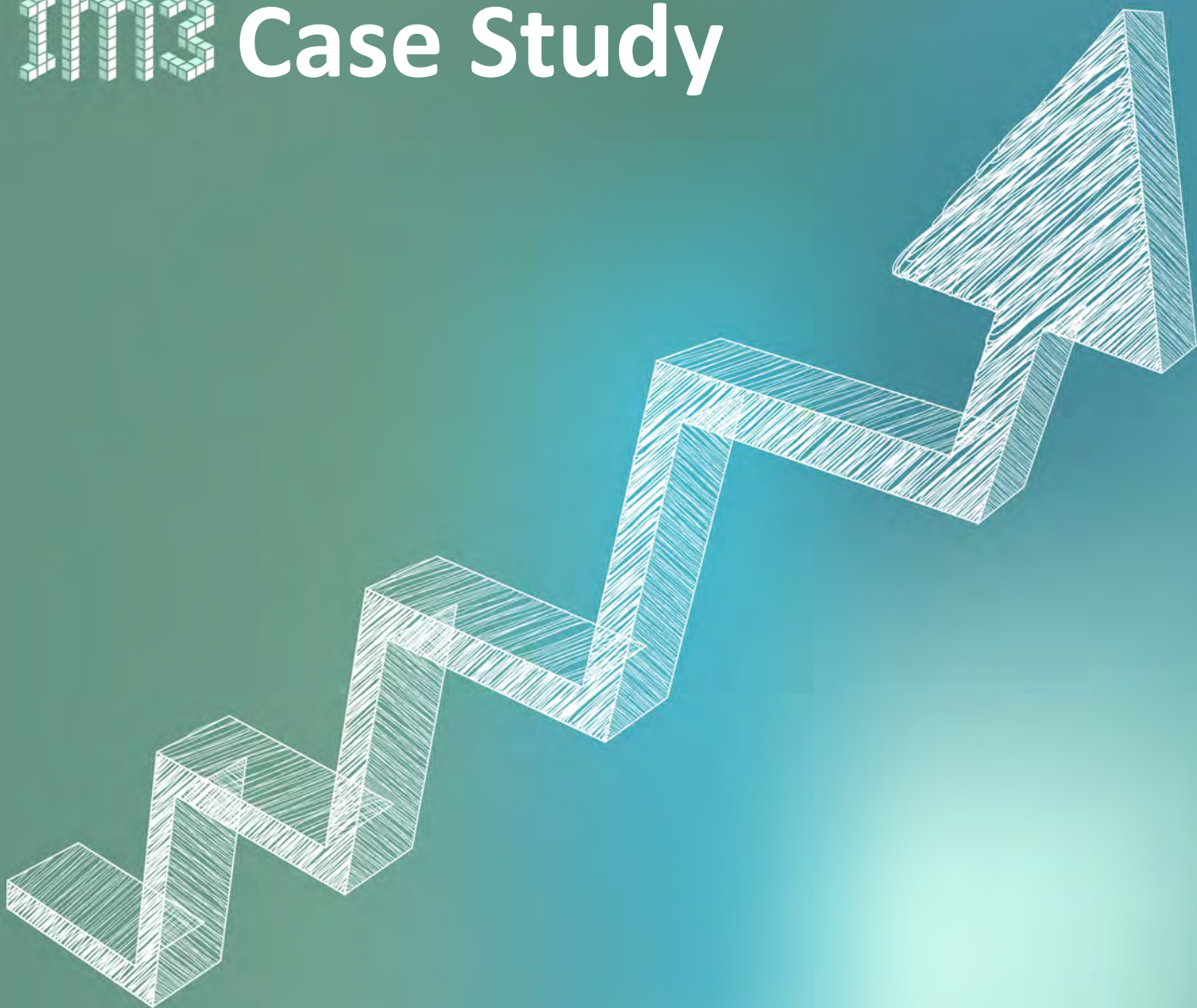


Public Record Office Victoria



Case Study



Building IM maturity at DHHS

How the Department of Health and Human Services effectively used PROV's IM3 tool to assess and build their IM maturity



Public Record
Office Victoria



Public Record Office Victoria Case Study 2016

Building information management maturity at Department of Health and Human Services



Developed by Public Record Office Victoria, the Information Management Maturity Measurement (IM3) tool helps agencies assess the maturity of their current information management practices. The former Department of Health and the newly formed Department of Health and Human Services have used the tool to identify information management strengths and weaknesses and inform their information strategy and work plan.

Key Topics

IM3, information management, self assessment, IM tool, IM strategy.

Key Discoveries

- **By using PROV's IM3 tool the Department of Health was able to gain support for the creation of an Information Management Team, set IM maturity targets and demonstrate progress in their level of IM maturity.**
- **The IM3 tool allowed Department of Health and Human Services to identify their baseline Information Management maturity levels.**
- **Utilisation of the IM3 tool can assist departments in planning their information strategy, prioritising projects that increase maturity in specific areas, and allocating adequate budgets and resources to their IM work plans.**
- **Having access to an objective maturity framework linked to Victorian standards is useful for engagement with key stakeholders.**

About

The Department of Health (DH), Department of Human Services (DHS) and Sport and Recreation Victoria (from the former Department of Transport, Planning and Local Infrastructure) merged to become the Department of Health and Human Services (DHHS) on 1 January 2015.

DHHS is responsible for the creation and implementation of services, programs and policies that improve the health and wellbeing of Victorians.

Prior to the merger each department had their own information management team, as well as differing information management capabilities and resource levels.

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The combining of IM units lead to an increase in the scope of DH's IM team to cover the new DHHS, consisting of an additional 11,000 staff.

What is IM3?

IM3 is a tool designed to assess the level of development of IM strategies and practices in agencies.

The IM3 assessment requires users to complete 17 multiple choice questions which cover 4 broad areas:

1. PEOPLE
2. ORGANISATION
3. INFORMATION LIFECYCLE & QUALITY
4. BUSINESS SYSTEMS & PROCESSES



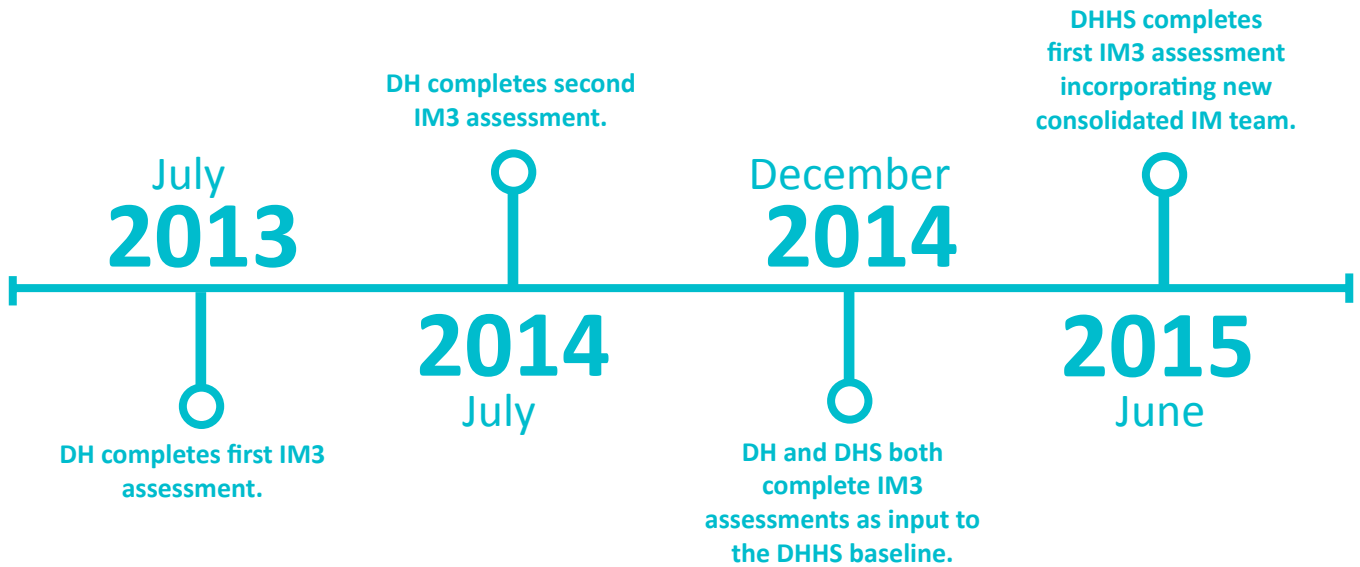
The Challenge

DHHS wanted to understand the IM maturity of each former department in order to demonstrate to stakeholders the difference in maturity levels between DH and DHS, and identify the risks, priorities and resources of the new department.

Approach

In July 2013, DH first used the IM3 tool results to support a business case for the creation of an -

Timeline of Department IM3 Assessments



Information Management Policy and Coordination Unit (IMPCU) to progress IM coordination across a relatively small department.

In July 2014, DH undertook an IM maturity assessment to inform the development of the Managing Information Strategy. The Strategy documented the baseline and current maturity level of the department, as well as projected levels at the one and two year mark.

The IMPCU documented the contribution of each of the Strategy's key projects towards improving information maturity levels. This was done to confirm that projects addressed areas of weakness, and to ensure the implications of not undertaking a project or task were evident.

When the department discovered it was to merge with DHS, it was decided that an IM3 assessment would be undertaken to gain a comprehensive picture of IM

maturity levels in each of the former departments at their cessation (December 2014). Multiple staff at each department collaborated to complete the maturity assessments, with documentation developed to support the rating assigned.

Using the IM3 tool provided an objective external resource to articulate the significantly different levels of IM maturity between DH and DHS.

Using the IM3 tool provided an objective external resource to articulate the significantly different levels of IM maturity between DH and DHS. On the whole, DH was more progressed than DHS, a much larger department.

In the first six months of operation, IM governance structures were

IM3 and VAGO

The Victorian Auditor-General's Office (VAGO) recommended that Departments and agencies use the IM3 tool in the [Access to Public Sector Information](#) report, released December 2015.



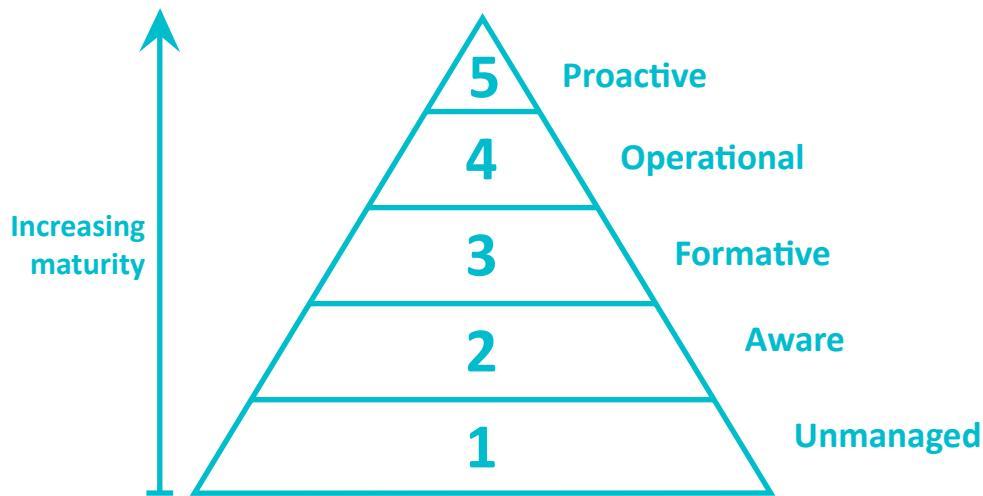
established and the key DHHS IM Principles and Information Asset Governance Policy were approved. A number of projects that had started in the former departments continued, some with expanded scope.

The month for the baseline DHHS IM3 level was set at June 2015, to -



IM3 Maturity Levels

For each question in the IM3 assessment, users will be asked to select their current 'maturity' level using a scale of 1 to 5.



allow for establishment activities to be reflected, to determine initial IM progress and to provide the department with a clearer picture of IM moving forward.

The Result

The former DH team could demonstrate the effect that establishing an IM Unit, and later the implementation of a Strategy, had on the IM maturity in a two and a half year period prior to DHHS being established.

The use of the IM3 tool also showed where both departments were at

the time they were disbanded, and what level of IM maturity DHHS had achieved six months after the new department was created.

The questionnaire and support documentation in the IM3 tool helped DHHS to:

- identify areas of IM in the department that needed attention
- develop a strategy and a set of key activities to improve IM maturity
- demonstrate to key stakeholders the areas of risk and provide a benchmark from which to

demonstrate progress

- support proposals to management for funding and resources to improve information management in the department.

Overall the use of the IM3 tool has been met with positive reception.

DHHS now plans to assess and track IM maturity annually, aiming for operational (4 out of 5) maturity rating across the department. Once this is achieved the cost benefit analysis of aiming for a higher level of maturity may be progressed.

For further information about IM3 please go to:

<http://prov.vic.gov.au/government/information-management-maturity-measure-tool-im3>

For further information about the Department of Health and Human Services please go to:

<http://dhhs.vic.gov.au/>

