

Digital Maturity Assessment Tool – Governance and leadership

Governance and leadership

The executive support, authorisation, and reporting processes and detailing of roles and responsibilities.

1. Read the characteristics of the 5 levels of digital maturity (Minimal to Transformed) and tick any of the characteristics in each level you feel apply to your organisation.
2. Look at the pattern of ticks you've given across Minimal to Transformed and then assess the digital maturity for this pillar and estimate a rating 1 – 5. e.g. if most of your ticks appear in levels *Informal and reactive* and *Transitional*, with hardly any in *Customer-driven*, your rating would be 3 – see the examples at the beginning of this tool. But use your discretion, as some characteristics may have greater weighting than others for your organisation.

	Level 1 Minimal	Level 2 Informal and reactive	Level 3 Transitional	Level 4 Customer-driven	Level 5 Transformed
Governance and leadership	<ul style="list-style-type: none"> <input type="checkbox"/> little buy-in from the executive for digital solutions or strategy <input type="checkbox"/> a website exists but there is no departmental digital strategy <input type="checkbox"/> digital value proposition not understood or developed <input type="checkbox"/> digital opportunities are not understood or defined <input type="checkbox"/> ad hoc digital projects initiated by internal groups and individuals <input type="checkbox"/> a social media presence or engagement with customers has not been permitted by the executive 	<ul style="list-style-type: none"> <input type="checkbox"/> value proposition of digital starting to be acknowledged by executive <input type="checkbox"/> exploring the impact of innovation and emerging technologies on the business <input type="checkbox"/> some one-off collaboration with other departments regarding digital service delivery <input type="checkbox"/> social media channels are monitored but social media is seen more as a risk than an opportunity 	<ul style="list-style-type: none"> <input type="checkbox"/> digital strategy in place <input type="checkbox"/> roles and responsibilities for delivering the digital strategy are clear and understood <input type="checkbox"/> benefits are well-defined, understood <input type="checkbox"/> strategic digital partnerships with other departments <input type="checkbox"/> focussed on audiences and their needs and emerging technologies <input type="checkbox"/> pro-active engagement with customers across all digital channels <input type="checkbox"/> the benefits of social media are understood and drive social media activity 	<ul style="list-style-type: none"> <input type="checkbox"/> digital strategy integrated into departmental planning process and influences overall organisational strategy and direction <input type="checkbox"/> benefits are well-defined, understood and drive all digital activity <input type="checkbox"/> KPIs and benefits to the business and customers understood, monitored and reported on <input type="checkbox"/> seamless customer experience across all channels – digital and non-digital <input type="checkbox"/> strategic collaboration with other departments, utilising multiple channels 	<ul style="list-style-type: none"> <input type="checkbox"/> digital strategy is embedded in, and indistinguishable from, the organisational vision and strategy <input type="checkbox"/> executive understands and fully embraces digital channels and leads by example <input type="checkbox"/> new services and products are born digital <input type="checkbox"/> non-digital services and products are re-engineered, joined up and re-born as digital <input type="checkbox"/> digital services and channels drive the organisational structure and reporting

Your maturity level rating (tick the box): 1 1.5 2 2.5 3 3.5 4 4.5 5

Some organisations have quite diverse service offerings and audiences. For them it may be appropriate to repeat this rating exercise for each distinct area of the organisation.

Digital Maturity Assessment Tool – People and culture

People and culture

The organisation's culture, including customer-focus, innovation, risk appetite and attention to managing change – especially staff roles.

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	Level 1 Minimal	Level 2 Informal and reactive	Level 3 Transitional	Level 4 Customer-driven	Level 5 Transformed
People and culture	<input type="checkbox"/> bottom-up drive by staff for embracing digital culture <input type="checkbox"/> little or no appetite in the organisation for digital service delivery <input type="checkbox"/> risk-averse and resistant to change <input type="checkbox"/> limited or no attempt to understand customers <input type="checkbox"/> fear of risk of engagement with social media and of staff use of social media	<input type="checkbox"/> small number of staff engaged in digital projects <input type="checkbox"/> some cross-organisation awareness of digital opportunities <input type="checkbox"/> risk-aversion inhibiting change <input type="checkbox"/> social media engagement restricted to listening <input type="checkbox"/> change management strategy developing <input type="checkbox"/> starting to break down internal silos and collaborative practices emerging	<input type="checkbox"/> digital strategy developed and embraced by staff <input type="checkbox"/> digital team embedded in organisational structure <input type="checkbox"/> staff understand the benefits and opportunities to them and customers of the digital strategy <input type="checkbox"/> focus is on customers and how digital can meet their needs <input type="checkbox"/> digital transformation change management plan implemented	<input type="checkbox"/> all staff fully embrace the digital strategy and are driving cultural change <input type="checkbox"/> strong customer-focussed culture adopted and continually improved <input type="checkbox"/> staff organised in teams around customers rather than the organisation's services and products <input type="checkbox"/> staff seek to redefine their roles and personal KPIs in line with the digital strategy and organisational KPIs	<input type="checkbox"/> all staff are digitally savvy and aware; having a defined 'digital team' becomes obsolete <input type="checkbox"/> digital culture is embedded into overall corporate culture and constantly monitored, improved and refined <input type="checkbox"/> feedback from customers and staff is encouraged, made public, and lessons learned are applied <input type="checkbox"/> staff proactively generate and explore ways to improve digital service delivery and internal productivity via digital solutions

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Digital Maturity Assessment Tool – Capacity and capability

Capacity and capability

The ability to be digitally mature.

Resources, staff numbers and skill sets, access to the right technology, training plan, supporting policies and procedures.

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2. Look at the pattern of ticks you've given across Minimal to Transformed and then assess the digital maturity for this pillar and estimate a rating 1 – 5. e.g. if most of your ticks appear in levels *Informal and reactive* and *Transitional*, with hardly any in *Customer-driven*, your rating would be 3 – see the examples at the beginning of this tool. But use your discretion, as some characteristics may have greater weighting than others for your organisation.

	Level 1 Minimal	Level 2 Informal and reactive	Level 3 Transitional	Level 4 Customer-driven	Level 5 Transformed
Capacity and capability	<ul style="list-style-type: none"> <input type="checkbox"/> no or little attempt to develop and document digital policies and procedures <input type="checkbox"/> little or no budget allocation to digital <input type="checkbox"/> staff have limited or no access to the web and social media platforms at work <input type="checkbox"/> no training for staff in use of digital tools and channels <input type="checkbox"/> no attempt to re-engineer service delivery and associated business practices to leverage digital service delivery 	<ul style="list-style-type: none"> <input type="checkbox"/> some digital processes developed and documented <input type="checkbox"/> move towards defining digital capabilities <input type="checkbox"/> limited awareness of digital channel benefits to staff and customers <input type="checkbox"/> risks and challenges of digital engagement not identified <input type="checkbox"/> some staff training provided in using the organisation's digital channels and social media 	<ul style="list-style-type: none"> <input type="checkbox"/> key digital policies and procedures have been identified and developed <input type="checkbox"/> digital policies and procedures regularly audited and improved <input type="checkbox"/> digital budget appropriate to current needs <input type="checkbox"/> staff productivity gains and benefits from embracing digital solutions are identified and sought <input type="checkbox"/> staff training regime helping to improve online presence and service delivery 	<ul style="list-style-type: none"> <input type="checkbox"/> all digital policies and procedures have been identified and developed <input type="checkbox"/> staff have the resources and training to fulfil their assigned roles and responsibilities for delivering the digital strategy <input type="checkbox"/> digital is fully integrated into organisational plans and the business review cycle <input type="checkbox"/> all digital resources and staff training are focussed on meeting and managing the needs of customers 	<ul style="list-style-type: none"> <input type="checkbox"/> all digital policies, procedures and digital activities are in place and are core to everyday business activity <input type="checkbox"/> policies and procedures are constantly reviewed and optimised <input type="checkbox"/> staff training supports the current digital strategy and anticipates future skills and knowledge requirements <input type="checkbox"/> resources and budgets are appropriate for supporting the digital channels, activities and service delivery <input type="checkbox"/> staff have the resources to anticipate and respond to new technologies and digital innovation

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Digital Maturity Assessment Tool – Innovation

Innovation

The willingness and ability to imagine new services and products and new ways of service delivery. Level of proactivity and desire to assess and implement new technologies, business processes and modes of working.

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Innovation	<input type="checkbox"/> no attempt to consider how digital solutions might benefit the organisation and customers <input type="checkbox"/> no experimentation or querying the current methods of service delivery and better ways of engaging with customers	<input type="checkbox"/> business processes that are easy and cost-effective to deliver online are being digitised <input type="checkbox"/> digital projects remain organisation-centric <input type="checkbox"/> consideration is given to leveraging digital channels to change service delivery methods	<input type="checkbox"/> all business practices and processes are being reviewed and prioritised for conversion to digital channels <input type="checkbox"/> the potential for digital channels to create new ways of engaging with customers and delivering services is explored and digital projects formed <input type="checkbox"/> digital channels are used to create new relationships with customers	<input type="checkbox"/> Customers' needs and expectations drive innovation in service delivery – new services, new products, new relationships <input type="checkbox"/> Experimentation is encouraged across all channels <input type="checkbox"/> new methods of developing digital services are employed that are appropriate to the dynamic nature of the web – e.g. agile and lean	<input type="checkbox"/> the whole organisation seeks ways to use digital channels and technologies to redefine customer service and to generate new benefits <input type="checkbox"/> new management practices and organisational structures emerge to align with the digital organisation <input type="checkbox"/> imagining future needs and technologies and exploring and experimenting with methods and solutions is common practice

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Digital Maturity Assessment Tool – Technology

Technology

The suitability of the underlying technology platforms, programs and systems that support the other four pillars.

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Technology	<input type="checkbox"/> no or very low dedicated IT commitment to the digital channel and solutions <input type="checkbox"/> no or ill-defined IT strategy <input type="checkbox"/> no integration of the digital channels with business processes or systems <input type="checkbox"/> no integration with communications strategy	<input type="checkbox"/> basic IT support for the digital strategy <input type="checkbox"/> focus is on IT solutions for the department not the digital channels and the customers' needs <input type="checkbox"/> some integration of the digital channels with business processes, systems and communications strategy	<input type="checkbox"/> IT strategy and systems are aligned to the digital strategy <input type="checkbox"/> IT is focussed on digital channel delivery and delivering the benefits articulated in the digital strategy <input type="checkbox"/> greater integration of multiple IT systems that assists development of joined-up services and a single-customer view <input type="checkbox"/> IT systems and solutions comply with best practice in security and business continuity	<input type="checkbox"/> IT enhances the delivery of digital services and speed and ease of developing new digital services <input type="checkbox"/> IT team input ensures digital services are responsive to the customers' chosen devices and comply with accessibility standards <input type="checkbox"/> the IT team provides proactive input into digitisation projects and business re-engineering <input type="checkbox"/> the IT team is skilful in training and supporting other staff in their use of digital solutions, tools and devices	<input type="checkbox"/> IT strategy and performance are entirely aligned to the organisational vision and strategy <input type="checkbox"/> IT constantly optimises the benefits of digital service delivery <input type="checkbox"/> business processes and IT systems are driven by the digital channels and customers' needs <input type="checkbox"/> on-going feedback and optimisation of IT processes and digital tools encouraged and applied

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Digital Maturity Assessment Tool – Summary rating

Record in the table the maturity level rating you gave for each of the pillars and then give your organisation an overall rating.

Pillar	Maturity Level Rating
Governance and leadership	
People and culture	
Capacity and capability	
Innovation	
Technology	
Overall digital maturity rating (add pillars then divide by 5)	