CAHRC
Canadian Agricultural Human Resource Council

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Conseil canadien pour les ressources humaines en agriculture

SELF-ASSESSMENT TOOL

How to use this framework

The objective of this framework is to offer a snapshot of where organizations are in their technology adoption journeys at the point when they take this assessment. Organizations should read through each row and identify which of the four options best describes their current operations. The four columns available each have a number at the top, which indicates the number of "points" a company receives for each response (i.e., a response in column 1 is 1 point, column 2 is 2 points, etc.). An organization should select the option that best describes where they are currently at, recognizing that selecting option 3 means they will already have completed options 1 and 2. Once the organization has gone through all the rows in this framework, they should compile the number of points they scored, and identify where within the four categories below they fall:

- 1-13 points: Limited development - work must be done to plan and build a foundation before adopting new technologies to the workplace.
- 14-26 points: Beginner - early-stage in the technology adoption journey; some basic technologies are used but there is still much to improve upon.
- 7-39 points: Intermediate - a solid foundation is in place and some advanced technologies have been implemented.
- 40-48 points: Expert - many advanced technologies have been successfully implemented.
- 49-52 points: Cutting-edge - ready to assess and adopt emerging technologies as needed.

If an organization is mostly in column 3, then the rows where they may have scored themselves a 1 or 2 are where they should target their improvement efforts. As noted, technology adoption should be understood as a process, and improving your score can be done through investment, focus, generating employee buy-in and leadership.

Technology and automation adoption readiness framework

	1	2	3	4
Strategic plan	Technology adoption is not included in the organization's strategic plan	Technology adoption is mentioned	There is an explicit technology adoption component to the strategic plan	There is a comprehensive and adaptable strategy for technology adoption and a clear digital vision
Planned technology upgrades	No upgrades planned	Some new technologies are being implemented	New and improved technologies are replacing old ones	New technologies are evaluated and adopted as needed
Budget/ investments	There is no budget dedicated to technology adoption	Some funds are set aside for technology adoption	Technology adoption is budgeted relatively well	Budget items are detailed according to the strategic plan
Examples of technology types in use - internal	Technology is used for communications, file sharing and editing	Business management and productivity tools	Analytical, data storage and data management tools	Digital production tools, big data analytics, enterprise resource planning, artificial intelligence (AI), 3D printing, systems are integrated (especially using Internet of Things systems), smart sensors, biotechnology, geomatics or geospatial technologies
Examples of technology types in use - external	Informational website, some social media presence, emails	E-commerce/ transactional website, electronic invoicing, digital marketing strategy	Website with customer accounts, personalized content and offers for customers; supply chain and logistics technologies	Customer service tools have been optimized, new ones are evaluated and integrated as needed

Data collection and use	No data collection occurs	Data is collected and sometimes used in decision-making	Data is collected and used in decision-making	Data is collected and analyzed in real-time, used extensively in decision-making
Current cybersecurity measures	No cybersecurity measures are in place, simple passwords with no time limits may be used for devices and accounts	Training and awareness (minimum annually), secure passwords that are regularly changed, up to date anti-virus and anti-malware software, regular updates of all IT systems	Limited access to secure servers, policy for content sharing, end-to-end encryption of sensitive data, incident response plan, record retention strategy, advanced authentication systems	Best practices are followed, new methods are adopted as needed
Data backup	No data backup procedures are in place	Data is sometimes backed up	Data is regularly backed up physically	Data is frequently backed up physically and to the cloud
Leadership	Technology adoption is not on the radar	Technology adoption is somewhat valued	Technology adoption is a priority	There are technology adoption champions leading initiatives
Culture of change	No work towards fostering a culture of change	A plan to build a culture of change has been developed and is starting to be implemented	Change is encouraged; culture, strategy, actions, and structure are aligned	Strong culture of change in the organization, change management strategy is in place, everyone is on board
People - current technology skills	Communicate and coordinate electronically	Find and read documents on the Internet, complete digital forms and commercial transactions online	Use new technologies for coordination, collaboration, and training. Use Internet research skills to problem solve	Continually learn new skills; use appropriate cybersecurity measures; can use, maintain and troubleshoot different technologies

People - support and training opportunities	None offered	Changes are communicated, training resources are shared	Changes are communicated, training tools are offered	Impact assessment of changes is conducted, proposed changes are a conversation with staff, training modules are developed and offered
People - technology perceptions and attitudes	New technology is seen as not useful, difficult to learn and not welcome	New technology is seen as somewhat useful, might take some time to learn and is welcomed to an extent	New technology is seen as useful, might take a bit of time to learn and is welcomed	New technology is seen as very useful, easy to learn and is embraced

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