

Chapter 1

IT/IS Readiness Maturity Model

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EXECUTIVE SUMMARY

This chapter explains the concept of an IT/IS readiness maturity model including particular requirements in terms of four domains, embracing nine attributes: IT infrastructure (top management perception, systems and communication), people (skills, roles and responsibility of IT staff, user involvement), process, and work environment (organization behaviour, IT department, leadership). Each of the attributes consists of 14 factors: top management perception (drivers, systems requirements definition), systems and communication (focus, network communication), skills (type of skills, capability building), roles and responsibility of IT staff (position of IT/IS heads, roles of IT staff), user involvement, process (practices), organizational behaviour (characteristics), IT policy (control of IT/IS activities), and leadership (communication, participation). The following section describes the concept of readiness and maturity, the resources used for element extraction/adoption and the description of the model.

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DESCRIPTION OF MODEL

The Purpose of IT/IS Readiness Model

- A. The model is intended to be used prior to IS/IT project implementation
- B. The model is a holistic in nature and focuses on soft issues which embrace all the key organizational elements such as IS/IT, people, business processes and work environment.
- C. The model adopts the maturity-level techniques to facilitate the measurement of the “Readiness Gap”, i.e. the gap between the current and the required state of readiness, prior to the implementation of a selected IS/IT project.
- D. Each maturity level provides guidelines for managers to improve the readiness status and progress through the maturity levels.

The proposed model is a maturity model composed of six progressive stages of maturity that an organization can achieve in their investment and implementation of IT/IS. These maturity stages are cumulative; which means, in order to get a higher position in the maturity stages, the organization must comply with the pre-ordained requirements for that stage (in addition to those for all the lower stages).

What is being Evaluated?

The model is based on assessing four organizational elements and is shown in Table 1.

Table 1. The characteristics of the key elements of the IT/IS readiness model

Key Elements	Attributes	Characteristics
IT Infrastructure	Top management perception	Describes top management’s (business executives) strategic thinking and direction towards the development and utilization of IS/IT in their organizations
	Systems and communication	The development and utilization of applications and the organizations’ direction and strategic plan
People	User Involvement	The level of involvement of staff in the IS/IT developments in organizations
	Roles and responsibility of IT staff	The roles and responsibility of IT staff in organizations
	Skills	Acquiring and development of human capacity
Process	Processes	Represented by the process “Practices” within the organization
Work Environment	Organizational behaviour	Actual implementation pattern of IT/IS in organization
	Leadership	The leadership style at both operational and strategic levels
	IT Department	The unit group to provide IT/IS services including infrastructure and applications

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