Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: Digital Review – Survey

Question reference number: 1

Senator: Tim Ayres (Chair)
Type of question: Hansard, page 4
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: So the survey is delivered this week. When do you expect that to come back?
Mr Brugeaud: We have responses due – I'm going to look to one of my officers – at the end of March. I'm not entirely sure
CHAIR: So you're not able to tell me anything about any data that's been gathered in that process, because it's just out there. You've had some engagement with agencies and departments to frame the questions in the survey?
Mr Brugeaud: Yes.
CHAIR: It's a survey tool—that is, their responses are a matter for them. Is there any oversight or verification process? I've read the ANAO report, of course, into some of these matters, and they sort of reach deeply into the processes. You're seeking responses to the questions, and you have to determine whether or not that gathers the data that's sufficient to inform the report?
Mr Brugeaud: Indeed
CHAIR: Are you able to provide a copy of the survey?
Mr Brugeaud: I would need to take that on notice and just confirm what we are able to provide. But I'm happy to check to see if we're able to provide those survey instruments.
CHAIR: You understand that there's a very limited basis for that to be not provided?
Mr Brugeaud: Indeed. It might be helpful for the committee if I ask Mr Quarrell, who is our SES responsible for the digital review, to provide a bit more detail.
CHAIR: Thank you. I had a series of questions here, assuming that the review was well and truly underway, about what insights you've received into the kind of risks and the kinds of issues that are facing the APS around the digital transformation agenda. Absent you having received any responses, I imagine it's pretty difficult to answer those questions. I'm interested in what it is that the survey was trying to get to the bottom of.
Mr Quarrell: The survey covers a broad-ranging number of matters. It covers the ICT audit that you've referred to in the APS, but it goes broader and also covers people, policy and processes. Going to what Ms Cvijanovic said about a broader review, it covers the initial elements of what was recommended and agreed to by government from the Thodey review with the audit on recommendation 14. It will obtain that data from agencies to cover that ICT audit, but it goes broader than that.
CHAIR: On notice, if you could provide the survey, we may have some questions that follow from there.

Answer(s):

The Digital Review Audit Data Collection Survey form is attached.

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Digital Review

Audit Data Collection Survey Form

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Contents

Introduction 3
Section 1: Alliances 4
Section 2: People 5
Section 3: Policy 13
Section 4: Process 34
Section 5: Technology & Data 48

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INTRODUCTION

Questions in this Audit Data Capture Survey document request factual and quantitative data about the state of digital and ICT capabilities in the agency. Information requested includes detailed summaries of the agency's staffing levels and capability, technology and system ownership, digital and ICT processes and governance structure, compliance model, risk profile, service provider relationships, and capability sharing arrangements. This data will be used to generate an integrated view of the government digital and ICT landscape – spanning skills and people, policy and law, process and procedure, and tools and technology.

Data provided in this form will also be used to validate agencies' self-perception as reported in the Maturity Statements Survey form, to ensure an accurate representation of capability is generated at individual agency and Whole-of-Government levels. To ensure consistency in data capture, this form should be completed in conjunction with the Technology Audit Collection, the Approved Programs Collection, and Business-as-Usual Collection forms.

How to complete the survey…

Use your mouse to "Click" the relevant circles or boxes to mark your selection with a black dot or a tick. Some questions require you to type in your answers or mark boxes with an X.

Guidance has been provided in each question about the nature of the expected response. This may be in the form of indications of the type of data to be entered, notes on what to consider when responding, and definitions. Definitions are provided for potentially ambiguous terms in each question. Where a definition exists, the term is highlighted in blue. The term will either be directly below the question statement (for key terms) or can be found in the glossary provided.

Each agency is responsible for managing access to and circulation of the survey instrument. Prior to its return to the DTA, the survey must be approved by a Senior Official. The appropriate approver is to be nominated by each agency.

Agency Name	Select your agency name

Complete the Senior Official's details in the fields below:

Senior Official	
Full name (first, last name)	**Email address**
Phone number	**Role**
Approver Signature:	

Please note that the survey instrument should be security classified as **PROTECTED** once commenced. Alternatively, should the agency prefer a lower classification for your completed instruments, please inform the DTA.

We advise that you save the survey frequently.

SECTION 1: ALLIANCES

These questions are covered by the Approved Programs and Business-as-Usual Collections.

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SECTION 2: PEOPLE

These questions focus on the digital and ICT human resources within the agency. They require the provision of data to allow for the assessment of the agency's workforce strategies for sourcing digital and ICT capability, developing digital and ICT leadership capabilities, and attracting and retaining high-performing talent.

Q1. To what extent is each of the following a priority for the agency when recruiting staff with digital and ICT capabilities?

Please select one response per row.

	Not a priority at all	Low priority	Medium priority	High priority	Very high priority
1. Build new internal digital and ICT capability	○	○	○	○	○
2. Fill identified capability gap	○	○	○	○	○
3. Recruit high performing talent from sectors outside government	○	○	○	○	○
4. Source for emerging/future skills required	○	○	○	○	○
5. Other, please provide more details *(up to 1000 characters)*					

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Q2. List the digital and ICT capabilities for which the agency is reliant on contractors **Please type in the capability name and explain why the agency relies on contractors for this capability.**	
Capability name ***(up to 150 characters)***	**Rationale** *(up to 1000 characters)*
1.	
2.	
3.	
4.	
5.	
6.	
7.	

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Q3.	Does the agency have senior leader/s specifically focussed on digital and ICT? **Please select one response only and provide contact details if able.** *(**Senior leader** means an official within the Senior Executive Service bands 2 or 3, a Head of Agency, or other C-level executive)* *(Contact information is being collected to support coordination of activity across government, to enable identification of holders of critical roles, and to support contingency activities)*	No ◉ Yes, please provide contact details below ○ Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number:

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Q4.	Does the agency have senior leader/s specifically focussed on data and information? *(**Focussed on data and information** refers to a business role responsible and accountable for enhancing the strategic value of the agency's data and information assets, e.g., Chief Data Officer, Chief Information Governance Officer)* **Please select one response only and provide contact details if able.** *(Contact information is being collected to support coordination of activity across government, to enable identification of holders of critical roles, and to support contingency activities)*	No ◯ Yes, please provide contact details below ◯ Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number:

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Q5.	Does the agency have senior leader/s specifically focussed on organisational cyber security? *(**Focussed on organisational cyber security** refers to relevant leaders specifically focussed on and accountable for identifying, managing and mitigating the agency's cyber risks, resolving vulnerabilities, and improving cyber security capability across people, process, and technology)* **Please enter one response only and provide contact details if able.** *(Contact information is being collected to support coordination of activity across government, to enable identification of holders of critical roles, and to support contingency activities)*	No ◯ Yes, please provide contact details below ◯ Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number: Name: Role title: Email address: Phone number:

Q6.	Does the agency have a senior leader specifically focussed on producing and governing an Enterprise Architecture which informs planning and delivery of digital and ICT capability? **Please enter one response only and provide contact details if able.** *(Contact information is being collected to support coordination of activity across government, to enable identification of holders of critical roles, and to support contingency activities)*	No ◯ Yes, please provide contact details ◯ Name: Role title: Email address: Phone number:

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Q7.	List and describe the different programs, if any, the agency uses to increase the depth and breadth of the digital and ICT capabilities of high potential talent *(Examples of programs increasing depth include targeted learning and development opportunities and mentoring and coaching opportunities.* *Examples of programs increasing breadth of digital and ICT capabilities include secondment opportunities in other functions within the agency or across other agencies)* *(**Increasing depth** refers to deepening existing digital and ICT capabilities and areas of strength or specialisation)* *(**Increasing breadth** refers to diversifying and expanding existing capabilities in related areas or applying specialised capabilities in new environments or contexts)*	Please type in. *(up to 700 characters)* The agency does not have specific programs for high potential talent ☐
Q8.	Which of the following are the two most important capabilities for digital and ICT roles in the agency, if any? **Please select the top 2 and rank them by placing a number 1 or 2 in the box provided.**	Communicating key insights from data Developing innovative processes using digital and ICT Managing cyber security User-centred design Using technology to collaborate effectively across business areas and agencies Other, please provide more details *(up to 500 characters)* The agency does not explicitly define requirements for digital and ICT capabilities in our agency ☐

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Q9. In the table below, please indicate…

a. Which of the following digital and ICT capabilities are the 5 most important to the agency's ability to successfully deliver digital transformation?

Please include all top 5 digital and ICT capabilities even if the agency does not have them.

b. Rate the agency against these 5 top digital and ICT capabilities on a scale of 1 to 5, where 1 means that the agency does not have this capability or skill and 5 means that the agency is considered expert in this capability or skill.

Please only rate the digital and ICT capabilities selected as being the top 5.

	a. 5 most important digital and ICT capabilities to have (select 5 boxes)	**b. Rating of our agency on those digital and ICT capabilities** (enter a number between 1 and 5, where 1 is very low and 5 is very high)
Change management	☐	Select one response
Content design	☐	Select one response
Delivery management	☐	Select one response
Digital and ICT testing	☐	Select one response
Interaction design	☐	Select one response
Performance analysis	☐	Select one response
Product management	☐	Select one response
Service design	☐	Select one response
Software engineering	☐	Select one response
User research	☐	Select one response
None of them	☐	
Other, please provide more details *(up to 750 characters)*		
The agency does not deliver digital transformation projects	☐	*(Type in rationale, up to 300 characters)*

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Q10. What was the agency's Innovation Index Score (%) from the 2019 APS Employee Census? **Please type in a percent.** *(Agency APS Census data is held in confidence by the APSC and can only be released by express consent of the agency in question)*	The agency did not participate in the APS Employee Census in 2019 ☐

Q11. What was the attrition rate in digital and ICT roles in the agency for the 2019/20 financial year?

*(**Attrition rate** can be calculated by the total number of ASL permanent digital and ICT staff who resigned, were made redundant, retired, or were terminated from the agency in a financial year divided by the total number of ASL permanent digital and ICT staff in the agency during the same period, multiplied by 100)*

The DTA is eager to assist any agency experiencing challenges in answering this question. For instance, we understand agencies may have an existing analysis which contains information related to this question, which may not map precisely to the format for response provided. In these and similar cases, please contact us on

Please type in a percent.

Attrition rate in digital and ICT roles The agency is unable to provide this information	☐

Q12. Which of the following best describe the workforce strategies the agency uses to reduce the agency's attrition rate for digital and ICT roles? *(**Workforce strategies** in this context are the programs, policies, approaches, processes, rewards and tools used to encourage staff retention. Strategies can include reward and recognition programs and other facets of the agency's Employee Value Proposition (EVP) for digital and ICT roles.* *An **EVP** is the unique combination of benefits an employee receives in return for the skills, capabilities, and experience they provide to the agency)* **Please select all that apply.**	Actively gathering feedback and making targeted changes to address it ☐ Embedding diversity and inclusion in the agency ☐ Improving attraction and recruitment practices ☐ Offering a competitive employee value proposition ☐ Provide ongoing education and clear paths to advancement ☐ Reviewing and updating digital and ICT roles ☐ Other, please provide more details ☐ *(Type in up to 700 characters)* None of the above ☐

Q13. How many ASL staff does the agency have in cyber security focussed roles? **Please type in a number.**	

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SECTION 3: POLICY

This set of questions is about what policies enable and constrain the agency's digital and ICT capability and digital transformation activities, including those spanning multiple government agencies. These include applicable legislation, regulations, and government policy, the agency's approach to managing compliance and driving a digital transformation agenda, the agency's strategic outlook and supporting internal policy frameworks, and the collection of data to support continuously improve digital and ICT services.

Q14. In the table below, please indicate…

a. To which of the following Australian laws have the agency's digital and ICT policies and procedures been aligned?
b. What impact does this legislation have on the provision of digital and ICT services and business functions?

Please select all that apply and describe the impact of the legislations to which the agency has aligned its digital and ICT policies and procedures.

	a. Legislation to which the agency has aligned its digital and ICT policies and procedures	**b. Impact of the legislation** *(Describe key outcomes and/or issues caused by alignment to the legislative standard, and any changes that would benefit the agency's delivery of digital and ICT services, up to 500 characters)*
Archives Act 1983	☐	
Australian Information Commissioner's Act 2010	☐	
Crimes Act 1914	☐	
Electronic Transactions Act 1999	☐	
Evidence Act 1995	☐	

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Freedom of Information Act 1982	☐
National Health Act 1953	☐
Privacy Act 1988	☐
Public Governance, Performance and Accountability Act 2013	☐
Social Security Act 1991	☐
Taxation Administration Act 1953	☐
Other legislation, please provide more details below *(Type in up to 500 characters)*	☐

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Q15. To which of the following Australian regulations have the agency's digital and ICT policies and procedures been aligned?

Please select all that apply and describe the impact of these regulations for which the agency has aligned its digital and ICT policies and procedures.

	Regulations to which the agency has aligned its digital and ICT policies and procedures	**Impact of the regulation** *(Describe key issues caused by alignment to the regulation, type in up to 500 characters)*
Archives Regulations 2018	☐	
Australian Public Service Commissioner's Directions 2016	☐	
Electronic Transactions Regulations 2000	☐	
Privacy Regulation 2013	☐	
Public Service Regulations 1999	☐	
Other regulations, provide more details *(up to 500 characters*	☐	

Q16. Identify the agency's top 5 internal policies, procedures and governance controls affecting, controlling, or governing the agency's digital and ICT strategy and digital transformation.

Please type in or select an option when required.

Policy/Control Name **Please type in.**	Policy/Control Description **Please type in.** *(up to 500 characters)*	Policy/Control Impact **Please type in.** *(up to 500 characters)*	Policy/Control Last Reviewed Date **Please type in.**	Has this policy been co-developed with another agency? **Please select one response only.**	**ONLY ANSWER THESE TWO QUESTIONS IF YOU ANSWERED YES TO THE PREVIOUS QUESTION.** a. Was the co-development mandated or voluntary? **Please select one response only.** b. Does this policy have common application with another agency? **Please select one response only.**	**ONLY ANSWER THIS QUESTION IF YOU ANSWERED YES TO THE PREVIOUS QUESTION.** Please list the agency(ies) with whom there is a common application. *(up to 500 characters, one line per agency)*
1.				Select one response	a. **Co-development** Select one response b. **Common application** Select one response	
2.				Select one response	a. **Co-development** Select one response b. **Common application** Select one response	

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3.				Select one response	a. **Co-development** Select one response b. **Common application** Select one response	
4.				Select one response	a. **Co-development** Select one response b. **Common application** Select one response	

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5.				Select one response	a. **Co-development** Select one response b. **Common application** Select one response	

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Q17. Briefly describe how the policies and procedures identified above are periodically assessed to ensure ongoing compliance. **Please type in.** *(up to 2000 characters)*	

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Q18. Describe how internal processes for the prioritisation of Business-as-Usual funding enable the agency's digital transformation. *(**Business-as-Usual funding** refers to agency funds allocated to supporting the standard day-to-day operations of the agency)* **Please type in.** *(up to 2000 characters)*	

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Q19. Describe how internal processes for the prioritisation of Business-as-Usual funding impede the agency's digital transformation. *(**Business-as-Usual funding** refers to agency funds allocated to supporting the standard day-to-day operations of the agency)* **Please type in.** *(up to 2000 characters)*	

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Q20. Identify the **top 3 enablers** supporting the agency adopting a Whole-of-Government approach to technology and data use.

(Examples include the application of the same laws and regulations across agencies, any formal agreements between agencies and an alignment between the agency's agenda or strategic objectives and those of other agencies)

Please type in.

Name *(up to 1000 characters)*	**Impact** *(up to 1000 characters)*
1.	
2.	
3.	

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Q21. Identify the **top 3 barriers** impeding the agency adopting a Whole-of-Government approach to technology and data use.

(Examples include differences in the approach to managing risk between agencies, differences in security and verification procedures across agencies and differences in the use of digital and ICT technology between agencies)

Please type in.

Name *(up to 1000 characters)*	**Impact** *(up to 1000 characters)*
1.	
2.	
3.	

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Q22. Identify the **top 3 enablers** supporting the agency in partnering with other agencies on joint digital and ICT projects, products, services and initiatives.

(Examples include any incentives for collaboration with other government agencies or the ability to better meet the needs of stakeholders through joint digital and ICT projects)

Please type in.

Name *(up to 1000 characters)*	**Impact** *(up to 1000 characters)*
1.	
2.	
3.	

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Q23. Identify the **top 3 barriers** the agency faces in partnering with other agencies on the implementation and delivery of joint digital and ICT projects, products, services and initiatives.

(Examples include difficulties negotiating roles and responsibilities for joint digital and ICT projects across agencies and/or allocation of funding between agencies)

Please type in.

Name *(up to 1000 characters)*	**Impact** *(up to 1000 characters)*
1.	
2.	
3.	

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Q24. Identify the **top 3** digital and ICT solutions the agency has used in the past 12 months to transform the way it provides digital and ICT services and/or execute its core business functions.

Please type in.

Solution name *(up to 500 characters)*	Solution description *(up to 500 characters)*	Solution supplier (optional) *(up to 500 characters)*	Solution product (optional) *(up to 500 characters)*	Description of why it was an enabler *(up to 500 characters)*
1.				
2.				
3.				

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Q25. Identify the metrics consistently used to gauge the effectiveness of the implementation and delivery of digital and ICT products and/or services in the agency. *(Example metrics include user satisfaction, digital take-up (how many people are using the service), completion rate (the proportion of users who complete transactions or tasks using the service), and cost per transaction (the cost of providing the service divided by the number of services delivered))* **Please type in.** *(up to 1000 characters)*	

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Q26. List the agency's **current top 10 digital and ICT investment priorities over the coming 4 years?**

The DTA understands some agencies may find answering this question complex or challenging. We are eager to provide assistance in these cases. To request support, please contact us on

Please type in or select an option when required

Priority name **Please type in.** *(up to 250 characters)*	Priority description **Please enter a brief description of the main purpose and/or main activities involved in addressing the priority.** *(up to 1000 characters)*	Which of the following best describe this type of priority? **Please select one response only.**	What is the business value of this priority? **Please enter a brief explanation of how this investment priority aligns to the agency's agenda and/or strategic objectives.** *(up to 1000 characters)*	What is the amount of the total investment required? **Please provide a value rounded to the nearest $'000**	Is there an urgent requirement for this priority? **Please select one response only.** (***Urgent requirement*** refers to requiring immediate action to avoid significant disruption to the agency's core services and/or functions)	List areas of digital and ICT capability where the agency may be resource constrained when executing on this priority **Please type in.** *(up to 1000 characters)*
1.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	
2.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	

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3.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	
4.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	

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5.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	
6.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	

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7.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	
8.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	

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9.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	
10.		Select one response Digital and ICT Infrastucture Digital and ICT platforms Digital and ICT policy Service transformation Other Other, please provide more details *(up to 500 characters)*			Select one response	

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Q27. When the agency's senior leadership considers investments in new digital and ICT projects or initiatives, are these deliberations informed by an agreed Enterprise Architecture? **Please enter one response only and provide details if required.**	No ○ Yes, please provide more details on these arrangements ○ **Please type in.** *(up to 1000 characters)*

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SECTION 4: PROCESS

These questions focus on the operational protocols and processes used by the agency to deliver digital and ICT capabilities. They cover standard project, product, or service management methodologies as well as the challenges faced, and enablers discovered in adopting the Digital Service Standard.

Q28. To what extent has the agency adopted the following project, product, or service management methodologies?

Emerging: *A methodology which has recently been adopted by the agency. It shows promise as an approach for effectively delivering capability but is known in only a limited range of business areas and supported by pockets of capability. Some documentation and governance processes exist but are incomplete and can only support experienced practitioners in applying the method successfully.*

Embedding: *A methodology which has been used successfully by the agency a number of times but has not as yet been endorsed as a methodology of choice. It is well known across the majority of the agency's business areas and is supported by a sufficient though incomplete set of documents, governance processes and fora, and institutional experiences.*

Mature: *A methodology which is well understood and accepted across the business and which is regularly used to successfully deliver digital and ICT capability. It is supported by sufficient documentation, governance, and institutional experience to enable its repeated effective use across multiple domains, teams, and business areas. The methodology has been endorsed by the business as one of choice.*

Please select one response per row.

	Not used by our agency	Emerging	Embedding	Mature
1. CMMI	◯	◯	◯	◯
2. ITILv3	◯	◯	◯	◯
3. ITILv4	◯	◯	◯	◯
4. Kanban	◯	◯	◯	◯
5. Lean	◯	◯	◯	◯
6. MSP	◯	◯	◯	◯
7. Nexus	◯	◯	◯	◯
8. PMBOK	◯	◯	◯	◯
9. PRINCE2	◯	◯	◯	◯
10. SAFe	◯	◯	◯	◯
11. Scrum of Scrums	◯	◯	◯	◯
12. Other, please provide more details *(up to 300 characters)*	◯	◯	◯	◯

Australian Government
Digital Transformation Agency

Q29. Which of the following are the top three inhibitors to adopting the Digital Service Standard in the agency?

Please select the top 3 and describe how these 3 inhibitors limit the adoption.

	Top 3 inhibitors	**Describe how this limits adoption of the Digital Service Standard** *(up to 250 characters)*
1. Lack of budget	☐	
2. Lack of human capability	☐	
3. Lack of senior leadership commitment	☐	
4. Lack of staff commitment	☐	
5. Limited sharing and collaboration within the agency	☐	
6. Resistance to change	☐	
7. Other, please specify	☐	

Australian Government
Digital Transformation Agency

Q30. List **the agency's top 5 most significant agency-level cyber security risks** under active management, ranked by residual risk rating.

Please type in or select an option when required.

Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of each risk? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
1.		**Source name** / **Description** *(up to 300 characters)* (3 rows)	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

Q30. List **the agency's top 5 most significant agency-level cyber security risks** under active management, ranked by residual risk rating.

Please type in or select an option when required.

Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of each risk? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
2.		**Source name** / **Description** *(up to 300 characters)* (3 rows)	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

Q30. List **the agency's top 5 most significant agency-level cyber security risks** under active management, ranked by residual risk rating.

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Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of each risk? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
3.		**Source name** / **Description** *(up to 300 characters)* (3 rows)	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

Australian Government
Digital Transformation Agency

Q30. List **the agency's top 5 most significant agency-level cyber security risks** under active management, ranked by residual risk rating.

Please type in or select an option when required.

Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of each risk? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
4.		**Source name** / **Description** *(up to 300 characters)* (3 rows)	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

Australian Government
Digital Transformation Agency

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Australian Government
Digital Transformation Agency

Q31. List **the agency's top 5 most significant agency-level non-cyber security** digital and ICT risks under active management, ranked by residual risk rating.

Please type in or select an option when required.

Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of non-cyber security risks? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
1.		**Source name** / **Description** *(up to 300 characters)* 3 rows	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

Q31. List **the agency's top 5 most significant agency-level non-cyber security** digital and ICT risks under active management, ranked by residual risk rating.

Please type in or select an option when required.

Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of non-cyber security risks? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
2.		**Source name** / **Description** *(up to 300 characters)* (3 empty rows)	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

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Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of non-cyber security risks? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
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Australian Government
Digital Transformation Agency

Q31. List **the agency's top 5 most significant agency-level non-cyber security** digital and ICT risks under active management, ranked by residual risk rating.

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Risk title **Please type in.** *(up to 1000 characters)*	Risk description **Please type in.** *(up to 1000 characters)*	What are the top three key sources of non-cyber security risks? *(When describing a source, specify the nature of the source, why a risk may emerge from the source, and the process by which it will emerge)* **Please type in.**	How likely is this risk to occur? **Please select one response only.**	What are the potential impacts of this risk? **Please select all that apply.**	What is the overall residual risk rating? **Please select one response only.**
4.		**Source name** / **Description** *(up to 300 characters)* (3 empty rows)	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

Australian Government
Digital Transformation Agency

Q31. List **the agency's top 5 most significant agency-level non-cyber security** digital and ICT risks under active management, ranked by residual risk rating.

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5.		**Source name** / **Description** *(up to 300 characters)* (3 empty rows)	Select one response	Environmental ☐ Financial ☐ Health and human safety ☐ Operation of the agency ☐ Reputational ☐ Unauthorised access to confidential information / data breach ☐ Other, please provide more details ☐ *(up to 1000 characters)* Indeterminate ☐	Select one response

Australian Government
Digital Transformation Agency

Q32. To what extent do you agree with the following statement?

Please select one response only.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The agency identifies, plans, and manages its digital and ICT projects according to an endorsed Enterprise Architectural Blueprint.	○	○	○	○	○

Q33. **ONLY ANSWER THIS QUESTION IF YOU ANSWERED AGREE OR STRONGLY AGREE IN THE PREVIOUS QUESTION.** Please describe the agency's current Enterprise Architecture arrangements. **Please type in.** *(up to 1000 characters)*	

Q34. To what extent do you agree with the following statement?

Please select one response only.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
There are agreed approaches to adapting the agency's Enterprise Architecture in response to emerging digital and ICT trends, lessons learned, and other external drivers.	○	○	○	○	○

Australian Government
Digital Transformation Agency

Q35. **ONLY ANSWER THIS QUESTION IF YOU ANSWERED AGREE OR STRONGLY AGREE IN THE PREVIOUS QUESTION.** Please describe these agreed approaches. **Please type in.** *(up to 1500 characters)*	

Australian Government
Digital Transformation Agency

SECTION 5: TECHNOLOGY & DATA

These questions focus on documenting the different digital and ICT solutions the agency currently operates. In addition, this section seeks to identify mission and business critical data sets, systems integration, and the extent to which the agency provides digital and ICT services to other agencies. This section is to be completed in association with the Technology Audit Collection form.

Q36. **Please go to the Technology Audit Collection form and complete the form before continuing to the next question.**

The DTA understands some agencies may find answering this question complex or challenging. We are eager to provide assistance in these cases. To request support, please contact us on C

Q37. List the **top 5** mission and business critical data sets held by the agency.

Please type in or select an option when required.

Data set Name **Please type in.** *(up to 500 characters)*	Describe the data set *(Provide a concise description of the data set, including its content at a high level. For example, a transactional data set supporting the Australian Import Management System (AIMS) containing registration details of the approved arrangements held by operators within the import chain)* **Please type in.** *(up to 500 characters)*	Security sensitivity (Classification) **Please select one response only.**	Security sensitivity (Classification) rationale *(Describe why the data set classified at this level, including noting the general category of information which requires classification – e.g. private, medical, cabinet)* **Please type in.** *(up to 500 characters)*	Business use *(List up to five of the core business uses of this data set. Uses may include purposes to which the data is put by external parties, including other agencies. Focus on how the uses provided value to the agency)* **Please type in.** *(up to 500 characters)*	Owner *(**Owner** refers to the nominated person within the agency with responsibility for managing the data set from a business perspective.* *This information is being collected to support risk analysis, data management maturity profiling, and coordination of Whole-of-Government data management activities)* **Please type in.** *(up to 500 characters)*	Risk rating **Please select one response only.**	Outlook **Please select one response only.**
1.		Select one response			Name: Email: Phone: Role:	Select one response	Select one response
2.		Select one response			Name Email Phone Role	Select one response	Please select

Q37. List the **top 5** mission and business critical data sets held by the agency.

Please type in or select an option when required.

Data set Name **Please type in.** *(up to 500 characters)*	Describe the data set *(Provide a concise description of the data set, including its content at a high level. For example, a transactional data set supporting the Australian Import Management System (AIMS) containing registration details of the approved arrangements held by operators within the import chain)* **Please type in.** *(up to 500 characters)*	Security sensitivity (Classification) **Please select one response only.**	Security sensitivity (Classification) rationale *(Describe why the data set classified at this level, including noting the general category of information which requires classification – e.g. private, medical, cabinet)* **Please type in.** *(up to 500 characters)*	Business use *(List up to five of the core business uses of this data set. Uses may include purposes to which the data is put by external parties, including other agencies. Focus on how the uses provided value to the agency)* **Please type in.** *(up to 500 characters)*	Owner *(**Owner** refers to the nominated person within the agency with responsibility for managing the data set from a business perspective.* *This information is being collected to support risk analysis, data management maturity profiling, and coordination of Whole-of-Government data management activities)* **Please type in.**	Risk rating **Please select one response only.**	Outlook **Please select one response only.**
3.		Please select below			Name Email Phone Role	Select one response	Select one response
4.		Select one response			Name Email Phone Role	Select one response	Select one response

Q37. List the **top 5** mission and business critical data sets held by the agency.

Please type in or select an option when required.

Data set Name **Please type in.** *(up to 500 characters)*	Describe the data set *(Provide a concise description of the data set, including its content at a high level. For example, a transactional data set supporting the Australian Import Management System (AIMS) containing registration details of the approved arrangements held by operators within the import chain)* **Please type in.** *(up to 500 characters)*	Security sensitivity (Classification) **Please select one response only.**	Security sensitivity (Classification) rationale *(Describe why the data set classified at this level, including noting the general category of information which requires classification – e.g. private, medical, cabinet)* **Please type in.** *(up to 500 characters)*	Business use *(List up to five of the core business uses of this data set. Uses may include purposes to which the data is put by external parties, including other agencies. Focus on how the uses provided value to the agency)* **Please type in.** *(up to 500 characters)*	Owner *(**Owner** refers to the nominated person within the agency with responsibility for managing the data set from a business perspective.* *This information is being collected to support risk analysis, data management maturity profiling, and coordination of Whole-of-Government data management activities)* **Please type in.** *(up to 500 characters)*	Risk rating **Please select one response only.**	Outlook **Please select one response only.**
5.		Select one response			Name Email Phone Role	Select one response	Select one response

Australian Government
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Q38. Which of the following best describe the agency's approach to systems integration? **Please select all that apply.**	Data-centric ☐ Microservices ☐ Point-to-point ☐ Service-oriented Architecture ☐ Ungoverned/organic ☐ Other, please provide more details below ☐ *(up to 750 characters)*

Australian Government
Digital Transformation Agency

Q39. List **up to 20 shared technology and data services the agency offers to other government agencies**. Rank these services by the agency's perception of their significance to the operation of government.

*(**Technology services** provide specialised technological solutions by combining processes and functions of software, hardware, networks, telecommunications and electronic)*

*(**Data services** are software services that encapsulate and enable operations on and/or sharing of data points and data sets of relevance to the agency)*

Please type in or select an option when required.

☐ The agency is unable to provide this information

☐ The agency does not provide shared services

Service name **Please type in.** *(up to 500 characters)*	Service description **Please type in.** *(up to 500 characters)*	Function **Please select all that apply.** *(Press ctrl and click the options required to select multiple responses)*	Funding mechanism *(**Funding mechanism** means the source of funding to support the technology or data service and its purpose)* **Please type in.** *(up to 500 characters)*	Technology stack *(Examples of back-end technology stack programs - include; Python, R and MySQL. Examples of front-end technology stack include HTML, CSS and JavaScript)* **Please type in.** *(up to 500 characters)*	Annual gross cost *(If the service is in gross profit, indicate with a + at the beginning of the figure)* **Please provide a value rounded to the nearest $'000.**	Annual net cost *(If the service is in net profit, indicate with a + at the beginning of the figure)* **Please provide a value rounded to the nearest $'000.**	Customer satisfaction rating **Please select one response only.**
1.		Select function Customer relationship management Enterprise resource planning Generic service delivery Line of business service delivery Organisational optimisation Science, research, and engineering Supply chain management Other, please provide more details			$	$	Select one response
2.		Select function Customer relationship management Enterprise resource planning Generic service delivery Line of business service delivery Organisational optimisation Science, research, and engineering Supply chain management Other, please provide more details			$	$	Select one response

Service name **Please type in.** *(up to 500 characters)*	Service description **Please type in.** *(up to 500 characters)*	Function **Please select all that apply.** *(Press ctrl and click the options required to select multiple responses)*	Funding mechanism *(The source of funding to support the technology or data service and its purpose.)* **Please type in.** *(up to 500 characters)*	Technology stack *(Examples of back-end technology stack types include; Python, R and MySQL. Examples of front-end types include CSS and JavaScript.)* **Please type in.** *(up to 500 characters)*	Annual gross cost *(if the service is in gross profit, indicate with a + at the beginning of the figure)* **Please provide a value rounded to the nearest $'000**	Annual net cost *(if the service is in net profit, indicate with a + at the beginning of the figure)* **Please provide a value rounded to the nearest $'000**	Customer satisfaction rating **Please select one response only.**
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7.		Select function Customer relationship management Enterprise resource planning Generic service delivery Line of business service delivery Organisational optimisation Science, research, and engineering Supply chain management Other, please provide more details			$	$	Select one response
8.		Select function Customer relationship management Enterprise resource planning Generic service delivery Line of business service delivery Organisational optimisation Science, research, and engineering Supply chain management Other, please provide more details			$	$	Select one response

Service name **Please type in.** *(up to 500 characters)*	Service description **Please type in.** *(up to 500 characters)*	Function **Please select all that apply.** *(Press ctrl and click the options required to select multiple responses)*	Funding mechanism *(The source of funding to support the technology or data service and its purpose.)* **Please type in.** *(up to 500 characters)*	Technology stack *(Examples of back-end technology stack types include; Python, R and MySQL. Examples of front-end types include CSS and JavaScript.)* **Please type in.** *(up to 500 characters)*	Annual gross cost *(if the service is in gross profit, indicate with a + at the beginning of the figure)* **Please provide a value rounded to the nearest $'000**	Annual net cost *(if the service is in net profit, indicate with a + at the beginning of the figure)* **Please provide a value rounded to the nearest $'000**	Customer satisfaction rating **Please select one response only.**
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10.		Select function Customer relationship management Enterprise resource planning Generic service delivery Line of business service delivery Organisational optimisation Science, research, and engineering Supply chain management Other, please provide more details			$	$	Select one response

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17.		Select function Customer relationship management Enterprise resource planning Generic service delivery Line of business service delivery Organisational optimisation Science, research, and engineering Supply chain management Other, please provide more details			$	$	Select one response
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20.		Select function Customer relationship management Enterprise resource planning Generic service delivery Line of business service delivery Organisational optimisation Science, research, and engineering Supply chain management Other, please provide more details			$	$	Select one response

Australian Government
Digital Transformation Agency

Q40. What demand is there in the agency for new and emerging platforms? *(**Platform** in this context refers to a digital and ICT solution used to enable one or more business outcomes)* *(**Demand** may be estimated using the agency's preferred internal mechanism. These can include, but are not limited to:* • *Requests to ICT service desks for new capability* • *Requests to ICT leadership and strategists for new and emerging technologies* • *Structured internal surveys* • *Perception of ICT leadership teams)* **Please select one response only.**	○ Not at all ○ Low demand ○ Neutral ○ High demand ○ Very high demand
Q41. **ANSWER IF AGENCY ANSWERED HIGH DEMAND OR VERY HIGH DEMAND ON THE PREVIOUS QUESTIONS ON THE PREVIOUS QUESTION** Please type in a description of the key areas of current demand. **Please type in.** *(up to 1500 characters)*	

Q42. Which **5** service providers **and/or** digital and ICT alliance have the **longest running** contractual **relationships** with the agency?

(Consider ICT outsourcing, managed services, specialist support, implementation, and other arrangements)

Please type in your response.

Service provider name *(Refer to the list of service providers included in the guidance material. If the provider is not on this list, provide their name followed by a comma, followed by their ABN.* *For example: Australian Taxation Office, 51 824 753 556)* **Please type in.**	Contract description *(Provide a concise description of the nature and intent of the contract from a business perspective)* **Please type in.** *(up to 700 characters)*	Contract scope *(Provide a concise description of the digital and ICT services, products, or outcomes to be delivered by the service provider under the contract)* **Please type in.** *(up to 700 characters)*	Contract term *(Use the format DD/MM/YYYY – DD/MM/YYYY)* **Please type in.**	Contract value **Please provide a value rounded to the nearest $'000**	Technical components in scope *(List the technology products and/**or digital and ICT solutions** to be delivered, implemented, configured, enhanced, customised, or otherwise dealt with by the service provider, if any)* **Please type in. Provide one technical component per line.**	Perceived agency satisfaction *(**Perceived agency satisfaction** means the extent to which the agency believes that the products and/or services provided by the service provider or digital and ICT alliance fulfil the agency's needs)* **Please select one response only.**
1.			**From** **To**	$		Select one response
2.			**From** **To**	$		Select one response

Q42. Which **5** service providers **and/or** digital and ICT alliance have the **longest running** contractual **relationships** with the agency?

(Consider ICT outsourcing, managed services, specialist support, implementation, and other arrangements)

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3.			**From** **To**	$		Select one response
4.			**From** **To**	$		Select one response

Q42. Which **5** service providers **and/or** digital and ICT alliance have the **longest running** contractual **relationships** with the agency?

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5.			**From** **To**	$		Select one response

Q43. Do you offer staff a 'Bring Your Own Device' (BYOD) model for mobility? *(**Bring Your Own Device** refers to the ability for staff members to bring their own laptop, tablet, and/or mobile device to work, to support activities within their role)* **Please select one response only.**	Yes ○ No ○ N/A – Agency restricted from deploying BYOD ○

Q44. Are the public facing services the agency provides all digitised?

*(**Digitised** refers to services being available and able to be completed online, without the need for paper based or in person submissions, in line with the Digital Service Standard)*

Please select one response only and provide service name if required.

Yes ○

No, please list below the services which only have traditional lodgement options or require physical attendance, and which could be digitised) ○

Service Name *(up to 100 characters)*	**When is digitisation planned?** *(Type in format Q[Quarter planned for delivery]Y[Year planned for delivery].* *E.g. Q1Y2021 for Quarter 1, year 2021.* *If never, type N/A.)*

Not applicable, the agency does not provide public facing services ☐

Q45. List any **shared (including Whole-of-Government) capabilities (services, tools, digital and ICT systems, or platforms)** the agency provides or plans to provide in future

Please type in or select an option when required.

Shared capability **Please type in.** *(up to 700 characters)*	Description **Please type in.** *(up to 700 characters)*	Status **Please select one response only.**	Consumers *(**Consumers** are the other agencies or organisations who make regular use of the shared service capabilities. List each consumer on a new line.* **Please type in.**	Maximum SLA commitments *(A **service-level agreement (SLA)** is a contract between the agency as a service provider and other agencies that documents what services the service provider will furnish and defines the service standards the provider is obligated to meet* *A **maximum SLA commitment** is the maximum burden of responsibility the agency is prepared to assume in providing the service, including the tangible penalties and risks associated with that commitment)* **Please type in.** *(up to 700 characters)*
1.		Select one response		
2.		Select one response		

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3.		Select one response		
4.		Select one response		

Q45. List any **shared (including Whole-of-Government) capabilities (services, tools, digital and ICT systems, or platforms)** the agency provides or plans to provide in future

Please type in or select an option when required.

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5.		Select one response		
6.		Select one response		

Australian Government
Digital Transformation Agency

Q46. What are the **top 5 barriers** the agency faces in adopting new digital and ICT capability?

(Consider those technologies that are focussed on improving stakeholder outcomes and experience. In this context, stakeholder includes internal business user. Barriers could stem from a wide variety of sources, including technology, people, finance, policy, technology understanding, consensus, culture, and value understanding)

Please type in.

Barrier name *(up to 300 characters)*	**Technology type** *(up to 300 characters)*	**Impact** *(up to 300 characters)*
1.		
2.		
3.		
4.		
5.		

Australian Government
Digital Transformation Agency

Q47.	How much did the agency spend in financial year 2019-20 on cyber security activities? *The DTA understands some agencies may find answering this question complex or challenging. We are eager to provide assistance in these cases. To request support, please contact us on* **Please provide a value rounded to the nearest $'000.**	$ _____

END OF SURVEY

The study has been conducted by the Digital Transformation Agency.

Where necessary we comply with our obligations under the Privacy Act.

Should you need to contact DTA please call us on 0

Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: Digital Review – APS Digital Workforce

Question reference number: 2

Senator: Tim Ayres (Chair)
Type of question: Hansard, pages 4-5
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: On notice, if you could provide the survey, we may have some questions that follow from there. What can you tell us about the size and distribution of the APS's digital workforce? Do you have a headcount by agency?
Mr Brugeaud: I will hand to Mr Quarrell.
Mr Quarrell: We do, but can I get back to you shortly to find that number?
CHAIR: You'll come back to us by the end of our discussion?
Mr Quarrell: Yes.
CHAIR: Do you have a headcount by agency that you can provide?
Mr Quarrell: On the ICT and digital elements? Yes.
CHAIR: Does that include a headcount for contractors?
Mr Quarrell: We don't have that number on a project-by-project basis, but I'll need to take that on notice regarding that consultancy number to see what data we have.
CHAIR: It's not a new issue. I would expect you—or you, Mr Brugeaud—to be in a position to deal with this set of questions about contractors. It's not a fresh issue. I think in August 2017 the procurement task force raised concerns about what it said was an unsustainable overreliance on ICT contractors. If you're in a position to provide workforce numbers by agency, are you in a position to provide ICT contractors by agency?
Mr Quarrell: I need to take that on notice, Senator.
Mr Brugeaud: To give you an idea of scale, Senator, if it's helpful, there are around 10,000 people who identify as digital and ICT professionals as permanent public servants.

Answer(s):

The data provided in the following table was reported by agencies as part of the Digital Transformation Agency's October 2020 data collection. The data refers to the agency's average ICT staffing levels for the 2019–20 Financial Year for internal Australian Public Service (APS) employees and ICT labour hire. Depending on agency needs, ICT contractors may be used for specialised skills, for short term projects, or for staff augmentation during periods of high demand.

Agency Name	APS ICT staff ASL (2019–20)	ICT Contractor ASL (2019–20)
Administrative Appeals Tribunal	51.9	38
Asbestos Safety and Eradication Agency	0	1
Attorney-General's Department	102.27	36
Australian Building and Construction Commission	2	0
Australian Bureau of Statistics	405	27.69
Australian Centre for International Agricultural Research	5.8	2
Australian Communications and Media Authority (ACMA)	40.14	14.81
Australian Competition and Consumer Commission	35.82	12
Australian Crime Commission (Australian Criminal Intelligence Commission)	78.51	50
Australian Electoral Commission	52.1	28
Australian Federal Police	257	121
Australian Financial Security Authority	54.98	34.43
Australian Fisheries Management Authority	15.8	11
Australian Institute of Family Studies (AIFS)	3.99	0
Australian Law Reform Commission	0	0
Australian National Audit Office	9	0
Australian Prudential Regulation Authority (APRA)	52	27.95
Australian Public Service Commission	8.59	0
Australian Radiation Protection and Nuclear Safety Agency (ARPANSA)	13	2
Australian Research Council	18.9	8.91
Australian Securities and Investments Commission (ASIC)	180	43
Australian Skills Quality Authority (National Vocational Education and Training Regulator)	8	12
Australian Taxation Office	1752	379
Australian Trade and Investment Commission (Austrade)	108.4	32
Australian Transaction Reports and Analysis Centre (AUSTRAC)	55.4	36.8
Australian Transport Safety Bureau (ATSB)	3	1.25
Bureau of Meteorology	192.82	34
Cancer Australia	1	2
Clean Energy Regulator	27.79	25.57
Climate Change Authority	0	0
Commonwealth Grants Commission	1	2
Department of Agriculture, Water and the Environment	207	110
Department of Defence	995	4334
Department of Education, Skills and Employment	583	242
Department of Finance	231.94	117.2
Department of Foreign Affairs and Trade	182.2	176
Department of Health	191	438
Department of Home Affairs	677	694
Department of Industry, Science, Energy and Resources	201.81	152

Agency Name	APS ICT staff ASL (2019–20)	ICT Contractor ASL (2019–20)
Department of Infrastructure, Transport, Regional Development and Communications	47.3	0
Department of Parliamentary Services	215.5	21
Department of the Prime Minister and Cabinet	54	89
Department of the Treasury	45.2	31
Department of Veterans' Affairs	27.11	21
Digital Transformation Agency	7.3	1
Fair Work Commission	13.24	15
Fair Work Ombudsman and Registered Organisations Commission Entity	39	8.75
Federal Court of Australia	63.16	0.32
Future Fund Management Agency	20.8	94.2
Geoscience Australia	124.21	30.03
Great Barrier Reef Marine Park Authority	15	0
Infrastructure and Project Financing Agency (IPFA)	0	0
Inspector-General of Taxation	0.5	0
IP Australia	142	99
National Archives of Australia	42.7	3.25
National Blood Authority	10	21
National Capital Authority	3	0
National Drought and North Queensland Flood Response and Recovery Agency	1	0
National Health and Medical Research Council (NHMRC)	15.82	5
National Health Funding Body (NHFB)	0	0
National Indigenous Australians Agency	1	29
Office of Parliamentary Counsel	5	0.75
Office of the Auditing and Assurance Standards Board (AUASB)	0	0.5
Office of the Australian Accounting Standards Board (AASB)	0	0.5
Office of the Australian Information Commissioner	0	0
Office of the Commonwealth Ombudsman	11	3
Office of the Director of Public Prosecutions (CDPP)	11	10
Office of the Official Secretary to the Governor-General	4	0.5
Organ and Tissue Authority (Australian Organ and Tissue Donation and Transplantation Authority)	0.5	2
Productivity Commission	7	3.57
Professional Services Review Scheme	2	0.3
Royal Australian Mint	14	1
Safe Work Australia	0	0
Services Australia	2,266	2,443
Sport Integrity Australia	2	2
Tertiary Education Quality and Standards Agency	2	3
Workplace Gender Equality Agency	2.2	0

Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: Digital Profession

Question reference number: 3

Senator: Tim Ayres (Chair)
Type of question: Hansard, page 5
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: In your opening statement you talked about the sort of foundation members of this digital professional group. Are they all APS staff or are contractors part of that?
Mr Brugeaud: We have predominantly APS staff who are supported by the profession.
CHAIR: There are some contractors in that group?
Mr Brugeaud: I will check to see the breakdown. In fact, what we might do is come back to you with a breakdown of the employment status of our foundation members.
CHAIR: I heard you on the 10,000 figure broadly, but you'll come back to us with a more exact figure and you'll come back to us by agency.
Mr Brugeaud: Yes.

Answer(s):

According to the 2019-20 State of the Service report, there are an estimated 10,000 people working in digital and ICT roles across the Australian Public Service (APS).

As at 12 March 2021, the APS Digital Professional has 1451 foundation members. Foundation membership is currently open to anyone, including academia and private industry, who would like to help shape the future of the Profession.

As people sign up as foundation members, the Digital Transformation Agency (DTA) captures which organisation they work for but does not capture if they are a contractor or APS employee. The breakdown by organisation type is:

- 1077 employed by a federal agency
- 77 employed by a state agency
- 17 by a local government agency, and
- 280 members who are non-government (i.e. from industry or academia).

Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: DTA External Recruitment

Question reference number: 4

Senator: Tim Ayres (Chair)
Type of question: Hansard, pages 6-7
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: So yes, there's a cost issue, and I hear what you are saying about that. There's also a capability issue, isn't there? That has been the thrust of the task force's criticism of an overreliance on contractors eating away at the APS's capability. Given you're the agency that sits on top of these issues, you must have some concerns about managing the level of contracting and developing capability within the agency.
Mr Brugeaud: We are very interested in that. Through the digital profession, we are looking to ensure that we have as strong a capability as we can possibly have in the Public Service, and that's for a range of measures, from attracting people from a much earlier age through to training and developing our internal staff. But the reality is—and you would appreciate this as well as anybody—we are in a very competitive market. The people that we employ often have scarce and in-demand skill sets. In order for us to maintain the throughput that's required, we need to use a mix of permanent and contract staff. But I can assure you we have very strong processes within the organisation to ensure that we take a sequenced approach that first considers internal staff, and then we go to other agencies to see if we can have some form of interagency sharing arrangement or a secondment. Failing that, we would go to the time-and-material contractor market to see if there are skills there. Failing that, we would go to consultancies to see if we can fill the gap. So we have a number of processes that we've run quite recently where we have been through that entire process, and there are not even contractors who are available to do the kinds of work that we need to do at the speed that we need to do it. We're managing this as best we can, given the market that we're operating in and the programs for which we're responsible.
CHAIR: Is that process you just stepped me through a formal process?
Mr Brugeaud: It is. In fact, we have a formal process whereby every week—and this may seem like overkill to you, but we believe it is important—I personally sign off on any consulting engagements. In that justification, it's required that my staff have demonstrated that they have exhausted all other options prior to getting to the point where they look to engage contractors or consultants, and it is very regularly that I pass back requests to see if we've looked hard enough.
CHAIR: Firstly, if there is a formal policy, a formal process or a step-through document, I'd like to see it. But the presumption is in favour of developing the internal capability, is it? Is that what you are saying?
Mr Brugeaud: Absolutely.

Answer(s):

The Digital Transformation Agency (DTA) follows the below internal process to ensure adequate consideration of alternate recruitment pathways prior to engagement of consultancy firms:

1. All requests to approach the market generate an internal approval process, which requires the line areas to document for the CEO's consideration:

    a. Purpose of engagement

    b. Business justification

    c. Detail on how other staffing options have been thoroughly investigated. Explanation must be provided showing consideration of (or, if applicable, justification for not proceeding with other recruitment options):

        i. Internal DTA APS assignment

        ii. APS recruitment in line with ASL cap

        iii. APS secondment

        iv. labour hire contractor engagement agreement

    d. Impact if not delivered

    e. Approximate cost of the engagement

    f. Duration of engagement

    g. Proposed procurement method.

2. CEO considers the information and indicates agreement to proceed or otherwise.

3. Final procurement decisions are made by the relevant procurement delegate after evaluation.

Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: DTA's involvement in ICT Governance

Question reference number: 5

Senator: Tim Ayres (Chair)
Type of question: Hansard, page 8
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: How many agencies are you engaged with in the formal governance process?
Mr Brugeaud: Mr Quarrell may have the list of programs.
Mr Quarrell: I have a list. I can go line by line on the projects that we do, if you like?
CHAIR: Yes.
Mr Quarrell: On the projects that we attached to our submission, we are a member, as Mr Brugeaud said, of the ABS census program. We are a member of the delivery committee for that. I won't include the ones that we're responsible for, like Digital Identity. We are a member of the central agencies engagement committee for Defence
ERP; the Department of Finance ERP program—we are a member of the Shared Services operating subcommittee; for the health delivery modernisation program, we're on the transformation program board; the Department of Defence enterprise information management—we're on the agency engagement committee; for the New Employment Services Trial, we're on the joint advisory group; for the Parliamentary Expenses Management System, we're on the steering committee; as Mr Brugeaud said, on the ROBUST program, we're a member of the advisory group and the technical advisory group as well as a number of program controlled groups and other IDCs; the Department of Veterans' Affairs Veteran Centric Reform—we're on the transformation program board; and for the Welfare Payment Infrastructure Transformation Program, the WPIT Program, we're on the strategic advisory committee for that. They're the ones that we're on the committees for. On the other programs, we engage with them on a one-to-one basis quite regularly as well.
CHAIR: Is your engagement with that because of an assessment of the risk of those projects?
Mr Quarrell: Normally it's a combination of multiple issues. It can be, to the extent that it's a transformation program. It can go to the quantum of dollars that are involved. We are typically involved in more of the transformation programs, rather than the normal upgrade of information technology for a number of the programs on our list.
CHAIR: Are you able to provide the outline—
Mr Quarrell: We can provide a list of the programs that we're on formal boards for.

Answer(s):

As of 15 March 2021, the Digital Transformation Agency (DTA) is represented on the major project and program governance bodies (i.e. ICT expenditure is greater than $10 million) listed in the following table.

Agency	Digital Initiative/Program
Australian Bureau of Statistics	2021 Census of Population and Housing
Australian Competition and Consumer Commission	Consumer Data Right
Australian Digital Health Agency	National Infrastructure Modernisation
Australian Taxation Office	Digital Identity
Bureau of Meteorology	ROBUST Program
Department of Defence	Enterprise Resource Planning Program
Department of Defence	Enterprise Information Management
Department of Education, Skills and Employment	Employment Services Platform
Department of Education, Skills and Employment	VET IT System Redevelopment - Apprenticeships Data Management System
Department of Finance	Parliamentary Expenses Management System
Department of Finance	Shared Services Transformation Initiative
Department of Industry, Science, Energy and Resources	Employing Your First Person
Department of Industry, Science, Energy and Resources	Enhanced myGov & Digital Identity
Department of Veterans' Affairs	Veteran Centric Reform
Digital Transformation Agency	Hardening Government IT
Services Australia	Digital Identity
Services Australia	Health and Aged Care Transformation Program
Services Australia	Health Delivery Modernisation
Services Australia	Welfare Payment Infrastructure Transformation - Tranche Four

Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: Digital Sourcing Contract Limits and Reviews Policy (formerly ICT Contract Capped Term and Value Policy)

Question reference number: 6

Senator: Tim Ayres (Chair)
Type of question: Hansard, pages 10-11
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: The annual whole-of-government cap on internal and external ICT spending—
Mr Brugeaud: Yes.
CHAIR: It said:
… establish an initial annual cap for agencies on ICT contracts and exceptions will require approval from the Assistant Minister for Cities and Digital Transformation and the Minister for Finance. What's the nature of the DTA role there?
Mr Brugeaud: We own the policy relating to the term and value. So three years, $100 million or anything which exceeds that requires approval by the relevant minister.
CHAIR: Do you provide an assessment of the relative cost and value, and a tick or a cross, I suppose, from DTA, or a qualitative assessment of whether or not you recommend the minister should or shouldn't approve that variation?
Mr Brugeaud: Yes, that is part of the budget process and we provide advice on that.
CHAIR: On the list of 62 projects that you've provided, did all of these meet the targets for maximum contract amounts and lengths and the agreed metrics on quantum?
Mr Brugeaud: I would need to take that on notice.
CHAIR: Yes, please take on notice which ones did or didn't. But did they all?
Mr Brugeaud: I don't have that information to hand, I'm sorry.
CHAIR: I'll put it another way. Put aside those 62 projects, have you had to provide advice to the minister in relation to projects that don't meet those requirements.
Mr Brugeaud: There have been projects that have exceeded those requirements, yes.

Answer(s):

The Digital Sourcing Contract Limits and Review Policy (the Policy) limits the term and value of digital contracts.

Under the Policy, contract terms must not exceed 3 years and must not exceed $100 million in value over the life of the contract. Agencies are required to seek a Ministerial level exemption to the Policy where an automatic exemption does not apply.

As at 1 March 2021, 4 exemptions have been requested by agencies.

Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: Whole of Government Platforms

Question reference number: 7

Senator: Tim Ayres (Chair)
Type of question: Hansard, page 14
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: Thank you. I have just a couple more questions. I'm conscious of time. The whole-of-government digital platforms cost, I think, $33½ million. It was a pilot platform funded under the exercise. Is that right?
CHAIR: Sorry—that's for DTA.
Mr Brugeaud: Mr Alexander might be able to provide more detail.
Mr Alexander: Yes. We were funded to develop a number of platforms, a platform framework, and undertook that work.
CHAIR: How many entities have used the pilot platforms?
Mr Alexander: I'd have to take that on notice, regarding the platforms. There was a broad range of platforms—
CHAIR: Could you take it on notice, then? I'm sorry. I'm trying to race through to the end. Can you provide me the number of platforms and the number of agencies that have used them?
Mr Alexander: Yes.

Answer(s):

The Digital Transformation Agency (DTA) received $33.54 million in funding allocation to commence work on delivering a set of four Pilot Digital Service Platforms between July 2017 and June 2020. These platforms were funded to be delivered to the Private Beta (build and test) stage. The services were:

- Tell Us Once (TUO)
- Notifications (Notify)
- Payments In
- Federated Data Exchange (note: this platform was only funded to the Alpha stage).

In all cases, the DTA met the requirements of the funding arrangement. In the case of Notify, the DTA exceeded requirements, releasing the platform to Public Beta and completing related work which supported the development of the platforms.

- Notify.gov.au has 138 government entities using the platform

Senate Standing Committee on Finance and Public Administration

Inquiry into the current capability of the Australian Public Service

Public Hearing – 5 March 2021

ANSWERS TO QUESTIONS ON NOTICE

Digital Transformation Agency

Topic: Building Digital Capability

Question reference number: 8

Senator: Tim Ayres (Chair)
Type of question: Hansard, page 14
Date set by the committee for the return of answer: 26 March 2021

Question(s):

CHAIR: There was $15 million for building digital capability in the APS. What did you do with that $15 million?
Mr Brugeaud: That was split between the Public Services Commission and the DTA. The DTA's level of investment was $9.3 million and that ran from July 2017 to June 2020. That had a set of targeted activities to increase graduate apprentice and cadet recruitment. That's for people out of grade 12, in the first year of their undergraduate degree or, for graduates, those completing their degree. Then we looked at enhancing other programs such as gender based programs and so on.
CHAIR: Was there a review of that program in 2021?
Mr Brugeaud: Was there a review?
CHAIR: Yes.
Mr Brugeaud: I don't recall whether there was a review of Building Digital Capability, but we'll check and come back to you.
CHAIR: I'm interested. Given what you've said, it sounds like it was directed towards the front end of recruitment, but what did it actually deliver?
Mr Brugeaud: If you like, we'll come back with what was delivered and when, and feedback on a review.
CHAIR: Yes. And did it do any analysis of the number of IT staff and the mix of digital capabilities? I'm interested in the level of outsourcing. Did it look at outsourced staff as well as internal staff?
Mr Brugeaud: Building Digital Capability was predominantly focused internally. To build the capability, the APS introduced new skills and resources into the APS and worked on retention, training and development strategies.

Answer(s):

The Building Digital Capability Program (BDC) was an initiative funded under the Modernisation Fund. The program ran from July 2017 to June 2020. Across the 3 years the program received $13.86 million shared by the Digital Transformation Agency (DTA) and the Australian Public Service Commission (APSC).

In respect of program evaluation, progress was reported to the Modernisation Fund on a quarterly basis.

The BDC program was delivered jointly by the DTA and the APSC and delivered the following 4 groups of initiatives.

- **Training Marketplace and digital capability uplift:** BDC developed and delivered 18 Learning Design Standards. These assist agencies to understand digital capabilities and the skills knowledge and attributes an individual should have. They also outline the learning modules required to enable an individual to gain that capability, signalling to learning organisations and agencies what learning needs are required. The standards connect through to the Digital Marketplace, making it easier for agencies to access training.
- **Digital talent attraction:** BDC developed and trialled an assessment methodology to assist with the identification of talent during recruitment. The methodology revealed ways to identify the attitudes – not just skills – needed to thrive in a digital world. The trial was completed, and results were made available to agencies.
- **Digital talent retention:** BDC developed and delivered a framework for career pathways, including definitions of skills needed in 150 digital roles in the context of the Australian Public Service (APS). Through an industry-standard skills assessment, the career pathways allow people to take stock of their current skills and see what skills they should develop to build expertise or change disciplines within the APS. Initiatives like career pathways have been shown to give people a greater sense of purpose and direction in their work.
- **Digital leadership:** BDC has delivered a program that builds senior executive capability to lead in a digital age. This helps them become more comfortable dealing with ambiguity, fostering innovation and engaging with risk. So far, just over 10% of senior executive in the APS have attended the course. This program has continued on a cost recover basis and has opened to allow state and territory government to join.

The program deliverables have all been completed.