Data Maturity Assessment Framework - Version 35 (Business Sequence)

DATA LIFECYCLE

DATA COLLECTION

Situation: Your organization needs to systematically collect data from various sources including customers, operations, systems, and external partners to support decision-making and operations.

Q1 - How does your organization typically identify what data needs to be collected?

- **We collect whatever data is easily available or required by regulations**
- **We gather data that senior staff think might be useful**
- **We identify data needs based on current reporting and operational requirements**
- **We systematically assess what data would help us achieve our strategic objectives**
- **We continuously evaluate and optimize our data collection based on changing business needs**

Q2 - When your organization starts collecting data from a new source, what's your typical approach?

- **We begin collecting and figure out how to use it later**
- **We start with basic collection and improve the process over time**
- **We plan the collection process and test it before full implementation**
- **We design comprehensive collection procedures with quality controls from the start**
- **We implement sophisticated collection systems with real-time validation and feedback**

Q3 - How does your organization ensure data is collected consistently across different departments or locations?

- **Each department collects data in their own way**
- **We provide basic guidelines but allow flexibility in implementation**
- **We have standard procedures that most departments follow**
- **We enforce consistent collection standards across the organization**
- **We use automated systems that ensure uniform collection regardless of location or person**

INFRASTRUCTURE

Situation: Your organization relies on various technology systems to store, manage, process, and integrate data effectively to support your operations and analysis needs.

Q4 - When your organization needs to combine data from different sources for analysis, what's the typical experience?

- **We usually focus on one data source at a time since combining them is complicated**
- **We can combine data but it requires someone with technical skills and takes considerable effort**
- **It's possible to do but requires planning and dedicated time to get it right**
- **We have processes that make it relatively straightforward for people with the right training**
- **Our systems are designed so that combining data sources is routine and easy**

Q5 - When your organization's data systems experience problems or slowdowns, what typically happens?

- **Problems happen fairly regularly and people work around them until they're fixed**
- **When issues occur, our IT team addresses them but it usually takes some time**
- **We have occasional technical issues that are generally resolved within a day or two**
- **Technical problems are rare and usually get fixed quickly when they do occur**
- **Our systems are very reliable with monitoring that prevents most issues before they happen**

Q6 - How does your organization typically handle growing data storage and processing needs?

- **We deal with capacity issues as they come up, sometimes requiring urgent solutions**
- **We monitor usage and upgrade when we start approaching our limits**
- **We plan capacity increases as part of our regular technology planning**
- **We proactively manage capacity with scheduled upgrades before we reach limits**
- **We have scalable systems that automatically adjust to meet changing demands**

QUALITY

Situation: Your organization collects and manages large amounts of data from multiple sources, and ensuring this data is accurate, complete, and reliable is critical for making good decisions.

Q7 - When staff notice errors or inconsistencies in your organization's data, what typically happens?

- **Staff mention it to their supervisor when they have time**
- **People fix the obvious errors they come across during their regular work**
- **There's an informal process where staff report issues to whoever manages that data**
- **We have designated people who handle data quality issues when they're reported**
- **We have automated systems that flag potential errors for review**

Q8 - When the same information appears in multiple systems across your organization, how consistent is it?

- **We expect some differences since each system serves different purposes**
- **The core information usually matches, though details might vary**
- **Most data points are the same, with occasional discrepancies we investigate**
- **Our systems are well-integrated so data is typically consistent**
- **All our systems automatically sync to ensure data consistency**

Q9 - When new staff join your organization, how do they learn what different data fields mean and how to use them properly?

- **They learn by observing how others use the data and asking questions**
- **Their supervisor provides basic guidance during their orientation period**
- **We have documentation available, though it's not always kept up to date**
- **We provide comprehensive training materials that are regularly updated**
- **We have interactive systems that guide users through proper data entry and interpretation**

DATA ANALYSIS AND APPLICATION

ANALYSIS

Situation: Your organization faces complex operational challenges and needs to understand what's causing certain outcomes, identify patterns, and predict future trends to make informed decisions.

Q10 - When trying to understand why something happened in your organization, what's your typical approach?

- **We ask the people involved what they think caused it**
- **We review our standard reports to see if there are any obvious patterns**
- **We pull data from several sources to get a more complete picture**
- **We conduct interviews and data analysis to understand all the contributing factors**

- We use statistical analysis to identify the most significant drivers

Q11 - When planning for the upcoming year, how does your organization typically approach potential future challenges?

- We rely on the experience and judgment of our senior staff
- We review what happened in previous years and assume similar patterns
- We look at current trends and project them forward
- We develop multiple scenarios based on different assumptions about the future
- We use forecasting models to estimate probabilities of different outcomes

Q12 - How does your organization typically investigate whether your programs are working effectively?

- We collect feedback from participants and staff involved in the programs
- We track participation numbers and basic satisfaction ratings
- We measure specific outcomes and compare them to our original goals
- We compare our results to similar organizations or control groups
- We conduct rigorous evaluations that can definitively attribute results to our programs

Q13 - When comparing your organization's performance to others, what approach do you typically take?

- We focus primarily on our own goals and don't regularly compare to others
- We look at published industry reports when they're available
- We participate in benchmarking surveys and review the results
- We actively seek out data from peer organizations for comparison
- We conduct systematic competitive analysis using multiple data sources

APPLICATION

Situation: Your organization has been analyzing data and has identified interesting patterns and insights. Now you need to decide what to do with these findings to improve operations and achieve better results.

Q14 - When your organization identifies a significant data insight, what typically happens next?

- We share the findings in our regular reporting and include them in future presentations

- We present the insight to leadership and wait for their guidance on how to proceed

- We document the insight and add it to our list of potential improvement areas

- We immediately begin exploring what changes this insight suggests we should make

- We assign someone to develop an action plan with specific timelines and resources

Q15 - When a program shows poor performance in your data, how does your organization typically respond?

- We look for external factors that might explain the poor performance

- We ask the program manager to provide context and their perspective on the numbers

- We double-check our data collection methods to make sure the numbers are accurate

- We analyze the data more deeply to understand what's driving the poor performance

- We immediately start testing different approaches to improve the results

Q16 - How does your organization typically handle situations where data contradicts established practices?

- We discuss whether the data might be missing important context about why we do things this way

- We acknowledge the data but note that our practices have worked well for years

- We ask our most experienced staff to review the data and share their thoughts

- We dig deeper into the data to understand if this contradiction represents a real opportunity

- We treat this as a prompt to experiment with new approaches while monitoring results

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STRATEGY

Situation: Your organization is making important strategic decisions about resource allocation, new initiatives, market expansion, and communicating value to stakeholders using data insights.

Q17 - When budget discussions arise, what information does your organization typically reference first?

- We start with last year's budget and adjust based on known changes

- We review our financial reports and discuss program manager requests

- We look at which programs have the highest participation or activity levels

- We analyze cost per outcome and effectiveness data across different programs

- We use comprehensive financial modeling that includes projections and scenario analysis

Q18 - How does your organization typically make decisions about entering new markets or program areas?

- **We pursue opportunities that align with our mission and leadership's vision**
- **We research the basic market size and consider our organizational capacity**
- **We analyze demographic data and assess competitive landscape**
- **We conduct comprehensive market research including stakeholder needs assessment**
- **We develop detailed business cases with financial projections and risk analysis**

Q19 - When stakeholders ask about your organization's impact and effectiveness, how do you typically respond?

- **We share success stories and testimonials from people we've served**
- **We provide activity numbers showing how many people we've reached**
- **We present outcome data showing the changes we've achieved**
- **We offer comprehensive reports showing our impact compared to goals and benchmarks**
- **We provide detailed analysis showing our unique contribution and long-term outcomes**

GOVERNANCE AND PROTECTION

SECURITY

Situation: Your organization handles sensitive information that needs to be protected from unauthorized access, breaches, and loss while still allowing authorized staff to access the data they need for their work.

Q20 - How does your organization typically handle requests for access to sensitive data?

- **People generally ask their manager who decides based on job responsibilities**
- **There's a standard form to complete that goes through an approval process**
- **Requests go through IT who check with the data owner before granting access**
- **We have formal procedures that include security reviews for sensitive data access**
- **Our systems automatically manage access based on roles with continuous monitoring**

Q21 - When staff leave your organization, what happens to their access to data systems?

- **HR notifies IT who removes access when they get around to it**

- **IT receives a list of departing staff and removes access within a week or two**
- **Access removal is part of the standard departure checklist**
- **IT automatically receives notification and removes access within 24 hours**
- **Systems automatically disable access immediately when someone's employment ends**

Q22 - If your organization's data systems were compromised, how confident are you in your ability to recover?

- **We have basic backups but haven't tested the recovery process recently**
- **Our IT team is confident they could restore most data, though it might take some time**
- **We have documented backup procedures and test them periodically**
- **We regularly test our backup systems and have proven recovery capabilities**
- **We have multiple backup systems with automated recovery that minimizes downtime**

RESPONSIBLE

Situation: Your organization collects personal information from clients and customers, and you need to ensure this data is used ethically, transparently, and in compliance with relevant regulations and privacy laws.

Q23 - When collecting personal information from clients or customers, how does your organization ensure they understand how their data will be used?

- **We assume people understand when they sign up for our services**
- **We provide basic information about data use in our standard forms**
- **We have privacy notices that we make sure most people receive**
- **We ensure everyone gets clear, easy-to-understand information about data use**
- **We use detailed consent processes that let people choose exactly how their data is used**

Q24 - How does your organization stay current with regulations that affect your data practices?

- **We address regulations when issues come up or we're notified of changes**
- **We periodically review relevant regulations as part of our planning process**
- **We monitor key regulations but might occasionally miss updates**
- **We have systematic processes to track and implement regulatory changes**
- **We proactively monitor regulatory developments and often exceed requirements**

Q25 - When considering new uses for existing data, how does your organization evaluate whether those uses are appropriate?

- **We proceed if the new use seems reasonable and would benefit our mission**
- **We check our legal and policy requirements before proceeding**
- **We consider how clients and stakeholders might feel about the new use**
- **We have formal processes to review ethical implications of new data uses**
- **We use comprehensive ethical frameworks with stakeholder input and ongoing oversight**

ORGANIZATIONAL ENABLERS

LEADERSHIP

Situation: Your organization's senior leadership team is responsible for setting direction, making strategic decisions, investing in capabilities, and creating an environment where data can be effectively used throughout the organization.

Q26 - How actively does senior leadership champion data-driven decision making throughout the organization?

- **Leaders primarily rely on their experience and strategic vision for major decisions**
- **Leaders occasionally reference data when it supports their preferred direction**
- **Leaders regularly seek out data to inform their decision-making process**
- **Leaders consistently expect data to support most significant organizational decisions**
- **Leaders actively model data-driven thinking and require it from their teams**

Q27 - When data reveals uncomfortable truths, how constructively does your organization's leadership respond and adapt?

- **They focus on understanding why the data might not tell the complete story**
- **They acknowledge the data but prefer to move slowly on major changes**
- **They take the data seriously while considering other factors and context**
- **They use the data to systematically review and adjust their approach**
- **They embrace challenging data as opportunities to improve and innovate**

Q28 - When investing in new technology or capabilities, how does your leadership prioritize data-related improvements?

- **Data improvements are considered along with many other competing priorities**

- **Data improvements get attention when they clearly support operational needs**
- **Data capabilities are regularly discussed in technology planning conversations**
- **Data improvements are recognized as important and receive dedicated resources**
- **Data capabilities are viewed as strategic assets deserving priority investment**

Q29 - When implementing data-driven changes, how effectively does leadership manage organizational resistance and change?

- **Changes are announced and staff are expected to adapt over time**
- **Leaders provide basic communication about why changes are needed**
- **Leadership addresses concerns and provides support during transitions**
- **Leaders actively manage resistance with structured change management processes**
- **Leadership creates enthusiasm and buy-in that minimizes resistance to data-driven changes**

TALENT

Situation: Your organization needs people with the right skills and capabilities to collect, analyze, and use data effectively at all levels, and must develop these capabilities over time as needs evolve.

Q30 - To what extent does your organization have the right mix of technical and analytical talent to support data initiatives?

- **We work with the technical skills we have and focus on simpler data projects**
- **We bring in consultants or contractors when we need specialized data expertise**
- **We have some good technical people but they're often stretched across many projects**
- **We have solid technical capabilities that meet most of our data needs**
- **We have exceptional technical depth and can tackle sophisticated data challenges**

Q31 - How well does your organization develop data fluency among staff at all levels, not just technical roles?

- **We hire people with the data skills they need for their specific roles**
- **Staff pick up data skills informally as needed for their work**
- **We provide basic data training and resources when people need them**
- **We have structured programs to build data literacy across the organization**
- **We systematically develop advanced data fluency at every organizational level**

Q32 - How successfully does your organization recruit and retain talent with strong analytical and data interpretation skills?

- **We focus on hiring for other skills and develop data capabilities internally**
- **We have some success attracting data talent but face competition and turnover**
- **We generally succeed in building a team with adequate data skills**
- **We have a strong track record of attracting and keeping good data talent**
- **We're recognized as a destination for top data talent and rarely lose key people**

CULTURE

Situation: Your organization's culture determines how comfortable people feel using data, sharing insights, collaborating across departments, experimenting with new approaches, and learning from both successes and failures.

Q33 - How effectively does your organization foster a culture where staff feel empowered to question assumptions using data?

- **Staff are respectful of established practices and focus on executing well**
- **People occasionally raise questions but prefer to work within existing approaches**
- **Staff feel comfortable sharing data insights that might challenge current thinking**
- **We actively encourage people to use data to question and improve our methods**
- **Challenging assumptions with data is celebrated and seen as essential to our success**

Q34 - How well does your organization create cross-functional collaboration between technical data teams and program staff?

- **Technical and program teams generally work independently on their respective areas**
- **Teams coordinate when needed but maintain their separate focuses and priorities**
- **There's regular communication and some joint projects between technical and program staff**
- **We have strong collaboration with integrated workflows across technical and program teams**
- **Our technical and program teams work seamlessly together with shared goals and accountability**

Q35 - To what extent does your organization's culture encourage experimentation and learning from data-driven pilot programs?

- **We prefer to implement proven approaches rather than experiment with new methods**

- **We occasionally try new approaches when they seem likely to succeed**

- **We're open to testing new ideas when we have time and resources available**

- **We regularly experiment with data-driven improvements and learn from the results**

- **Experimentation and data-driven learning are core to how we continuously improve**

Assessment Scoring

Response Scoring:

- **First option:** 1 point (Initial Level)

- **Second option:** 2 points (Developing Level)

- **Third option:** 3 points (Defined Level)

- **Fourth option:** 4 points (Advanced Level)

- **Fifth option:** 5 points (Optimized Level)

Sub-Domain Calculation:

- **Data Collection:** (Q1 + Q2 + Q3) ÷ 3

- **Infrastructure:** (Q4 + Q5 + Q6) ÷ 3

- **Quality:** (Q7 + Q8 + Q9) ÷ 3

- **Analysis:** (Q10 + Q11 + Q12 + Q13) ÷ 4

- **Application:** (Q14 + Q15 + Q16) ÷ 3

- **Strategy:** (Q17 + Q18 + Q19) ÷ 3

- **Security:** (Q20 + Q21 + Q22) ÷ 3

- **Responsible:** (Q23 + Q24 + Q25) ÷ 3

- **Leadership:** (Q26 + Q27 + Q28 + Q29) ÷ 4

- **Talent:** (Q30 + Q31 + Q32) ÷ 3

- **Culture:** (Q33 + Q34 + Q35) ÷ 3

Domain Group Scores:

- **Data Lifecycle:** (Data Collection + Infrastructure + Quality + Analysis + Application + Strategy) ÷ 6

- **Governance & Protection:** (Security + Responsible) ÷ 2

- **Organizational Enablers:** (Leadership + Talent + Culture) ÷ 3

Overall Maturity Score:

(Data Lifecycle + Governance & Protection + Organizational Enablers) ÷ 3

Maturity Level Interpretation:

- **1.0-1.8:** Initial - Ad-hoc, reactive approaches with minimal formalization

- **1.9-2.6:** Developing - Basic capabilities with inconsistent implementation

- **2.7-3.4:** Defined - Standardized approaches with documented processes

- **3.5-4.2:** Advanced - Enterprise-wide integration with proactive management

- **4.3-5.0:** Optimized - Innovative approaches with continuous improvement