

Information Governance Maturity Model

technology
from seed

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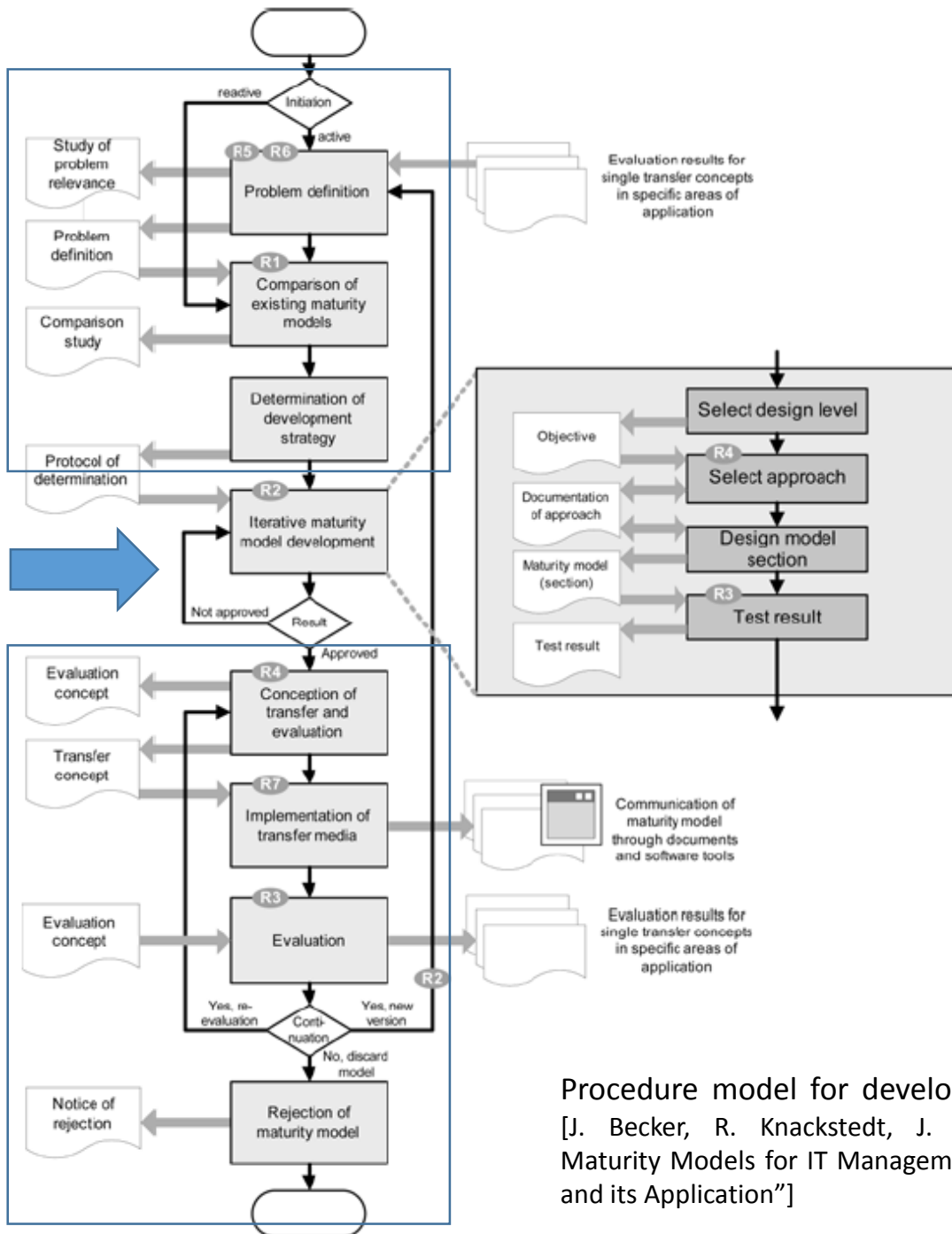


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- Working group in Portugal developed a set of guidelines for efficient and effective Information Governance
 - Guidelines will be issued as a governmental resolution
- Application of the guidelines will be measured by a Maturity Model
 - Organizations need to achieve level 2 of the IG Maturity Model in 3 years in all processes. With proper justification this deadline can be extended by one year.
 - In 4 years the IG Maturity Model will be used as a criteria for funding IG programs. Non-compliant organizations will be penalized in their performance evaluation.

- A **Maturity Model** is a methodology used to develop and refine organization's processes. For each process it identifies a five-level path of increasingly organized and systematically more mature process.
 - Identifies the strong and weak points of an organization
 - It provides information for internal auditing
 - It allows measuring of progress
 - It allows to identify gaps between the as-is and the to-be state
 - It supports planning of efforts and identification of priorities



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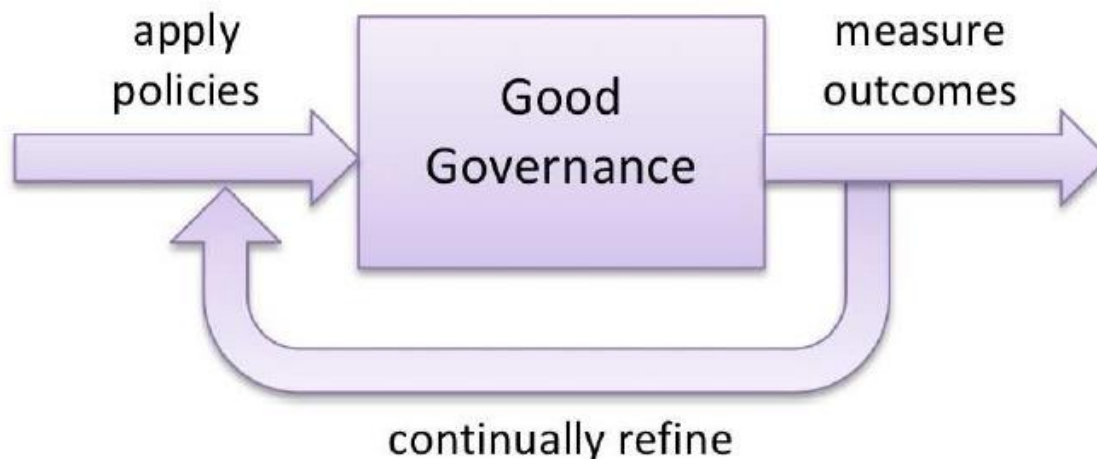
IN PROGRESS

FUTURE WORK

Procedure model for developing maturity models [J. Becker, R. Knackstedt, J. Poppelbuß. "Developing Maturity Models for IT Management – A Procedure Model and its Application"]

1. Problem Definition

- Define Information Governance as a framework to optimize the value of information to the actors involved
- Promote IG as an holistic concept
- Assure that the application of IG policies can be measured and consequently refined based on the evaluation



2. Comparison of existing maturity models



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Maturity Model	Scope	Stages	# Dimensions	Details
IAM	Information Asset Management	6	4	High
RM	Records Management	4	9	High
DAM	Digital Asset Management	5	15	Medium
ECM3	Enterprise Content Management	6	13	Medium
EIM	Enterprise Information Management	6	NA	Low



2. Comparison of existing maturity models



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- Almost all models use the same five stages: (1) Unaware, (2) Aware, (3) Defined, (4) Effective, (5) Innovative. Six stages models normally introduce a reactive stage;
- Several models categorize their stages in People, Information and Systems
- Models with fewer dimensions provide a higher level of detail
- Good news for IG: similar concerns, dimensions and content
- **Bad news for IG: different terminology and fundamentals**
 - There is a need for a common vocabulary



3. Development Strategy



1. Create our maturity model architecture (i.e. define stages and dimensions)
2. Define a common vocabulary that allow the integration of the existing maturity models (i.e. Information Governance Ontology)
3. Use literature analysis to populate our levels
 - ISO15489
 - ISO30300/1
 - MoReq2010
 - ISO/IEC 38500
 - ISA-ADMS
 - ISO/IEC/IEEE 420130
 - ISAACA – COBIT
 - ITIL
 - TOGAF
 - ISO16175
 - ISO19011



3.1. Development Strategy



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- i^* is a comprehensive approach that was designed to closely integrate the concepts of stakeholders and goal for properly documenting and analysing goals and goal dependency. Its most relevant objects are
 - Actor
 - Goal
 - Task
 - Resource
- By modelling literature knowledge using i^* we align our references and define a common referential



3.2. Development Strategy

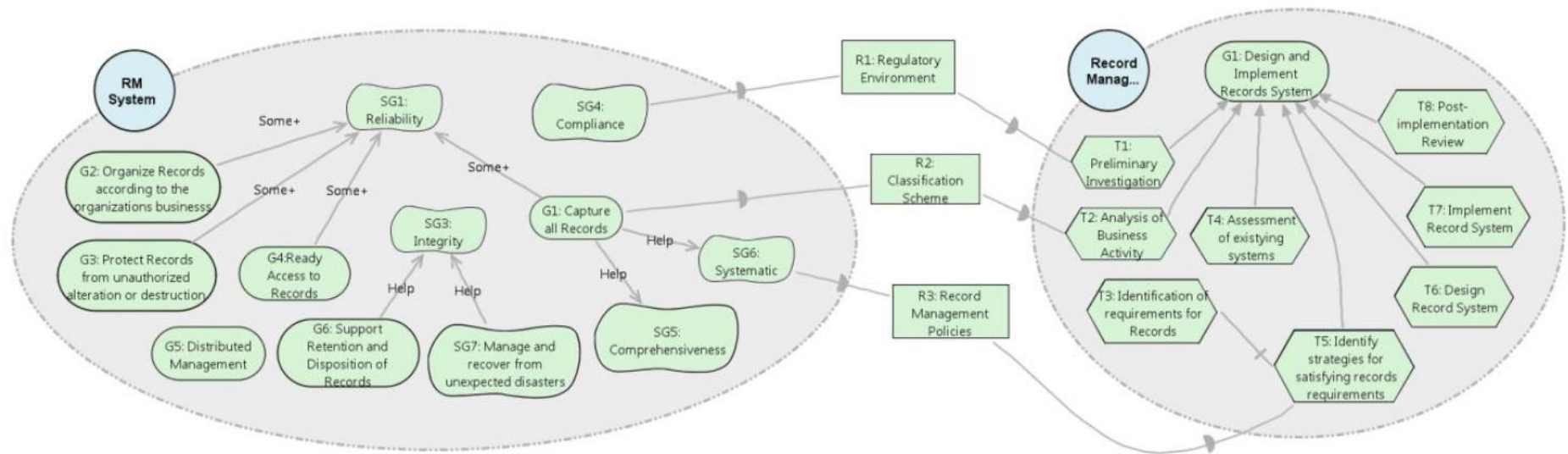


Figure 1. Strategic Rationale Model of a RMS according to ISO15489 [4].

3.3. Development Strategy



- Level 0 (Absence)
 - There is an absence of vision, policies and processes regarding information governance.
- Level 1 (Basic)
 - There is some effort regarding information governance;
 - IG Processes are ad-hoc and unorganized;
 - Responsibilities are partially identified;
- Level 2 (Essential)
 - There is a concern regarding information governance;
 - IG Processes are defined;
 - Responsibilities are fully identified



- Level 3 (Valued)
 - Information Governance is part of the mission of the organization and is used to get competitive advantage;
 - IG Processes are not only defined but monitored and evaluated to assure efficiency and effectiveness;
 - The organization is a reference of IG good practices.
- Level 4 (Inovative)
 - The organization promotes IG as a transversal strategy;
 - The Enterprise Architecture of the organization is well defined and IG plays a pro-active role in all areas;
 - The organization actively contributes to the inovation of IG;
 - The organization is recognized as a partner for IG inovation;

4. Iterative Development



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- Criteria Assessment (eMM)
 - In different sectors with the help of several organizations



National Archives
of Portugal



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- Define a Information Governance Ontology
- Develop an online questionnaire based on the developed Maturity Model
 - Evaluate and refine phases
 - Engage with Practitioners
 - Refine the Maturity model to meet users expectation