

GAIN Forum

8 March 2023

Yaso Arumugam

**Assistant Director-General,
Data and Digital Branch**

GAIN Forum

8 March 2023

Opening Remarks

Agenda

- Introduction
- Measure 3.1 update
- Guest presentation – Raj Walton (Department of Defence – A/g Assistant Secretary Enterprise Business and Data Programs)
- Check-up survey update
- Records Authorities and Disposal Freezes updates
- General National Archives updates and Q&A



NATIONAL ARCHIVES OF AUSTRALIA

Measure 3.1 Update

Tatiana Antsoupova, Director
Government Records Assurance

Measure 3.1 Update

- Measure 3.1 – a programme of work to improve our guidance and advice to you where there is room for improvement.
Includes:
 - functional analysis of agency business functions and disposal coverage - completed
 - workshops on pilot review of whole of government function cultural affairs – collection management

Measure 3.1 Update

- Review of NAA records authority pack
- Pilot projects are being undertaken to transfer RNA datasets to the National Archives
- Data Management General Records Authority in development
- Petabyte-plus Data Management Special Interest Group

Measure 3.1 Update

- Review initiated of *Digitisation specifications for paper format records in agencies* – call for feedback on existing specifications open until 10 March.
- We invite feedback on:
 - whether it is easy to understand and apply the specifications;
 - any practical or technical issues or concerns;
 - suggestion for changes and improvements.
- Feedback can be sent to information.management@naa.gov.au



Australian Government
Defence

NAA GAIN Forum – March 2023

Defence Data Strategy 2021-23



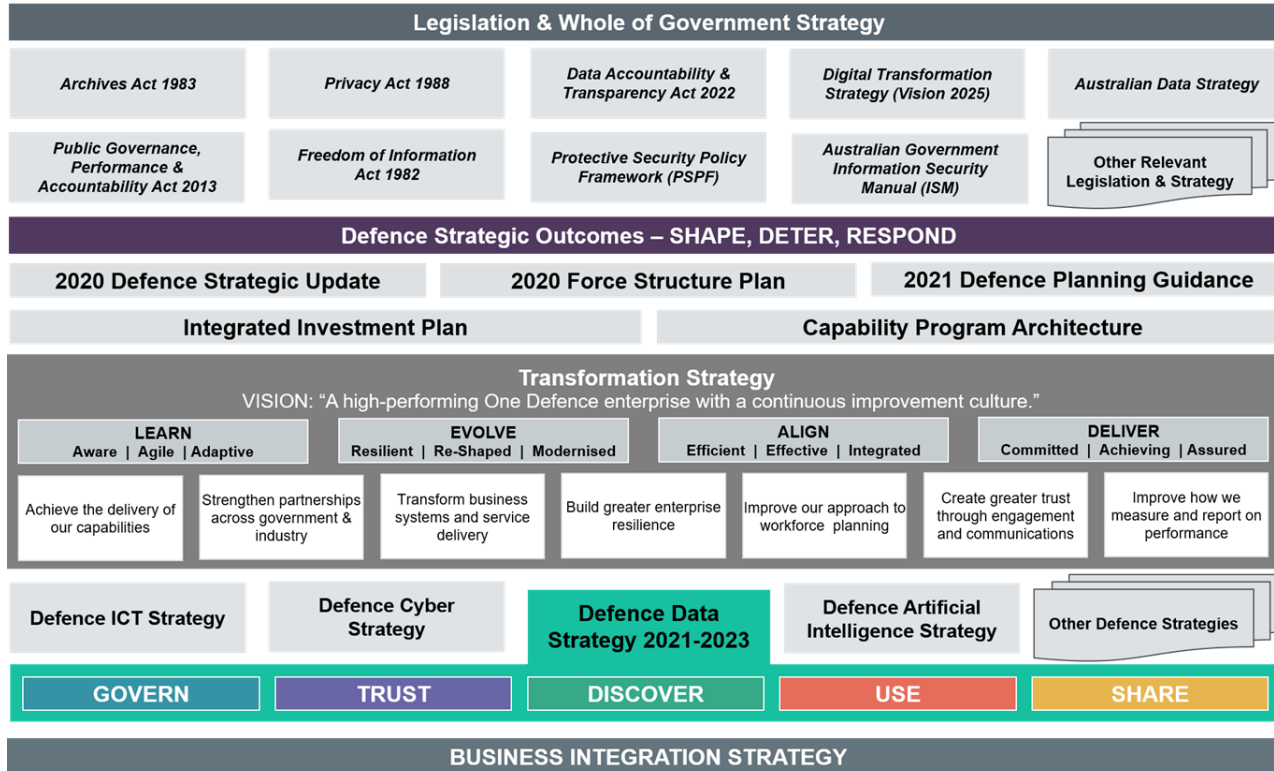
Mr Raj Walton

A/g Assistant Secretary – Enterprise Business & Data Programs

Data Division



Strategic Landscape



Data Division Value Proposition

Our Vision

Defence's data is a strategic asset

We **value** it, **protect** it and **leverage** it for strategic and operational advantage.

THE ROLE OF THE CHIEF DATA INTEGRATION OFFICER

The Data Division, led by the CDIO, champions the **enterprise perspective for managing and using data** by establishing enterprise data policies, processes and platforms. The CDIO advocates for key data risks and opportunities whilst supporting uplift of data capability across Defence.

THE ROLE OF GROUP & SERVICE DATA HUBS

Data Hubs within groups and services will continue to **play their critical role** providing services to, and addressing the data and analytics requirements of, their respective stakeholders.

DATA DIVISION VALUE PROPOSITION



Creates enterprise-level policies, processes and platforms that help make managing and using data clear and consistent across Defence



Sets requirement for data quality, standards and integration and provides the tools and services to support data improvements



Provides services designed to help uplift data literacy and capability and foster thriving communities of skilled data professionals



BENEFITS FOR GROUPS & SERVICES



Leverages the policies, processes and platforms provided by the Data Division to unlock value provided by their data assets



Realise benefits derived from high-quality, standardised and integrated data and use this data for strategic and operational advantage



Uplifts data capabilities within groups and services with teams of data professionals with the skills and support needed to manage and use data

Q4 2022 State of Play – Executive Overview

Quarter in Review

Progress continues to be made on implementation of the Defence Data Strategy.

Over the fourth quarter, a suite of interim guidance materials was provided to the One Defence Data (1DD/ ICT2284) Program. These guidance materials covered a range of data related policies, frameworks and guidelines for data sharing, data quality, metadata and data standards.

The 1DD Program has also begun pivoting its approach to delivery, moving from agile program methodology to a more traditional approach. This will further support implementation of the Defence Data Strategy and enable collaboration and integration across the Division and ICT2284.

Highlights

CONTINUED GROWTH

Data Division has continued its rapid growth over the previous quarter. With significant work underway across ICT2284, the Data Strategy Implementation Program and other priorities. The Division has seen a 45% increase in headcount this quarter (118 to 171).

ONE DEFENCE DATA PROGRAM

After much consultation and to improve governance and engagement, the 1DD Program is pivoting their program delivery methodology. The 1DD Program will adopt a more traditional Software Development Life Cycle approach which is more common across many ICT programs in Defence.

DATA SCIENCE & ARCHITECTURE PROJECTS

The Data Science and Architecture Team is in the early stages of one of their first external projects. Work has begun with the Space Operations team at Air Operations Centre, part of HQJOC, to acquire and automate the integration of open-source data into a DSN-based solution supporting the analysis of space debris re-entry. This is an exciting opportunity and test case for the team and Data Division to begin engaging and servicing stakeholders across the enterprise.

OPERATING MODEL & JOINT DIRECTIVE

The Defence Data Operating Model and Joint Directive for Governance of Data and Analytics in Defence have continued to provide clarity to the organisation about how data functions within the Enterprise and the roles and responsibilities of newly established Enterprise Data Custodians (EDCs) as well as cemented the authorities and accountabilities of the Chief Data Integration Officer (CDIO).

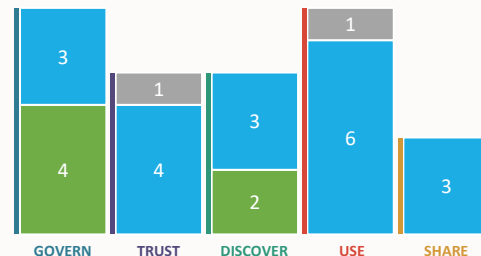
At a Glance

■ DONE ■ WIP ■ TO DO

INITIATIVE PROGRESS – OVERALL VIEW



INITIATIVE PROGRESS – PILLAR VIEW

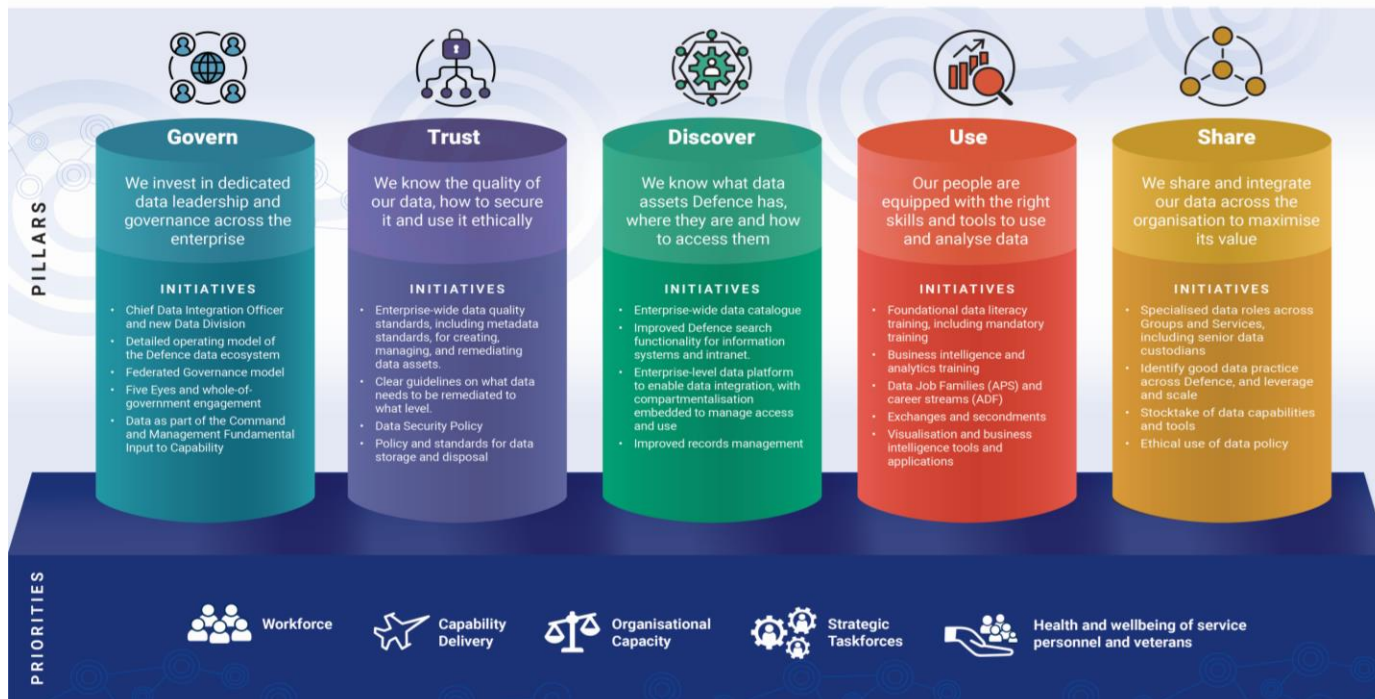


	DONE	WIP	TO DO	TOTAL
Govern	4	3		7
Trust		4	1	5
Discover	2	3		5
Use		6	1	7
Share		3		3
TOTAL	6	19	2	27
	22%	70%	7%	

Defence Data Strategy 2021-2023

The *Defence Data Strategy* sets out the vision, five pillars, practical initiatives and priority data areas to lift our data maturity, embed data literacy as a cultural norm and put useful and trusted information at the centre of everything we do to deliver the Defence Mission.

Vision: Defence's data is a strategic asset – we value it, protect it and leverage it for strategic and operational advantage



Q4 2022 State of Play – Defence Data Strategy 2021-23

Govern	Trust	Discover	Use	Share
<p>We invest in dedicated data leadership and governance across the enterprise</p> <p><u>Status of objectives:</u></p> <div> <div>DONE, 4</div> <div>WIP, 3</div> </div>	<p>We know the quality of our data, how to secure it and use it ethically</p> <p><u>Status of objectives:</u></p> <div> <div>WIP...</div> <div>1</div> </div>	<p>We invest in dedicated data leadership and governance across the enterprise</p> <p><u>Status of objectives:</u></p> <div> <div>DON...</div> <div>WI...</div> </div>	<p>Our people are equipped with the right skills and tools to use and analyse data</p> <p><u>Status of objectives:</u></p> <div> <div>WIP, 6</div> <div>1</div> </div>	<p>We share and integrate our data with others to maximise its value</p> <p><u>Status of objectives:</u></p> <div> <div>WIP, 3</div> </div>
<p>Q4 2022 UPDATE:</p> <ul style="list-style-type: none"> Data Division continues to grow, with teams and functions scaling pace The Data Operating Model and Blueprint is currently awaiting final approval and sign off Engagement with VCDF Group to incorporate data within the Command and Management FIC is underway 	<p>Q4 2022 UPDATE:</p> <ul style="list-style-type: none"> A suite of interim guidance material, across data management, quality and standards, has been delivered to the 1DD program Further work related to the development of data retention, archiving and disposal procedures and guidance is progressing 	<p>Q4 2022 UPDATE:</p> <ul style="list-style-type: none"> The 1DD Program (ICT2284) team has completed requirements setting for the review of the search functionality of Defence's information systems and intranet Initial Operating Capability (IOC) for the enterprise-level data platform is on schedule to be delivered in Sep 2023 	<p>Q4 2022 UPDATE:</p> <ul style="list-style-type: none"> Data Officer / Manager, Analyst, Scientist and Engineer occupational profiles were endorsed in Dec 2022, with additional occupational profiles awaiting endorsement Data Graduate Framework and Data Training Framework are on track for delivery in March and April 2023. 11 projects are underway assisting G&S across Defence. 	<p>Q4 2022 UPDATE:</p> <ul style="list-style-type: none"> A Data Capability Assessment tool is under development, with the draft tool ready for pilot assessments Data Sharing Guidance as well as the Data Custodianship Framework are progressing Join Directive 07/2022 provided an essential foundation to get data flowing where it needs to be such as 1DD.

Data Strategy Initiatives – High Level Progress

Govern

We invest in dedicated data leadership and governance across the enterprise

DONE	DONE	DONE	IN PROGRESS	DONE	IN PROGRESS	IN PROGRESS
1.1. Chief Data Integration Officer role	1.2. Data Division established	1.3. Data Strategy Implementation Plan	1.4. Defence Data Operating Model	1.5. Defence Data and Analytics Board	1.6. Government and Five Eyes engagement	1.7. Data as a Fundamental Input to Capability
COMPLETED	COMPLETED	COMPLETED	ON-TRACK	COMPLETED	ON-TRACK	ON-TRACK

Trust

We know the quality of our data, how to secure it and use it ethically

IN PROGRESS	IN PROGRESS	TO DO	IN PROGRESS	IN PROGRESS
2.1. Enterprise data standards & guidelines	2.2. Data assurance mechanisms	2.3. Data Quality Ratings	2.4. Data Security Policy	2.5. Data retention, archiving & disposal
ON-TRACK	ON-TRACK	ON-TRACK	ON-TRACK	ON-TRACK

Discover

We know what data assets we have, where they are and how to access them

IN PROGRESS	IN PROGRESS	IN PROGRESS	DONE	DONE
3.1. Enterprise data catalogue	3.2. Enterprise search functionality	3.3. Enterprise data integration platform	3.4. Records Management Policy	3.5. Records Management Guidelines
ON-TRACK	ON-TRACK	ON-TRACK	COMPLETED	COMPLETED

Use

Our people are equipped with the right skills and tools to use and analyse data

IN PROGRESS	IN PROGRESS	IN PROGRESS	IN PROGRESS	TO DO	IN PROGRESS	IN PROGRESS
4.1. Data Literacy Training	4.2. Data Training Continuum	4.3. Data Specialist Career Streams	4.4. Data Job Families	4.5. Data Exchanges & Secondments	4.6. Data Platform Stocktake	4.7. BI Capability & Training
ON-TRACK	ON-TRACK	ON-TRACK	ON-TRACK	ON-TRACK	ON-TRACK	ON-TRACK

Share

We share and integrate our data across the organisation to maximise its value

IN PROGRESS	IN PROGRESS	IN PROGRESS
5.1. Data Capability Assessment	5.2. Data Custodianship	5.3. Data Sharing & Ethics
ON-TRACK	ON-TRACK	ON-TRACK

Govern

We invest in dedicated data leadership and governance across the enterprise

INITIATIVE PROGRESS

58% DONE

42% IN PROGRESS



Data Strategy Initiatives

- 1.1 Establish a Chief Data Integration Officer, accountable to the diarchy, through the Associate Secretary and the Vice Chief of the Defence Force. The Chief Data Integration Officer will lead the uplift of Defence data, implement the *Defence Data Strategy* initiatives and be accountable for enterprise data management.
- 1.2 Establish supporting functions under the Chief Data Integration Officer for data governance, assurance, security, policy, standards, professionalisation, literacy, analytics and visualisation. These functions will include teams that can deploy to areas across Defence to support data management requirements.
- 1.3 Develop a detailed implementation plan for all *Defence Data Strategy* initiatives and priority data areas.
- 1.4 Develop the Defence Data Operating Model, including baselining the current data ecosystem, establishing a target future state, and creating a pragmatic roadmap to transition between them.

Progress to Date



DONE

The Chief Data Integration Officer (CDIO) role has been established, with Dr Maria Milosavljevic appointed to the role in March 2022. Leading the establishment of the Data Division, the CDIO is driving the uplift of data capability across Defence and is the accountable officer for enterprise data management, as supported by the Joint Directive for Governance of Data and Analytics in Defence, endorsed in October 2022.



DONE

The Data Division was established in late 2021 to champion the enterprise approach for data governance, management, engineering and operations, analytics and profession. With 4 branches and 17 directorates, our data teams are in the process of forming, maturing and scaling data services to the enterprise, as well as advocating for data management and use across Defence.



DONE

The Data Strategy Implementation Plan (DSIP) was finalised and endorsed by the Associate Secretary as well as the Defence Data and Analytics Board (DDAB) in August 2022.



IN PROGRESS

The Defence Data Operating Model and Blueprint has been drafted and socialised across major Defence stakeholder groups. It has already been implemented in Data Division's structure to test its utility. The Operating Model is ready for final endorsement at the next DDAB on 24 February 2023 .

Govern (cont.)

We invest in dedicated data leadership and governance across the enterprise

INITIATIVE PROGRESS

58% DONE

42% IN PROGRESS



Data Strategy Initiatives

- 1.5 Establish the Defence Data Management Board and appoint appropriate Defence Senior Executive Service Band 2 and Australian Defence Force Two Star representatives as Senior Data Custodians.
- 1.6 The Chief Data Integration Officer will lead Defence engagement with Australian Government and Five Eyes data and analytics forums. This will include a review of current Defence participation and a realignment to ensure the organisation is actively engaged at the right level across all key forums.
- 1.7 Incorporate Data into the Command and Management Fundamental Inputs to Capability. This will enable Capability Managers to consider the data requirements necessary to deliver optimal capability outcomes and factor these into capability projects and programs at the design stage.

Progress to Date

DONE

The Defence Data and Analytics Board (DDAB) was established in July 2022 and includes representatives across Defence at the SES Band 2 and ADF 2 Star level. DDAB meets every two months and is used as a forum to drive a data-driven culture across the enterprise, and for socialisation, feedback and endorsement of data activities.

IN PROGRESS

Engagement with Australian Government and Five Eyes data leaders and experts has commenced. The CDIO, branch heads and directors have been actively involved in Australian Government data communities including the Data Champions Working Group and Graduate Data Network, as well as, various data conferences, seminars and summits. There is ongoing international engagement and insights sharing with Five Eyes partners.

IN PROGRESS

Ongoing work is being conducted to establish data as a Fundamental Input to Capability (FIC). The Data Division is engaging with the Vice Chief of Defence Force (VCDF) Group which is currently reviewing the proposal to include data within the Command and Management FIC – which will enable improved identification of data requirements within the Defence capability lifecycle.

Trust

We know the quality of our data, how to secure it and use it ethically

INITIATIVE PROGRESS

80% IN PROGRESS

20% TO DO

Data Strategy Initiatives

- 2.1 Establish enterprise-wide data quality standards, including metadata standards, for creating, managing, and remediating data assets. Develop guidelines for different types of datasets, consistent with Defence requirements and Australian Government standards.
- 2.2 To meet the requirements of the Defence enterprise, determine which datasets need to be assured to what level.
- 2.3 Include the quality rating of the data used on dashboards and reports, where possible, so that users know the level of assurance applied to the datasets used.
- 2.4 Deliver a Data Security Policy to communicate to Defence personnel the importance of using and storing data in a secure and risk-based manner.
- 2.5 Consistent with Australian Government obligations, establish policy and standards for data storage and disposal supported by appropriate systems and tools.

Progress to Date

Delivery Partner

IN PROGRESS

A suite of interim guidance materials have been provided to the 1DD program including policies, frameworks and guidelines for data sharing, data quality, metadata and data standards.

IN PROGRESS

This objective is scheduled to be met by June 2023 through the Data Quality Framework and rating systems developed for Objective 2.3.

TO DO

The 1DD Program (ICT2284) in partnership with Data Division will meet this objective through the development of data quality rating systems and the Data Quality Framework.

IN PROGRESS

A Data Security Policy and related guidelines are being developed as part of broader suite of data policies.

IN PROGRESS

Policies and standards are being developed to support Data Retention, Archiving and Disposal. Ongoing support is being provided to the 1DD program to improve configuration of data platforms.

1DD

1DD

1DD

Discover

We know what data assets we have, where they are and how to access them

INITIATIVE PROGRESS

40% DONE

60% IN PROGRESS

Data Strategy Initiatives

- 3.1 Establish and maintain an enterprise-wide data catalogue where Defence personnel will be able to search for and locate data, dashboards and visualisations for their specific needs.
- 3.2 Review the search functionality of Defence's information systems and intranet to improve the ability to access relevant data and information in a timely manner.
- 3.3 Establish an enterprise-level data platform to enable data integration, with compartmentalisation embedded to manage access and use across specialised areas and security levels.
- 3.4 Implement improvements to Defence's record management practices and ensure Defence delivers on its legislative obligations.
- 3.5 Develop a library of simple, clear, and easily accessible fact sheets and guides on records management. These products should be system agnostic wherever possible.

Progress to Date

IN PROGRESS

The ICT2284 One Defence Data (1DD) Program Tranche 1 scope includes the implementation of an enterprise-wide data catalogue. In Jan 23, Capability Management endorsed the selection of Alation as the Enterprise Data Catalogue tool, and the request for quote was released to market in Jan 23. Final Operating Capability (FOC) of ICT2284 Tranche 1 is scheduled for Jun 2024, including the cataloguing of all data sets associated with the four ICT2284 T1 Use Cases.

IN PROGRESS

The 1DD Program (ICT2284) team have completed requirements setting for the review of the search functionality of Defence's information systems and intranet, which included a review of the preliminary investigations into Enterprise Search conducted in Combined Pass. It is anticipated that the Search Functionality Review scope proposal will be provided for CDIO approval by Q2 2023.

IN PROGRESS

Tranche 1 of the 1DD Program (ICT2284) is building a PROTECTED and SECRET enterprise-level data platform to enable data integration and analytics. Initial Operating Capability (IOC) is on schedule to be delivered in Sep 2023. Final Operating Capability is scheduled for Jun 2024.

DONE

The Defence Records Management Policy (EI45) was developed by the Enterprise Transformation and Governance (ET&G) Division and endorsed in December 2021.

DONE

The Defence Records Management guidelines and factsheets, developed by the Enterprise Transformation and Governance Division, have been endorsed and published with a range of supporting resources available on the intranet.

Delivery Partner

1DD

1DD

1DD

ET&G

ET&G

Use

Our people are equipped with the right skills and tools to use and analyse data

INITIATIVE PROGRESS

86% IN PROGRESS

14% TO DO



Data Strategy Initiatives

- 4.1 Consistent with Defence's future focused capabilities, build and implement mandatory foundational data literacy training, accessible to all Groups and Services, to provide personnel with baseline data skills, including data hygiene, security, privacy and ethical use of data.
- 4.2 Develop a data training continuum, from introductory courses through to micro credentialing and advanced degree programs.
- 4.3 Explore the feasibility of developing data specialist career streams for the Australian Defence Force, with an initial focus on information warfare and cyber.
- 4.4 Leverage the Australian Government data professionalisation initiative and integrate learnings into Defence, including the establishment of data job families for Data Analysts, Data Scientists, and Data Engineers.

Progress to Date

IN PROGRESS

Foundational Data Literacy Training is being piloted in parallel with the Afghan Inquiry Reform Program (EI62) – with the full Data Literacy Program to be made available from March 2023. The program will include fundamental data literacy training; guidance for data professionals; support for the formalisation of data job roles; and skills assessments.

IN PROGRESS

A Data Training Framework (which includes the Training Continuum), will be developed by April 2023, with supporting data literacy programs and training resources.

IN PROGRESS

A Data Graduate framework and supporting procedures are under development and due for completion by March 2023.

IN PROGRESS

The Defence Data and Analytics Board (DDAB) endorsed the APS Data Job Family approach and occupational profiles in July 2022. The job families support uplift and formalisation of data professional streams and provide detailed role descriptions for key data roles. The Job Family Sponsor CIO has endorsed the APS2 – EL2 Data Officer/Manager, Analyst, Scientist and Engineer occupational profiles in Dec 22. Additionally Occupational Profiles for APS2 – 4 data cadets and graduates have been completed, awaiting DPG endorsement.

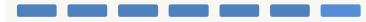
Use (cont.)

Our people are equipped with the right skills and tools to use and analyse data

INITIATIVE PROGRESS

86% IN PROGRESS

14% TO DO



Data Strategy Initiatives

- 4.5 Develop opportunities for exchanges and secondments across the Australian Government, Five Eyes nations and industry to strengthen data skillsets through on-the-job learning and knowledge transfer.
- 4.6 Through the stocktake of data capabilities and tools, understand what visualisation and business intelligence tools and applications best support our people and make them available for use across Defence.
- 4.7 Provide training to Defence personnel to understand how to analyse data and create visualisations, and communicate using these products for better decision-making.

Progress to Date



TO DO

Work will commence in 2023 to establish secondment and exchange opportunities across the Australian Government and Five Eyes nations.



IN PROGRESS

Interim platforms are being configured to support business intelligence needs across Defence. Work to identify and stocktake data platforms continues.



IN PROGRESS

A Data Training Framework is being developed alongside supporting training and resources for data product development and visualisation, due to be delivered in 2023. This initiative will be addressed by Initiative 4.2.

Share

We share and integrate our data across the organisation to maximise its value

INITIATIVE PROGRESS

100% IN PROGRESS



Data Strategy Initiatives

- 5.1 Undertake a stocktake of data capabilities and tools to understand Defence's baseline capability and create a mechanism to identify good data practice and leverage and scale to an enterprise-level.
- 5.2 Establish data custodians at appropriate levels to support the governance, management, and sharing of data across Defence.
- 5.3 Deliver an ethical use of data policy, providing personnel with a framework to navigate managing sensitive data assets and insights across the data lifecycle.

Progress to Date

IN PROGRESS

A Data Capability Assessment tool is under development, with the draft tool ready for pilot assessments. The tool will support the Data Division to create high-level capability maturity and risk assessments for groups and services across the enterprise, as well as enable visualisation of Defence's data capability landscape.

IN PROGRESS

A Data Custodianship Framework is under development with supporting guidelines, toolkits and support services to be defined and implemented in 2023.

IN PROGRESS

Guidance for Data Sharing (including the ethical use of data) is under development and will provide a framework for managing and using data ethically.



NATIONAL ARCHIVES OF AUSTRALIA

Morning Tea

We will return at 11:30am



NATIONAL ARCHIVES OF AUSTRALIA

Check-up survey update

Esther Carey,
Government Records Assurance
Section



Check-up survey update

- Submission reports are available through the Check-up portal now.
- Individual agency reports, and the whole-of-government summary report, will be available in April
- Analysis

Check-up survey update

Creating/receiving and managing information assets in physical formats

- Notes/instructions for site visits or for tradespeople
- Legislative requirements to keep in physical form
- Lack of an EDRMS (Electronic Document Management System)
- Clients prefer hard copy
- Wet signatures required
- Promotional material
- Laboratory notebooks
- Security classified information assets where the classification is higher than can be held in digital storage

Check-up survey update

- Check-up 2022



Information.management@naa.gov.au

- Check-up 2023



Records Authorities and Disposal Freezes

Matt Lyons, Assistant Director
Government Records Assurance

Records Authorities and Disposal Freezes

- Federal Court of Australia and Federal Circuit and Family Court of Australia
- Attorney-Generals Department
- Australian Competition and Consumer Commission and the Australian Energy Regulator

Question & Answer Session

Please submit your questions
using the chat function



NATIONAL ARCHIVES OF AUSTRALIA