



Users Needs First Maturity Scan

<https://maturityscan.gebruikercentraal.nl/>

<https://volwassenheidsscan.gebruikercentraal.nl/>

This Maturity Scan can help you determine how well your organization engages users in developing (digital) services. Based on your answers, you will receive tips on how to reach the next maturity level. There are 15 questions. It's important to decide before hand what your perspective is going to be: for example, will you be answering the questions from the perspective of your own department or your entire organization? When you are uncertain about an answer, choose the one that best describes the situation.

Resources and processes

The first three questions are about which resources are available and how user involvement is embedded in the processes.

1. What budget is available for User eXperience (UX)?
 - No budget
 - Budget becomes available ad hoc
 - (Limited) budget available per project
 - (Limited) budget structurally available for user involvement and employee training
 - 10-15% of all budgets is available for projects and activities to involve users. A set budget is available for employee training, purchase of equipment/hardware and software, to conduct user research

2. How many people/disciplines involve users in their work?
 - None
 - A few driven employees in the bottom tier of the organization, but involving users is not a full-time job
 - Users are included in projects; there are a few full-time UX employees available for projects
 - We have a separate team with full-time employees to engage with users. Team members come from several different disciplines
 - All employees and disciplines pay attention to user needs, with a team of full-time employees for specialist (UX) work

3. Is User eXperience (UX) included in work processes?
 - It's not included in work processes
 - We have only generic processes in terms of quality (of service)
 - UX is seen as an instrument to be used or not, instead of a process. For example, conducting a usability study, once, upon completion
 - Special UX processes are established to involve users
 - UX is embedded in all processes, both in development- and agile management processes. And we work closely together with our partners to improve quality and make sure they offer customers the same experience we do

Management and governance

These three questions are about the involvement of management and how the organisation is directed towards involving users.

4. How is management involved?
 - There is no involvement
 - They occasionally receive research reports
 - They are becoming interested and they want to know about the benefits
 - They think it's important and steer towards involving users
 - Within top-level management, one person is the explicit owner of all things UX, or management is the face of user centeredness, and is leading by example

5. Is user involvement part of the organization's vision and mission?
 - No
 - In some departments and projects, research results are used to plan activities
 - An annual research plan and a set of KPIs (key performance indicators) exist
 - Management believes it is important, and we use a well thought through set of KPIs
 - User's involvement is used strategically, and is mentioned explicitly in our organization's vision and mission statements, as well as the vision and mission statements of our various departments. It is put into practice, and all associated governance methodologies are used

6. How long has your organization been (actively) involving users?
 - At the moment there is no user involvement
 - User involvement started less than 2 years ago
 - Users have been involved for 2-5 years
 - Users have been involved for 5-10 years
 - Users have been involved for over 10 years

Methodologies and measurement

These three questions are about the methodologies used and how they are measured.

7. Which methodologies are used to involve users?
 - None
 - A specialized company performed just one usability test and we have statistics we can use
 - There is a basic set we use for everything: guerrilla methods are used for usability testing, and we're experimenting with persona's and customer journeys
 - A set of methods is being used during the development of new functions, for instance to prioritize, and to validate our work, as well as statistics and user testing
 - We use different methods strategically, including co-creation with real users, using our own testing facilities, research community, etc. Each time we carefully consider what methodologies to use, and choose the best. New methodologies are also considered

8. What happens with the results of the applied methodologies?
 - Little or nothing
 - Several times a year we ask users for their opinion, we just wait and see what the results are, and consider how we might use these results
 - We only use the results to get confirmation of new developments / adjustments. The results are only shared within our project team/department
 - We have an annual research plan for specific products, in which we use a structural set of methods. The results are shared with our stakeholders.
 - We measure as much as possible, and share all results proactively (with everyone, including management), and we have an overview of all research findings and insights, nothing is launched or is changed without validation

9. What is measured?
 - Little or nothing
 - Only customer satisfaction surveys are conducted
 - We started measuring by agreeing on a number of basic UX-KPIs, for example user satisfaction.
 - KPIs are tested to determine which KPIs are effective when it comes to involving users. There (still) is an emphasis on numerical KPIs
 - There is an extensive set of KPIs, and a set of less stringent requirements, that are used to run frequent planned tests, to examine user emotions, perception and experience

Knowledge and (business) culture

These three questions are about the level of knowledge and culture within the organization.

10. Who, within the organization, has knowledge about user involvement?
 - Hardly anyone
 - A few people, in different departments, who consider user involvement to be important
 - Employees who consider user involvement to be important, meet and share their knowledge
 - We have a specialized department that consists of full-time employees dedicated to research/user experience
 - Everyone has a basic knowledge and a specialized (internal) team, consisting of an interaction designer, researchers and advisors, with specific knowledge of user involvement, exists, e.g. to offer assistance in sessions with users

11. How do employees, and the organization as a whole, gather knowledge about user involvement?
- They don't
 - Some employees think it's important and look for any information on user involvement themselves
 - We attend meetings on user involvement every now and then, and, ad hoc, employees register for a course
 - We consider what training on user involvement is needed, and draw up a training plan, we attend meetings and share our knowledge and experiences
 - We make sure to educate and certify as many employees as possible, we hire people who are already trained in user involvement, and share our knowledge in communities and in professional networks
12. How do employees feel about involving users?
- Not important
 - A few employees think it's important to consider user needs, the other employees consider users to be a burden
 - There are a few specific departments that consider user involvement to be important, because they are used to dealing with users directly
 - Employees within the organization know what their personal contribution is, in ensuring happiness and loyalty in users
 - We offer continuous learning and development programs, where (business) culture, user centeredness, and user experience are key topics

Understanding user needs

The last three questions are about how much interaction there really is with the user / customer.

13. At what point/phase in a project are users involved?
- Never
 - Only at the very end, when the (improved) site or application has been launched, for example by user testing or web analytics
 - Users are involved during product and services development, for example in prototype testing
 - Users are involved from the moment product and service requirements are drawn up
 - Users are involved right from the start, in all phases, they also help decide if, and what product or service will be developed
14. Who comes into contact with users?
- Only helpdesk employees if there is a problem
 - Only researchers, during the small number of usability tests performed
 - Project team members observe during user testing
 - Product owners, product managers and project managers have direct contact with users
 - Everyone, including our board of directors, talks to users frequently, and because of this, they are always aware of what's important to users

15. What are the biggest challenges in user involvement within the organization?
- Very challenging, the organization isn't interested in user involvement
 - It is difficult to determine who the actual users are, we mainly look at what is needed from our own experience
 - Involving users in testing (designs) and securing budgets, are the biggest challenges
 - The challenge lies mainly in convincing management and different departments to make decisions based on the interests of the user rather than the interests of the organization
 - Ensuring UX consistency, working together with different organizations, and dealing with existing systems are the main challenges

Tips for 'Resources and processes'

Tips to go from level 1 to level 2:

1. Have a usability test carried out on a website or one of your services, and observe the test being carried out along with colleagues.
2. If, at the moment, you are not really looking at the quality of your services or websites, start by drawing up a basic quality process.
3. Check whether there are employees in your organization, who would like to involve users, or are already doing so, and encourage them to increase their user involvement.

Tips to go from level 2 to level 3:

1. Make sure that there is a dedicated budget for involving users within a project, to be used, for example, to perform a usability test just before or after product delivery and watch (with colleagues) what happens.
2. Carry out a basic, zero-measurement to see what people think about your website / service, for example through a usability test, survey, etc.
3. Find out where you would like to involve your users within the development or management / operational process.

Tips to go from level 3 to level 4:

1. Make sure that there is an overall budget, for all kinds of user research and not just a budget per project or user test.
2. Make sure you have employees, which have user involvement and/or user research in their job description.
3. Ensure that users are involved in both the management / operational and development process of your products and services. Not just at the very end, but at every stage of the process.

Tips to go from level 4 to level 5:

1. Make sure that you reserve 10-15% of your budget to involve users, for example by user testing, etc.
2. Perform user research yourself; ensure that employees are trained, and that they have resources to perform user testing in a variety of ways.
3. Involve users in all phases of both management / operational and development processes.

Level 5:

Excellent, you're doing a great job! Share your experiences with as many people as possible!

Tips for 'Management and governance'

Tips to go from level 1 to level 2:

1. Show the Product Owner or project manager, and let them experience, the advantages of involving users. Let them watch a usability test.
2. If an employee in your organisation is passionate about involving users, give that employee time and space to involve users.
3. Start involving users without spending too much time or budget, and show the Product Owner or project manager how useful it is to involve users.

Tips to go from level 2 to level 3:

1. Determine 1-2 KPIs (key performance indicators) related to involving users, for example a satisfaction score or % of people who have been able to find what they were looking for.
2. Look at the projects that are well suited for user involvement. Give those projects some budget for user testing and let them show the results to others.
3. Start organising support. Find out who, within management, should be interested in involving users, and think of a way to 'sell' the idea of 'user involvement' within your company.

Tips to go from level 3 to level 4:

1. Find someone high-up in the management chain who will sign the 'Gebruiker Centraal' manifesto.
2. Have a set of KPIs (key performance indicators) on involving the users to be used by management, and develop an education/training program to acquire knowledge about involving users. When recruiting news staff, include knowledge of user involvement in the vacancy text.
3. Do not work per single channel or product, but create an overall channel and product strategy. Focus on the users' needs instead of focussing on the products.

Tips to go from level 4 to level 5:

1. Ensure that there is a Chief eXperience officer (CXO) within top management or a real advocate for involving users within management / board of directors.
2. When you write business cases, make sure user involvement is included, make use of the business model canvas methodology.
3. Instead of reports, manage by insights and share them within the organisation.

Level 5:

Excellent, you're doing a great job! Share your experiences with as many people as possible!

Tips for 'Methodologies and measurement'

Tips to go from level 1 to level 2:

1. Perform a usability study on a website that is live and watch how your users perform.
2. Conduct a customer satisfaction survey or talk to customers / users about what they like and don't like about your website or service.
3. Pick one thing that you know is really bothering users (via test, call centre, statistics), make improvements and monitor what happens.

Tips to go from level 2 to level 3:

1. Get started with guerrilla techniques: perform simple tests to find out for yourself what people encounter when using your website or service.
2. Set up one or two KPIs (Key Performance Indicators) that are related to users, for example satisfaction or the percentage of people who have been able to find what they were looking for.
3. Start with methods such as customer journeys and personas to start thinking from the user's perspective.

Tips to go from level 3 to level 4:

1. Go to where your users actually use your website or service and see how they are used in the user's context.
2. Start using a number of different methodologies for involving users. Determine upfront what you want to know and find out if you get an answer to your questions.
3. Start standardizing methodologies and measurements.

Tips to go from level 4 to level 5:

1. Get started with design sprints, lean UX and co-creation with users.
2. Start experimenting with new / innovative methods within your organization.
3. Start with the user needs and what you would like to know about your users. Only then decide on the method used. Methods are a means, not a goal. Use as many different methods as possible.

Level 5:

Excellent, you're doing a great job! Share your experiences with as many people as possible!

Tips for 'Knowledge and (business) culture'

Tips to go from level 1 to level 2:

1. Check which user knowledge is available. There are always people in an organization who have experience with users.
2. Use the knowledge that some employees already have.
3. Give people time and space to increase their knowledge, even if a course does not seem to be directly applicable.

Tips to go from level 2 to level 3:

1. Ensure that a number of employees are trained in the field of involving users.
2. Learn how you can gain support within your organization. What 'language' could be useful within your specific organisation, who could be supportive, how do you make your results visible.
3. Give space to employees who are interested in sharing knowledge, encourage them to get together and let them organise a network within your organisation. Encourage them to join professional networks outside your own organization.

Tips to go from level 3 to level 4:

1. Proactively communicate what you have learned when involving users, what were the results, insights, best practices, and share as much knowledge as possible.
2. Start with internal training or dissemination of knowledge about the possibilities of involving users. Also share what you already know about your users.
3. Start standardizing user involvement so that everyone uses the same terminology (for example, who are our users). Develop templates or, if possible, reuse those from other organizations.

Tips to go from level 4 to level 5:

1. Give all employees basic knowledge about your users and explain why it is important to involve them.
2. Let management proactively promote a user-oriented way of working.
3. Encourage employees to get certificates and train them to engage users.

Level 5:

Excellent, you're doing a great job! Share your experiences with as many people as possible!

Tips for 'Understanding user needs'

Tips to go from level 1 to level 2:

1. Go and talk to a user about the use of your website or service.
2. Check what complaints / questions come in through customer service.
3. Try to get an idea of who your users really are and start talking to colleagues about what you discovered.

Tips to go from level 2 to level 3:

1. Get started with personas and customer journeys to better understand the user.
2. Ask for feedback on the most important website pages.
3. Do a customer satisfaction survey.

Tips to go from level 3 to level 4:

1. Start using design principles. If you don't have any, check out other organisations as Gebruiker Centraal or GDS.
2. Ensure that important decision are also made based on user input, not just on organisation needs.
3. Ensure that there are several explicitly defined KPIs (Key Performance Indicators) around end users, such as satisfaction, being able to find what they are looking for, etc.

Tips to go from level 4 to level 5:

1. Conduct contextual research with your users and customers. Let the user explain / show what is important in their life, without focusing on your own website or service. Be really curious!
2. Ensure that users are involved at every stage and with every decision.
3. Involve users and clients through co-creation methodologies in the development of your website or service (e.g. use the service design methodology).

Level 5:

Excellent, you're doing a great job! Share your experiences with as many people as possible!