

Data Management — Governance Maturity Assessment

Please select exactly one answer per question. Select the option that best describes your current situation today, not the situation you are working toward.

Dimension 2 — Data Management — Governance

Definition*: The level of maturity of your data management processes: the plan that says how data is handled, whether it is actually followed, and who is accountable for it.

1. What is the status of your data management plan?*

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|--|--------|
| ☐ We have nothing documented. | 1 pt. |
| ☐ We have a written data management plan, approved and dated, but no evidence that it is applied. | 2 pts. |
| ☐ We can show evidence that the plan has been implemented, such as records, logs, and minutes. | 3 pts. |
| ☐ We measure compliance with the plan and can demonstrate it internally. | 4 pts. |
| ☐ Compliance with the plan has been verified by an external party (audit or certification). | 5 pts. |

You can support this answer with: the data management plan itself, with its version and approval date.

2. What does your data management plan cover?*

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|---|--------|
| ☐ We have no plan. | 1 pt. |
| ☐ Planning only, what we intend to do. | 2 pts. |
| ☐ Collection, quality checking, and day-to-day management. | 3 pts. |
| ☐ The above, plus retention, deletion, access, and incident handling. | 4 pts. |
| ☐ The full data lifecycle, including secondary use and EHDS obligations. | 5 pts. |

You can support this answer with: the table of contents of your plan.

3. How far has the plan been implemented?*

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|--|--------|
| ☐ It has not been implemented. | 1 pt. |
| ☐ Implemented in one department or for one dataset. | 2 pts. |
| ☐ Implemented for our main datasets. | 3 pts. |
| ☐ Implemented across the whole organization. | 4 pts. |
| ☐ Implemented across the organization and reviewed on a fixed cycle, with changes fed back into the plan. | 5 pts. |

You can support this answer with: implementation records, roll-out plan, system configuration.

4. How do you know the plan is being followed?*

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|--|--------|
| ☐ We do not check. | 1 pt. |
| ☐ We only hear about it when somebody raises a problem. | 2 pts. |
| ☐ Somebody reviews compliance from time to time, without a schedule and without a record. | 3 pts. |
| ☐ We check on a fixed schedule and record the result (internal audit). | 4 pts. |
| ☐ An external party verifies compliance (external audit or certification). | 5 pts. |

You can support this answer with: your last internal or external audit report.

5. Who is responsible for data governance?*

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|--|--------|
| ☐ Nobody in particular. | 1 pt. |
| ☐ Somebody does it informally, alongside their main job. | 2 pts. |
| ☐ A named person has it in their job description. | 3 pts. |
| ☐ A named person plus a standing group (for example, a data governance board) that meets regularly. | 4 pts. |
| ☐ As above, with a documented mandate and a reporting line to senior management. | 5 pts. |

You can support this answer with: the job description, terms of reference of the governance board, organization chart.

YOUR NOTES FOR THIS DIMENSION

What sits behind these answers: the practices and tools you rely on, recent improvements, and the gaps that explain the lower scores. This is the material for the supporting narrative on the Overall Score sheet.

DIMENSION SCORE

Add up the points of all 5 answers and divide by 5. Keep one decimal.

YOUR MATURITY LEVEL

Round the dimension score down to the nearest whole number.

Level 1 Initial Starting out · 1 Point	Level 2 Emerging Written down · 2 Points	Level 3 Defined In practice · 3 Points	Level 4 Managed Measured · 4 Points	Level 5 Optimized Improving · 5 Points
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The five maturity levels in this dimension

Your five answers average to one level. Each row describes what that level typically looks like across all five questions, so you may be ahead of it on some points and behind on others.

Level 1 Initial	Nothing documented, nobody accountable, and no check that anything is followed.
Level 2 Emerging	A written plan and somebody informally responsible, but no evidence it is being applied.
Level 3 Defined	The plan is followed for the main datasets, with a named owner and occasional checks.
Level 4 Managed	Implemented organization-wide, compliance measured on a schedule, governance board in place.
Level 5 Optimized	Externally audited or certified, with a documented mandate and a reporting line to management.

Your next step: find the row for the level you reached, then read the row directly below it. That row is what you need to achieve to move up one level in this dimension.

Note: Every question in this dimension uses the same 1–5 scale, and the same real-world situation is worth the same number of points in every question, so both the lowest and the highest level are reachable. Transfer your maturity level for this dimension to the *Maturity Overall Score Calculation* sheet, which brings all ten dimensions together.

References*

Question 1 follows the maturity levels of this dimension in the QUANTUM data holders' maturity model (Deliverable 1.2 v3.5); the wording is EHDS4ALL's own. Underlying source given there for this dimension: Adapted HDRUK. Questions 2 to 5 are EHDS4ALL, developed from the WP3 workshop of August 2024 and the expert interviews of October 2024. The five level statements below combine all five questions, because the dimension score is the average of all five answers.

Jones, M., & Bernal-Delgado, E. (2025). **Deliverable 1.2 — Specification for the assessment of data holders' maturity** (Version 3.5.0). QUANTUM project. Zenodo. doi: 10.5281/zenodo.14944767

Gordon, B., Barrett, J., Fennessy, C., et al. (2021). Development of a data utility framework to support effective health data curation. *BMJ Health & Care Informatics*, 28(1), e100303.

International Organization for Standardization. (2018). Data quality — Part 62: Data quality management: Organizational process maturity.

EHDS4ALL (2024). Protocol, Workshop Kick-off WP3, Cologne, 19 August 2024. Work Package 3, dimension validation and maturity levels.

EHDS4ALL (2024). Expert interviews with health data holders and maturity model developers, October 2024. Conducted by inav and the University of Cologne; participants anonymized.

Data Management — Governance Maturity Assessment | Please answer all questions

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