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Abstract

Testers were asked feedback on the model in terms of clarity and usefulness of descriptions and definitions, as well as to assess their organizations current and target maturity levels on the five dimensions (business, methods, information, applications and technology). The results of testing as of July 29th is summarized in this document.

HLG-MOS  
modernization maturity model (MMM)

Preliminary testing results - draft

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# Introduction

Under the High-level Group project on Implementing ModernStats Standards, a Modernisation Maturity Model (MMM) has been developed. Several organizations were asked to test this MMM by performing a maturity self-assessment on each of the HLG-MOS standards (GAMSO, GSBPM,GSIM and CSPA) by gathering input from (ideally) a cross-cutting group involving members of the Business, Information, Methods, Applications and Technology functions within the statistical organisation. Testers were asked feedback on the model in terms of clarity and usefulness of descriptions and definitions, as well as to assess their organizations current and target maturity levels on the five dimensions (business, methods, information, applications and technology).

The results of testing as of July 29th is summarized in this document. Testing results were provided by: Statistics Canada, Statistics Estonia, Statistics Finland, Central Statistics Office (CSO) Ireland, Istat, Central Bureau of Statistics Israel, Statistics Norway, and the Office for National Statistics UK.

It will also be useful for the team to review specific comments and suggestions on wording proposed in the individual countries’ testing documents.

# Preliminary testing results

## Description of Maturity Levels

**Are the descriptions easy to understand?**

Mainly the responses were yes. Some specific comments:

* Descriptions are clear and simple enough to select between different levels.
* In relation to most standards, especially CSPA, the “Mature” level is highly ambitious
* Corporate implementation: A corporate-wide programme/strategy for use of the standard exists. Comment: Maybe "is in place" is better. It is the expression used in the QAF in order to say it exists **and** it is used / implemented.
* There was discussion about the need of a “zero” level and we came into conclusion that it could be left out.

**Are the Levels sufficiently distinct?**

Mainly the responses were yes. Some specific comments:

* While filling the model it was recognized that there is quite a jump from Early to Corporate level. This is natural, as it takes some time and effort to implement anything thoroughly at corporate level. In fact, in five cases “3.5” was chosen instead of “3” or “4”. These cases were such that the criteria at Early level was easily met and some criteria on the upper level was met and were considered as significant.
* Possible complication with 3 Early implementation: could have 1st condition without the 2nd condition.
* Choose ‘way’ or ‘manner’ in 4 and 5.

## Description of Dimensions

**Are the descriptions easy to understand?**

* Yes. The Methods dimension is easy to understand after reading the description. In other words, the description is needed to understand the content correctly.
* Descriptions are (mostly) clear and simple enough to focus on specific dimension under assessment.
* Methods will be difficult to assess with so many different types.
* There is something unclear about the relation between "practices and policies" and methods.
* Business: Struggling with concept of ‘process’ 🡨🡪 ‘practice’, ‘process methods’, service & ‘process’ definition. Should one interpret practices are at a higher level than processes?
* Methods: Not sure if methods includes too many components. Are CATI/CAPI examples of data collection methods? What is an example of IT methods?
* Information: Service and process definitions not clear.
* Why ‘logical’ software and hardware capabilities? Or is it ‘logical capabilities’ related to SW & HW e.g. data storage?

**Are the Dimensions sufficiently distinct?**

* Yes, also Applications and Technology dimensions seem to be clearly separated now.
* The Dimensions correspond to the Enterprise Architecture layers, with the only exception of Methods.Moreover, the nature of Methods is particularly cross sectional and not so easy to be separated from the other Dimensions.
* In addition, the connection between each dimension and the different standards proposed seems not to be always feasible.
* IT methods might be more relevant in Applications and/or Technology.
* Process methods might be more relevant in Business.
* Statistical methods and quality management methods are OK
* Business: Struggling with concept of ‘process’ 🡨🡪 ‘practice’, ‘process methods’, service & ‘process’ definition. Should one interpret practices are at a higher level than processes?
* Quality management fits more under Business dimension in our opinion, as it covers everything that any organisation does in its Total Quality Management frameworks, including activities concerning institutional environment, cooperation, coordination and so on. Yes, it is also in Methods dimensions, but already in more detailed level, in connection with “methods to support the business”, just like the description says. So we wouldn’t mention quality management in Methods level, as GSBPM and other standards are also in PDCA cycles themselves (in general Business level). QM is s more like a corporate capability element.
* The method of access to data - We already have dimension for Methods. This shouldn’t be covered in this dimension, to make clear difference between dimensions.
* Data transformation capabilities - Technical capabilities are clearly covered in Technology dimension. This shouldn’t be covered in this dimension, to make clear difference between dimensions. We also took Technology dimension out from GSIM descriptions.

## GAMSO assessment

**Were there any self-assessment criteria that were particularly difficult to understand?**

* Only the Business Dimension explicitly mentioned GAMSO. It was unclear for the other dimensions whether the assessment was independent of the knowledge of GAMSO. The cells should explicitly mention GAMSO.
* Methods x Levels was difficult to assess for different types of methods. If IT-methods were covered in Applications/Technology and process methods were covered in Business, then it would have been easier to assess.
* Information – descriptions of levels sound like they are applying to GSBPM rather than wider GAMSO
* Applications – in Corporate Implementation, should have something like ‘Corporate Strategy for …..’ and add ‘is fully adopted’, because although we may have a strategy, we may not have moved towards implementing it
* Technology – similar to above – although we may have a vision/strategy, we may not have fully adopted it yet.
* Methods (e.g. statistical methodology and quality) - Why do we need this example here?
* corporate strategy for managing Methods (e.g. statistical methodology and quality, IT methods, process methods e.g. data collection methods and any other methods) see previous comment. Why are the parenthesis different? Do we intent to outline in each level different types of methods? If yes, maybe we should use "mainly" instead of "e.g."

Some business units are becoming interested in the potential value of managing technology as a corporate capability element - I think that mostly, those business units are IT units, or maybe also overarching units. Referring here to "business units" seems to me unnatural.

* Due to the fact that GAMSO is explicitly mentioned only in the Business description, the assessment for the other dimensions implies careful reasoning, in order to find a sensible evaluation of the maturity level reached, especially concerning Applications and Technology.
* Corporate implementation:

There is a corporate strategy for managing applications ***but not*** as corporate capability elements

There is a corporate strategy for managing technology ***but not*** as a corporate capability elements.

## GSPBM assessment

**Were there any self-assessment criteria that were particularly difficult to understand? Were the Levels sufficiently distinct per Dimension?**

* Corporate & Methods: “new and existing” -> “new and relevant existing applications”
* Corporate & Applications: “all existing applications” -> “all relevant existing applications”
* Mature & Applications: “all the applications” -> “all relevant applications”
* Management uses GSBPM systematically and regularly for managing and improving business capabilities and services - It is not clear here what the meaning of business services is: The term has not been used in previous levels. Is it meant service orientation? What about standardisation which was outlined in previous levels?
* Dissemination/ communication activities are carried out in some statistical domains to demonstrate the benefits of using the model - I do not understand why this is stated here
* A corporate-wide strategy for the use of GSBPM to map/ document methods per phase/ sub-process is in place - I added it here because it appears in the previous level. However, if there is not a real need to have a corporate strategy in place at this level, the corresponding paragraph in the previous level needs to be rephrased somewhat

Information object usage and nomenclature is harmonised/ standardised  across the organisation, with GSIM in routine use as the basis for describing and defining information objects - Shouldn't GSIM be mentioned in the previous level, if it is already a routine at this level? Should we say:" GSIM or CSPA LIM " to be consistent with CSPA MM?

Applications are mapped within one or more GSBPM phases- I am not sure I understand what is meant here and why it is stated.

The term "PROGRAM" is a little confusing here since it has not been used elsewhere and we are in the context of the "application" dimension i.e. an application is a software program. May be "statistical process" is preferable.

Maybe what is meant here is: The mapping of the applications is still rough, not yet to the sub-process level?

* Should we say :" GSIM or CSPA LIM " to be consistent with CSPA MM?
* What about standardisation which was outlined in previous levels?
* There exists a catalogue of GSIM information objects, e.g. unit type, that has been agreed on at the international level and the organisation is using this catalogue - It is not clear to me from the current phrasing if this level of implementation depends or not on international developments.
* The Information dimension seems to be more connected to GSIM than to GSBPM.
* It is not feasible to assess the Applications dimension with regard to GSBPM.
* The Corporate implementation for both the methods and information dimensions did not seem as detailed as other categories. Perhaps more information could be added.
* Mature implementation: GSBPM based responsibilities are shared between job positions and are described in job descriptions – seems a bit out of place being introduced at this level.

**Do you think we should have had a Technology Dimension for GSBPM?**

Most responses were no. Specific comments:

* With the current version of GSBPM, parts of the Build phase would need to be covered in IT methods and Applications.
* Not sure what this would imply, or if it could be applicable for GSBPM.

## GSIM assessment

**Were there any self-assessment criteria that were particularly difficult to understand?**

* The assessment criteria were understandable but a lot broader than for other standards.  
  Consequently, it seemed that a higher level could be reached easier in the GSIM assessment.
* Initial & Business: “Management…” kind of amusing?
* Early & Business: “Some serious effort”?
* Corporate & Business, Methods: “Corporate-wide strategy” will be introduced in all dimensions at the same time?
* Initial & Information: “Some” versus Pre & Information: “Several”
* Pre & Information: “has been tried occasionally”
* Corporate & Information: “There exist a common repositories of instances of GSIM information objects…” -> “There exist common repositories of instances of certain? GSIM information objects…”
* Corporate & Applications: “all applications” -> “new and relevant applications”
* Applications X Early – Physical databases? Where is the logical level? Where is CSPA- LIM?
* Applications x Corporate – Text about GSIM information objects is CSPA v1.0, where is CSPA v1.5?
* Applications x Mature – platform – isn’t this closer to Technical?

**Were the Levels sufficiently distinct per Dimension?**

Yes, the distinction between Corporate and Mature is clearer here.

**If not, please provide the Dimension(s) and Level(s) where you experienced difficulties**

Information: Organisation has officially adopted GSIM to describe its information assets. BUT *only some* of the information architecture of the organisation is described in terms of GSIM information objects.

There exist common repositories of instances of *only some of* GSIM information objects that can be reused in the whole organisation.

**Do you think we should have had a Technology Dimension for GSIM?**

Most responses were no. One response was Yes – related to DDI & SDMX and SOA Common Information Exchange Models etc.

## CSPA assessment

**Were there any self-assessment criteria that were particularly difficult to understand?**

* The self-assessment criteria for Mature level is highly ambitious. Having this level as a target, for instance in Business Dimension, would probably not have a strong support in the organisation?
* Initial & Methods: IT- “methods…”?
* Initial & Technology: “Management…” is a bit amusing?
* Corporate and Applications: Orchestration is probably included here because it is in CSPA guidelines? Otherwise it could be left out as it is not the only option.
* Methods x Corporate and Technology x Corporate - Is service visualisation recommended/best practice in the CSPA community? If not, then remove it.
* Methods x Levels was too difficult to assess for different types of methods. If IT-methods were covered in Applications/Technology and process methods were covered in Business, then it would have been easier to assess.
* Generally, across the dimensions, felt that the measures of the levels needed a bit more consistency e.g. methods, information, first mentions of CSPA are in early implementation rather than Pre Implementation.
* In Technology, there should be some mention of the infrastructure/technology adopted allowing ‘plug and play’
* Common services' platform - The expression appears here and in the technology dimension – but not in the application dimension where I would expect it to appear. The use of the expression needs to be standardised (in my opinion). Maybe also some definition is needed.

Some definitions may be needed: What is the services platform? Why the concept has not been introduced in the previous dimension on Applications? What are the SLAs of the services platform about?

* Some commercial components start to be integrated - It is not clear to me what is meant by integration of commercial components

**Were the Levels sufficiently distinct per Dimension?**

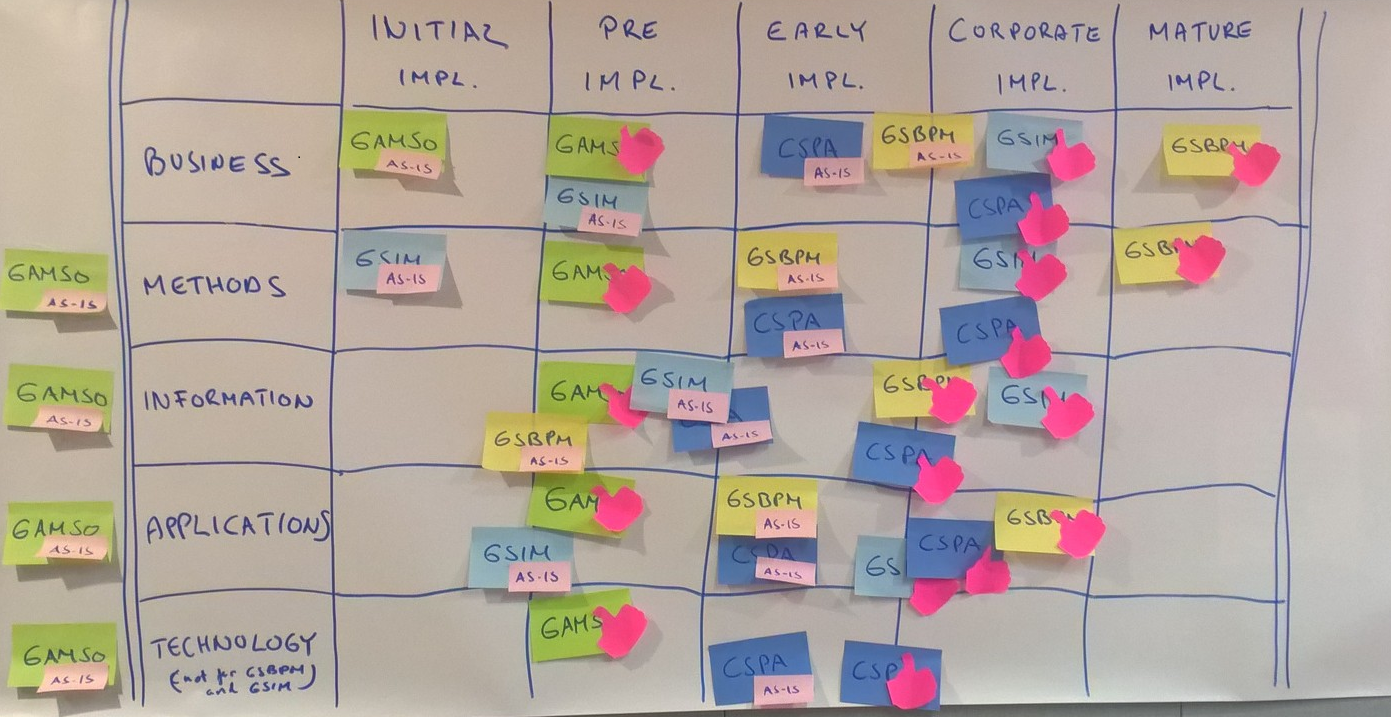
* The step between Early and Corporate levels, especially in Technology dimension, is pretty big.
* Applications – Early implementation to corporate implementation seems like too big of a jump (international service catalogue is used). Should have something in the middle.
* Technology – Early implementation - One single platform for *all* activities across *all* domains is not the target for us
  + There is a *limited number of* standardized IT platform*s* which *are* supported by the organisation.
  + Interaction of IT solutions is a common practice because *all related* areas share the same set*s* of technologies.

## Finally: across all standards

**Do you have any general feedback/suggestions to help us make the filling out of this maturity assessment easier?**

Finland

* As a tool to foster discussion wall-technique could be used, see the picture below.
* Halfway-positions like 3,5 should be allowed?
* Time span for reaching the Target level could be 3 years instead of 5 years? With five years’ time span anything can be thought to be possible, whereas with 3 years’ time span plans are more specific and more in reality?
* About GAMSO: could GAMSO and GSBPM be assessed together as GAMSO includes GSBPM?
* Could the assessment of GAMSO be done twice: 1) for GAMSO 2) using any other standard instead of GAMSO as several organisations use some other model instead of GAMSO?
* Two hours (or possibly three hours including a break) is suitable for the assessment in a cross-cutting group. However, this time is not enough to thoroughly think about the keys steps/ requirements, only the first ideas can be gathered. To foster more ideas about key steps / requirements probably a second round focusing on this issue solely would be needed.

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Norway

* Include the HLG figure showing the connections between the four modernisation standards
* Simplify – too much text in the self-assessment criteria
* Provide expected time frame for the Target maturity in the tables per standard.
* The Modernisation Maturity Assessment is useful.
* Individuals could fill it out quite differently depending on their individual experience. Discussion in a small group is an important part of the maturity process.
* The questionnaire should be implemented as an electronic questionnaire for example Google forms linked to text parts in UNECE Confluence. Must be possible to save and printout. Not Excel.

**Italy**

* The Dimensions are not always really suitable for assessing the Maturity implementation level of each standard. Particularly, Applications dimension was difficult to assess for GAMSO (where we took reference from CSPA) and for GSBPM.

**Canada**

* Once we have them, providing examples from countries on how they walked through the assessment might be helpful.

**Estonia**

* In some cases it is not 100% clear, if the organisation fulfils the level or not. For example if something is done largely like 80% of processes / subject areas are using it or 80% of the level description is appropriate, then can we consider it done and assess ourselves to be on that level or should we progress until 100% of the organisation is fulfilling requirements / acting as described? For comparability reasons it would be smart to agree on this generally and to add a short description to this assessment document, just to avoid different interpretations.

## ANNEX: Results of Maturity self-assessments – summary across countries

## GAMSO Maturity Assessment results

|  |  |  |
| --- | --- | --- |
| **Dimension** | **Current Maturity** | **Target Maturity** |
| Business | 1-initial  1-initial/1-initial  1-initial  2-pre  1-initial/2-pre  3-early/4-corporate  2-pre  2-pre | 2-pre  -  3-early  -  -  5-mature  4-corporate  5-mature |
| Methods | 0  1-initial/1-initial  1-initial  3-early  1-initial/3-early  4-corporate  2-pre  5-mature | 2-pre  -  4-corporate  -  -  5-mature  4-corp  5-mature |
| Information | 0  2-pre/1-initial  2-pre  3- early  1-initial/3-early  3-early/4-corporate  3-early  3-early | 2-pre  -  4-corporate  -  -  5-mature  5-mature  5-mature |
| Applications | 0  3-early/1-initial  2-pre  4-corporate  1-initial  4-corporate  3-early  3-early | 2-pre  -  2-pre  -  -  5-mature  5-mature  5-mature |
| Technology | 0  3-early/1-initial  1-early  4-corporate  1-initial  2-pre  3-early  3-early | 2-pre  -  2-pre  -  -  4-corporate  5-mature  5-mature |

## GSBPM Maturity Assessment results

|  |  |  |
| --- | --- | --- |
| **Dimension** | **Current Maturity** | **Target Maturity** |
| Business | 3.5-early/corporate  3-early/3-early  3-early  3-early  3-early  4-corporate  3-early  5-mature | 5-mature  -  4-corporate  -  -  5-mature  5-mature  5-mature |
| Methods | 3-early  3-early/2 –pre  2-pre  3-early  3-early  4-corporate  3-early  4-corporate | 5-mature  -  4-corporate  -  -  5-mature  5-mature  5-mature |
| Information | 1.5-initial/pre  2 –pre/1-initial  2-pre  1-initial  2-pre  3-early/4-corporate  3-early  3-early | 3.5-early/corporate  -  5-mature  -  -  5-mature  5-mature  5-mature |
| Applications | 3-early  2-pre/2-pre  2-pre  4-corporate  2-pre  -  4-corporate  3-early | 4-corporate  -  -  5-mature  -  -  5-mature  5-mature |

## GSIM Maturity Assessment results

|  |  |  |
| --- | --- | --- |
| **Dimension** | **Current Maturity** | **Target Maturity** |
| Business | 2-pre  1-initial/1-initial  1-initial  2-pre  1-initial/2-pre  3-early  3-early  2-pre | 4-corporate  -  3-early  -  -  5-mature  4-corporate  5-mature |
| Methods | 1-initial  1-initial/1-initial  1-initial  1-initial  1-initial/2-pre  1-initial  2-pre  3-early | 4-corporate  -  4 – corporate  -  -  5-mature  4-corporate  5-mature |
| Information | 2-pre  1-initial/1-initial  3-early  2-pre  1-initial/2-pre  3-early  3-early/4-corporate  3-early | 4-corporate  -  5-mature  -  -  4-corporate  5-mature  5-mature |
| Applications | 1-initial  1-initial/1-initial  3-early  1-initial  1-initial/2-pre  2-pre  3-early  1-initial | 3.5-early/corporate  -  5-mature  -  -  4-corporate  4-corporate  5-mature |

## CSPA Maturity Assessment results

|  |  |  |
| --- | --- | --- |
| **Dimension** | **Current Maturity** | **Target Maturity** |
| Business | 3-early  2-pre/1-initial  2-pre  3-early  1-initial/3-early  2-pre  3-early  3-early | 4-corporate  -  3-early  -  -  5-mature  4-corporate  5-mature |
| Methods | 3-early  1-initial/1-initial  1-initial  3-early  1-initial/3-early  4-corporate  3-early  3-early | 4-corporate  -  -  -  -  5-mature  5-mature  5-mature |
| Information | 2.5-pre/early  2-pre/1-initial  3-early  2-pre  1-initial/2-pre  4-corporate  3-early  3-early | 3.5-early/corporate  -  5-mature  -  -  5-mature  5-mature  5-mature |
| Applications | 3-early  2-pre/1-initial  3-early  3-early  1-initial/3-early  4-corporate  3-early  2-pre | 4-corporate  -  5-mature  -  -  5-mature  4-corporate  5-mature |
| Technology | 3-early  3-early/1-initial  3-early  3-early  1-initial/2-pre  2-pre  2-pre  2-pre | 3.5-early/corporate  -  4-corporate  -  -  4-corporate  4-corporate  5-mature |