disposal once the retention periods have ended in line with the RDAs.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information asset management		
Aware	The organisation has an awareness of information asset management, but that there is little practical evidence of action		
Formative	The organisation is actively addressing information asset management. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information asset management, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information asset management through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.1: Data Asset Management

How well does the organisation identify, manage, monitor, and utilise their significant data assets? Have data management roles and responsibilities been defined and applied in the organisation to properly manage data assets?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation's significant data assets (i.e., discrete collections of data that is recognised as valuable) and critical data assets (i.e., subsets of significant data assets that are considered high value/high risk or vital) have been identified. A data catalogue has been established, maintained to document at minimum, the organisation's significant data assets and are demonstrably benefiting the organisation.
The organisation uses a central, enterprise-wide data catalogue, inventory and/or asset register that has well-defined processes for data classification. The organisation has consistent data definitions, metadata and governance to support the data inventory/data asset register. The data inventory/data asset register is updated and maintained regularly and consistently, and supported by appropriate tools and services (data catalogue).
A custodianship model is in place so that assets have an assigned owner and custodian (or equivalent) who are aware of and undertake their role and responsibilities in relation to the data assets assigned. The custodianship model supports work with data users to actively maintain assets and improve the accessibility, usability and sharing of data as required. Users are aware of the data catalogue and their responsibilities in relation to it, can assess if assets are fit for their intended purpose, and locate and use the relevant asset when needed, if access is approved.
Data custodians and data stewards are identified for key data assets and have clearly defined roles, aligned to legislation and/or policies. Data custodian and data steward roles are linked to performance documentation and expectations. Data custodians and data stewards have clearly defined expectations and accountabilities regarding the quality, treatment, access, and group's use of the data.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data asset management		
Aware	The organisation has an awareness of data asset management, but that there is little practical evidence of action		
Formative	The organisation is actively addressing data asset management. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data asset management, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data asset management through innovation and/or learning based on ongoing monitoring and review		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.2: Information Management Policies & Procedures

Does the organisation have fully developed and implemented information management policies that align to relevant legislation and standards? Are these policies supported by documented procedures?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has established information management policies that align to relevant legislation and standards (such as those issued by Public Record Office Victoria and Office of the Victorian Information Commissioner).
The policies have been approved and endorsed by the Secretary or an executive level board/officer and are actively supported by all levels of management.
The policies are actively communicated and available to all staff, who are aware of and act in accordance with the directives specified within them.
Information management procedures have been established and implemented within the organisation.
Policy and procedures are appropriate to the organisation's business and are reviewed for improvement as required, with improvements actioned.
Breaches of policy are actively addressed and rectified, with a clear escalation path documented as part of the process.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information management policies and procedures.		
Aware	The organisation has an awareness of information management policies and procedures, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management policies and procedures. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives in regard to information management policies and procedures, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management policies and procedures through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.2: Data Management Policies & Procedures

Does the organisation have fully developed and implemented data management policies that align to relevant legislation and standards? Are these policies supported by documented procedures?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has established data management policies that align to relevant legislation and standards (such as those issued by Public Record Office Victoria and Office of the Victorian Information Commissioner).
The policies have been approved and endorsed by the Secretary or an executive level board/officer and are actively supported by all levels of management.
The policies are actively communicated and available to all staff, who are aware of and act in accordance with the directives specified within them.
Data management procedures have been established and implemented within the organisation.
Policy and procedures are appropriate to the organisation's business and are reviewed for improvement as required, with improvements actioned.
Breaches of policy are actively addressed and rectified, with a clear escalation path documented as part of the process.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management policies and procedures.		
Aware	The organisation has an awareness of data management policies and procedures, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management policies and procedures. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives in regard to data management policies and procedures, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management policies and procedures through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.3: Meeting Business and User Needs: Information Management

Is information meeting the needs of the business and its users in terms of strategic importance, quality, and accountability?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has established and implemented processes and/or a program to address information quality issues (ensuring information is accurate, unbiased, consistent, complete, clear, explainable, and current).
The needs of the business are assessed routinely to determine whether the right information is being captured at the right points of the process and are accessed and used by the right people at the right time to achieve the strategic plans of the business.
An analysis of information assets is regularly conducted to determine information is meeting business needs, accountability requirements and community expectations. The results are actioned with a clear escalation path for high-risk issues in place.
Quality statements have been developed and maintained for at least the significant (including critical) information assets.
Remediation processes are in place to address information issues, with a clear and documented escalation path as part of the process, and remediation actions required prioritised and addressed.
Overall, information is demonstrably fit for purpose and/or can be tailored to meet business needs within an appropriate timeframe.
There are clear practices of collaboration between information managers, users and owners to ensure proper information usage.
Automated capabilities support streamlined maintenance of information assets where practical.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information business and user needs.		
Aware	The organisation has an awareness of information business and user needs, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information business and user needs. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information business and user needs, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information business and user needs through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.3: Meeting Business and User Needs: Data Management

Is data meeting the needs of the business and its users in terms of strategic importance, quality, and accountability?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has established and implemented processes and/or a program to address data quality issues (ensuring data is accurate, unbiased, consistent, complete, clear, explainable, and current).
The needs of the business are assessed routinely to determine whether the right data are being captured at the right points of the process and are accessed and used by the right people at the right time to achieve the strategic plans of the business.
An analysis of data assets is regularly conducted to determine data is meeting business needs, accountability requirements and community expectations. The results are actioned with a clear escalation path for high-risk issues in place.
Data quality statements have been developed and maintained for at least the significant (including critical) data assets.
Remediation processes are in place to address data quality issues, with a clear and documented escalation path as part of the process, and remediation actions required prioritised and addressed.
Overall, data are demonstrably fit for purpose and/or can be tailored to meet business needs within an appropriate timeframe.
There are clear practices of collaboration between data analytics leads, data producers, and custodians to ensure proper data usage.
Automated capabilities reduce manual cleansing steps and support streamlined maintenance of data assets (e.g., data quality, profiling, cleansing tools).

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data business and user needs.		
Aware	The organisation has an awareness of data business and user needs, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data business and user needs. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data business and user needs, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data business and user needs through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.4: Information Accessibility, Discoverability, and availability

How easy is it for organisation staff and other parties to find the information they are looking for? Is critical information able to be found in a timely manner when it is needed?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

An organisation-specific information repository and/or search applications have been developed and are used by staff.
Information is collected and stored with access and discoverability in mind. Definitions and standards are used to increase the findability of information. Sufficient metadata is provided to correctly identify and locate information. Access to controlled information and data sources have been defined and implemented. Procedures have been implemented for information capture, the application of metadata, information access, storage, and retrieval.
The organisation can establish standards for metadata and provide oversight and advice to others. The organisation maintains knowledge of metadata best practice, including standards and applications. The organisation can use a range of tools for storing and working with metadata. The organisation keeps metadata refreshed and updated and can repair items that are incorrect or out of date.
Preservation strategies ensure information remains accessible, discoverable, and readable for the duration of their retention periods, including migration between systems where this is required.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information accessibility and discoverability.		
Aware	The organisation has an awareness of information accessibility and discoverability, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information accessibility and discoverability. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information accessibility and discoverability, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information accessibility and discoverability through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.4: Data Accessibility, Discoverability, and Availability

How easy is it for organisation staff and other parties to find the data they are looking for? Is critical data able to be found in a timely manner when it is needed?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

An organisation-wide inventory and/or data catalogue of its data assets that is accessible to internal and external users has been developed and used by staff.
Data are collected and stored with access and discoverability in mind. Definitions and standards are used to increase the findability of data. Sufficient metadata is provided to correctly identify and locate data. Standard vocabulary and automated tools are used where applicable. Access to controlled data sources have been defined and implemented. Procedures have been implemented for data capture, the application of metadata, data access, storage, and retrieval.
The organisation's data request and data access processes including security controls are reviewed and measured for continuous improvement. The organisation's Data Strategy includes the inventory and/or data catalogue inventory and/or metadata management, which is reviewed and measured for continuous improvement.
The organisation can establish standards for metadata and provide oversight and advice to others. The organisation maintains knowledge of metadata best practice, including standards and applications. The organisation can use a range of tools for storing and working with metadata. The organisation keeps metadata refreshed and updated and can repair items that are incorrect or out of date.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data accessibility and discoverability.		
Aware	The organisation has an awareness of data accessibility and discoverability, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data accessibility and discoverability. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data accessibility and discoverability, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data accessibility and discoverability through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.5: Information Use & Re-Use

How usable is the information being produced by the organisation, both now and in the future?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Organisation standards/procedures have been introduced to facilitate consistent information collection, description, and organisation, and to prevent duplication.
Digital continuity strategies are in place. Information assets are shared and re-used across the organisation and with external stakeholders in accordance with the original purpose of collection, privacy legislation, and other relevant regulation.
The organisation applies appropriate licences and quality statements when sharing information to ensure it remains fit for purpose and in line with privacy and other regulations. Where appropriate, and in accordance with relevant legislation, information is released to the public.
Custodians work with information users to support the usability of information in accordance with the original purpose of collection and relevant legislation.
The organisation can leverage their information for business intelligence and analytics.
Information exchanges occur using standard interfaces and formats and in line with relevant legislation.
Retention periods are assigned in accordance with current and authorised Standards, reviewed, and disposal actions managed in accordance with a lawful, current and executive approved disposal program.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information use and re-use		
Aware	The organisation has an awareness of information use and re-use, but that there is little practical evidence of action		
Formative	The organisation is actively addressing information use and re-use. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information use and re-use, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information use and re-use through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 3.5: Data Use & Re-Use

How usable is the data being produced by the organisation, both now and in the future?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Organisation standards/procedures have been introduced to facilitate consistent data collection, description, and organisation, and to prevent duplication.
Digital continuity strategies are in place. Data assets are shared and re-used across the organisation and with external stakeholders in accordance with the original purpose of collection, privacy legislation, and other relevant regulation.
The organisation applies appropriate licences and quality statements when sharing data to ensure it remains fit for purpose and in line with privacy and other regulations. Where appropriate, and in accordance with relevant legislation, data are released to the public.
Custodians work with data users to support the usability of data in accordance with the original purpose of collection and relevant legislation.
The organisation can leverage their data for business intelligence and analytics. Data exchanges occur using standard interfaces and formats and in line with relevant legislation. Custodians have documented Data Provenance; referring to the data's lifecycle, including its origins, any transformations it undergoes, and how it's used.
Retention periods are assigned in accordance with current and authorised Standards, reviewed, and disposal actions managed in accordance with a lawful, current and executive approved disposal program.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data use and re-use		
Aware	The organisation has an awareness of data use and re-use, but that there is little practical evidence of action		
Formative	The organisation is actively addressing data use and re-use. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data use and re-use, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data use and re-use through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Dimension 4: Business Systems & Processes

The questions in this section ask you about the systems and processes (both digital and manual) that support the organisation's information and data management practices.

Question 4.1: Information Architecture

Has the organisation developed an information architecture model? To what degree does it link to other relevant models?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has developed an information architecture model which provides an overview and description of the organisation's information and its relationships to:

- business requirements, systems, and processes
- applications and technology, and
- strategies, standards, and legislation.

The model is managed and resourced and maintained accordingly. The information architecture aligns to other models such as the information technology and data architectures.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address an information architecture		
Aware	The organisation has an awareness of information architectures, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing an information architecture. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding an information architecture, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving an information architecture through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 4.1: Data Architecture

Has the organisation developed a data architecture model? To what degree does it link to other relevant models?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has developed a data architecture model which provides an overview and description of the organisation's data and their relationships to:

- business requirements, systems, and processes
- applications and technology, and
- strategies, standards, and legislation.

The model is managed and resourced and maintained accordingly. The data architecture aligns to other models such as the information technology and information architectures.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address an data architecture		
Aware	The organisation has an awareness of data architectures, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing an data architecture. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding an data architecture, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving an data architecture through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 4.2: Process Improvement: Information Management

How well have business processes been aligned with information management requirements? Has the organisation identified areas for improvement and eliminated duplicate processes?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Information management practices have been incorporated into business processes.
Efforts have been made to look at where business processes can be re-engineered to improve efficiencies and reduce duplication of information.
Process issues impacting information management are directed to appropriate staff or working groups for action.
Process owners are open to making changes to improve process and information management outcomes and develop/update process documentation accordingly.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address an information management process improvement		
Aware	The organisation has an awareness of information management process improvement, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing information management process improvement. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information management process improvement, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving information management process improvement through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 4.2: Process Improvement: Data Management

How well have business processes been aligned with data management requirements? Has the organisation identified areas for improvement and eliminated duplicate processes?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Data management practices have been incorporated into business processes.
Efforts have been made to look at where business processes can be re-engineered to improve efficiencies and reduce duplication of data.
Process issues impacting data management are directed to appropriate staff or working groups for action.
Process owners are open to making changes to improve process and data management outcomes and develop/update process documentation accordingly.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data management process improvement		
Aware	The organisation has an awareness of data management process improvement, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data management process improvement. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data management process improvement, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data management process improvement through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 4.3: Business Systems & Tools: Information Management

Are information management capabilities built into business systems and tools?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Information management specialists works together with Information Technology and risk management specialists as required to manage existing and/or implement new systems and tools.
Information managed within the organisation's business systems and tools is effectively managed according to requirements from the Department of Government Services, Public Record Office Victoria, and Office of the Victorian Information Commissioner
The organisation encourages and adopts improvements to system and tool information management capabilities.
Systems and tools are effectively managed over their life, from acquisition to decommissioning, to ensure their integrity, reliability, and performance.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address building information management capabilities into business systems and tools		
Aware	The organisation has an awareness of building information management capabilities into business systems and tools, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing building information management capabilities into business systems and tools. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding building information management capabilities into business systems and tools, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to building information management capabilities into business systems and tools through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 4.3: Business Systems & Tools: Data Management

Are data management capabilities built into business systems and tools?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

Data management specialists works together with Information Technology and risk management specialists as required to manage existing and/or implement new systems and tools.
Data managed within the organisation's business systems and tools is effectively managed according to requirements from the Department of Government Services, Public Record Office Victoria, and Office of the Victorian Information Commissioner.
The organisation encourages and adopts improvements to system and tool data management capabilities.
Systems and tools are effectively managed over their life, from acquisition to decommissioning, to ensure their integrity, reliability, and performance.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address building data management capabilities into business systems and tools		
Aware	The organisation has an awareness of building data management capabilities into business systems and tools, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing building data management capabilities into business systems and tools. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding building data management capabilities into business systems and tools, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to building data management capabilities into business systems and tools through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 4.4: Information Privacy & Security

What is the status of information privacy and security in the organisation? Do staff have the knowledge and support to protect information and ensure their confidentiality, integrity, and availability? Is the organisation able to respond to information privacy and security incidents?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation is actively implementing requirements outlined in the *Victorian Protective Data Security Standards*, the *Information Privacy Principles*, and the *Victorian Government Cyber Incident Management Plan*. The organisation has information privacy and security strategies in place and an assurance program in place to manage privacy and security risks. The organisation has conducted *Privacy Impact Assessments* and *Security Risk Assessments*. The organisation has appropriate plans in place which are reviewed and maintained (such as a *Protective Information Security Plan* and *Cyber Incident Response Plan*). The organisation has clear procedures and points of contact to seek out guidance regarding information privacy and security, and cyber security.
Protective measures are embedded in day-to-day processes to prevent privacy and security breaches and incidents. If incidents occur within the organisation, they are reported in alignment to requirements of the *Information Security Incident Notification Scheme*.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address information privacy and security management.		
Aware	The organisation has an awareness of information privacy and security management, but that there is little practical evidence of action		
Formative	The organisation is actively addressing information privacy and security management. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding information privacy and security management, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to information privacy and security management through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 4.4: Data Privacy & Security

What is the status of data privacy and security in the organisation? Do staff have the knowledge and support to protect data and ensure their confidentiality, integrity, and availability? Is the organisation able to respond to data privacy and security incidents?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation is actively implementing requirements outlined in the *Victorian Protective Data Security Standards*, the *Information Privacy Principles*, and the *Victorian Government Cyber Incident Management Plan*. The organisation has data privacy and security strategies in place and an assurance program in place to manage privacy and security risks. The organisation has conducted *Privacy Impact Assessments* and *Security Risk Assessments*. The organisation has appropriate plans in place which are reviewed and maintained (such as a *Protective Data Security Plan* and *Cyber Incident Response Plan*). The organisation has clear procedures and points of contact to seek out guidance regarding data privacy and security, and cyber security.
Protective measures are embedded in day-to-day processes to prevent privacy and security breaches and incidents. If incidents occur within the organisation, they are reported in alignment to requirements of the *Data Security Incident Notification Scheme*.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data privacy and security management.		
Aware	The organisation has an awareness of data privacy and security management, but that there is little practical evidence of action		
Formative	The organisation is actively addressing data privacy and security management. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data privacy and security management, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to data privacy and security management through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Dimension 5: Data Integrity (Optional Dimension)

The questions in this section ask you about the systems and processes (both digital and manual) that support the integrity of data in relation to data management. This section is **OPTIONAL**

Question 5.1: Data Sharing, Access, Integration, and Interoperability

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Are data sharing, integration and interoperability capabilities built into business systems, processes, and tools?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation is actively implementing the responsibility to share as outlined in the *VPS Data Sharing Policy* and uses the *VPS Data Sharing Heads of Agreement* when sharing data with another party. The organisation complies with the *Information Privacy Principles*, the *Victorian Protective Data Security Standards*, the *Data Exchange Framework* and Victorian Government Data Directory Metadata Standards. There is a clearly defined governance structure for overseeing data sharing activities, including roles and responsibilities. The organisation has documented and communicated policies and processes outlining how data sharing is managed, including legal and ethical considerations.
The organisation maintains a data sharing register and consistent practices for data access and provenance. The organisations ensures the privacy, security, and integrity of shared data by using risk assessments, encryption, access controls and secure transfer mechanisms, where appropriate. The organisation keeps comprehensive documentation outlining data sources, methodologies, and any transformations applied. The organisation regularly engages with data users for feedback and showcases tangible benefits or innovations resulting from the use of their data. This includes quantifying evidence of positive outcomes or improvements from data sharing collaborations. Established processes are in place to: make, review, and respond to a data sharing request. Employees receive ongoing training to share data safely. The organisation lists its shareable data in the *Victorian Data Directory.*

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data sharing, access, integration, and interoperability		
Aware	The organisation has an awareness of data sharing, access, integration, and interoperability, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data sharing, access, integration, and interoperability. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data sharing, access, integration, and interoperability, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving data sharing, access, integration, and interoperability through innovation and/or learning based on ongoing monitoring and review.		
Unknown			

Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 5.2: Open Data

Is the organisation's data release timely and accurate?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation is actively implementing requirements outlined in the *DataVic Access Policy* and the *Whole of Victorian Government Intellectual Property Policy*.
The organisation has developed and internal open data policy and process.
The organisation regularly engages with the community for feedback and showcasing tangible benefits or innovations resulting from the use of their open data.
The organisation consistently releases relevant, up-to-date data in accessible formats.
The organisation integrates the publication of open data into the group's work practices.
Staff have the knowledge and support to open data safely.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address open data		
Aware	The organisation has an awareness of open data, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing open data. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding open data, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to achieving open data through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 5.3: Data and AI Ethics

What is the status of data ethics in the organisation?
Do staff have the knowledge and support to ensure the ethical use of data?
Is the organisation able to respond to incidents involving the unethical use of data?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has well defined ethical guidelines for data and artificial intelligence (AI) use.
Employees receive ongoing training on data and AI ethics to ensure awareness and understanding of ethical consideration.
The organisation promotes transparency by openly communicating its AI processes, decision-making criteria and potential biases.
Strategies are implemented to identify and mitigate biases in algorithms, ensuing fairness in AI applications.
Stakeholders, including end-users, are actively involved in the development and deployment of AI systems to incorporate diverse perspectives.
The organisation conducts regular audits and assessments of AI systems to identify and address ethical concerns proactively.
The organisation has appropriate plans in place which are reviewed and maintained (such as a Data Ethics Incident Response Plan). The organisation has clear procedures and points of contact to seek out guidance regarding data and AI ethics.
The organisation only applies AI tools to data that:

- would otherwise be accessible to the user
- is appropriately labelled/classified.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data and AI ethics		
Aware	The organisation has an awareness of data and AI ethics, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data and AI ethics. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data and AI ethics, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to data and AI ethics through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 5.4: Data Quality

How well does the organisation identify, address, and monitor data quality issues? Is the organisations data of high quality?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has procedures or systems in place to ensure the integrity, usability and maintenance of data assets.
The organisation is alerted when data quality degrades and can adequately and quickly address, respond to or remediate any issues.
The organisation captures and maintains metadata for key data assets (structured, semi-structured, and structured).
The organisation has developed an internal data quality strategy or defined goals for data quality.
The data produced by your organisation is assessed against data quality attributes, such as the dimensions listed in the Victorian Government Data Quality Guideline or the Data Quality chapter of the DAMA International Data Management Book of Knowledge. For example, the organisation's data is assessed for its completeness, timeliness accuracy, consistency, uniqueness and validity.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data quality.		
Aware	The organisation has an awareness of data quality, but that there is little practical evidence of action		
Formative	The organisation is actively addressing data quality. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data quality, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to data quality through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 5.5: Data Availability

Is data available to meet the needs of the business and its users?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation employs redundant systems and backups to ensure continuous data availability in the event of hardware failures or other disruptions.
Continuous monitoring tools are in place to promptly identify and address issues that could impact data availability, allowing for proactive responses.
Remediation processes are in place to address availability issues, with a clear and documented escalation path as part of the process, and remediation actions required prioritised and addressed.
Routine and comprehensive data backups are conducted, allowing for quick restoration in case of data loss or corruption.
Robust security measures are implemented to prevent unauthorised access or cyber threats that could compromise data availability.
Effective user support mechanisms and communication channels are in place to promptly address user concerns and inform them of any disruptions or maintenance activities affecting data availability.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address data availability		
Aware	The organisation has an awareness of data availability, but that there is little practical evidence of action.		
Formative	The organisation is actively addressing data availability. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding data availability, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to data availability through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?

Question 5.6: Indigenous Data Sovereignty

Does the organisation have a robust data sovereignty program that safeguards data in accordance with legal and regulatory requirements? Do staff have the knowledge and support to implement data sovereignty initiatives in the organisation, where possible?

EXAMPLE OUTCOMES / EVIDENCE MAY INCLUDE:

The organisation has an Indigenous Data Sovereignty strategy and implementation plan or program of work in place, that has been communicated to staff.
The organisation's data governance framework includes roles and responsibilities for managing Indigenous Data Sovereignty, ensuring accountability. Indigenous Data Sovereignty is considered in the organisation's data privacy, security and ethics frameworks and processes.
The organisation has mechanisms in place to enable transparent communication with stakeholders about Indigenous Data Sovereignty measures in place, fostering trust and understanding.
There are training initiatives in place to educate employees and stakeholders about the importance of Indigenous Data Sovereignty and their role in maintaining compliance.
Prior to implementing new data processes, the organisation conducts thorough assessments to understand and mitigate any potential impacts on Indigenous Data Sovereignty.

Choose the maturity level below that best describes your organisation's current situation.
Use the percentage and progression markers to explore complexity to determine an overall maturity level.

Maturity Level	**Maturity Statement**	**%**	**1 - early stages 2 - well progressed 3 - nearing the top**
Unmanaged	The organisation is either unaware or has taken no steps to address Indigenous data sovereignty.		
Aware	The organisation has an awareness of Indigenous data sovereignty, but that there is little practical evidence of action		
Formative	The organisation is actively addressing Indigenous data sovereignty. There will be evidence of a planned approach, even if it is not fully implemented in some areas.		
Operational	The organisation has completed implementation of planned initiatives regarding Indigenous data sovereignty, and the initiatives are operating to a reasonable standard.		
Proactive	The organisation has a dedicated commitment to Indigenous data sovereignty through innovation and/or learning based on ongoing monitoring and review.		
Unknown			
Not Applicable			

Overall Maturity Level Rating (unmanaged, aware, formative, operational, proactive &c)

Evidence to support selected rating

What is needed to reach the next maturity level rating?