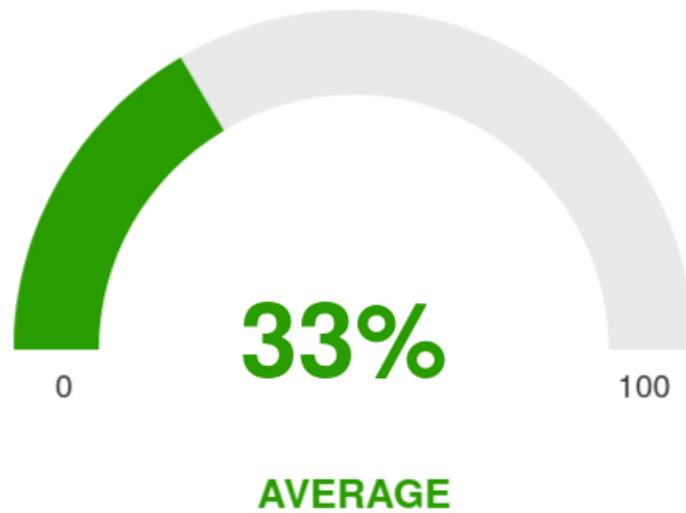


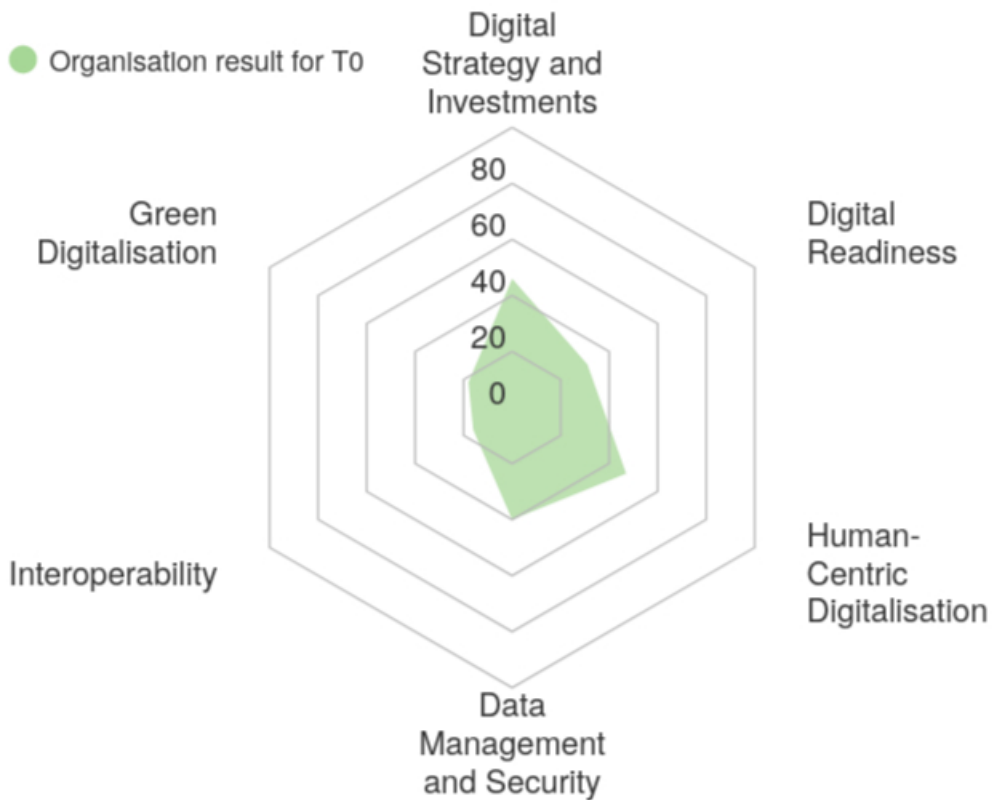
T0 DMA Results

View below the results of the DMA Assessment, taken on 10 November 2023 .

Digital maturity level



Score by dimensions



Interpretation

Thank you for your time and effort to fill in the DMA questionnaire for PSOs!

Your average score shows that your organisation has already achieved an average level of digital maturity however there is still scope for improvement. You could derive significant benefits from additional investments in digital technologies and skills to improve operations and your services to citizens/ businesses. Your current investments in digital technologies cover a range of your core internal operations while you could prepare more (in terms of plans and resources) in order to accommodate more advanced solutions. You are using a number of mainstream technologies for your operations while you could benefit more by the adoption of more advanced technologies (Information Management Systems, ERP, digital public services, e-procurement etc.) and others more disruptive ones (i.e. AI).

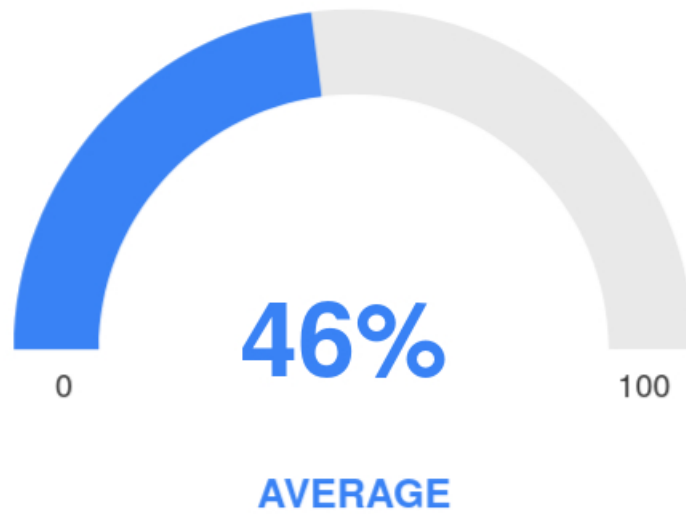
Your personnel has an average level of digital skills, however in order to advance in your digital transformation you would need well planned and executed training of personnel, and IT specialised professionals to support you. Management and staff should receive the necessary encouragement to fully engage and support the adoption of new digital solutions without fear of the changes that this would bring. You may already have a lot of information in digital form but you could focus on a comprehensive data strategy, including data security, which would provide you with increased data analytics capacities and would support high-level decision-making. You could adopt more ICT technologies to help your organisation become more sustainable in its operations (decrease environmental footprint) while you could prioritize the selection of environmentally friendly digital products (IT equipment).

Improving the digital maturity of your organisation could bring you closer to more digitally mature organisations and increase efficiency and the satisfaction of the citizens/ businesses with whom you interact on a daily basis.

This score is calculated as an average from the scores that you obtained over the six dimensions of your submitted DMA questionnaire: i) Digital Strategy & Investments ii) Digital Readiness iii) Human-centric digitalisation iv) Data Management & Security v) Interoperability and vi) Green Digitalisation. We encourage you to read carefully the scores interpretation of each of the six dimensions with relevant comments and suggestions regarding your current status in each one of those and the unexplored potential that you could address with the help of an EDIH.

Dimensions explained

Digital Business Strategy

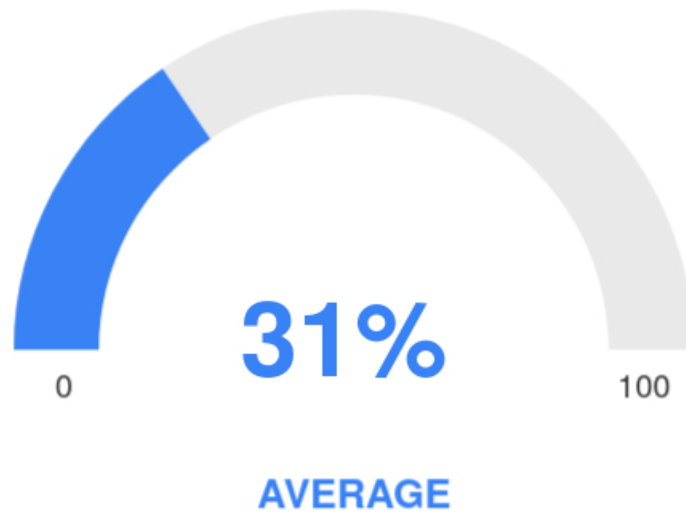


Public sector organisations at this maturity level tend to be still in an early stage with regard to digital strategy and investments for digitalisation. This means there is a lot of potential for improvement. You have an initial digitalisation plan in place and your political leaders and/or senior management are receptive but more commitment is needed for increased digitalisation to reap the benefits of a digital organisation.

You may have invested in digital technologies to a certain extent in a number of operational areas to modernise your organisation in internal and external operations, digital public services, financial/ administration/ HR etc. You could benefit even more by introducing technologies that would help you be more efficient for example in public procurement and purchasing, project planning and execution and in the different phases of the policy making lifecycle. You possess some IT infrastructure to support an average level of digitalisation and you have IT skilled personnel, although to a limited extent.

However, you could elevate the strategic importance of digitalisation for your organisation. You would need to allocate more budget to improve your IT infrastructure and ensure management and staff commitment to fully benefit from them. The organisational and process changes needed for the digitalisation of your enterprise might also require recruiting more IT staff and digital specialist profiles.

Digital Readiness



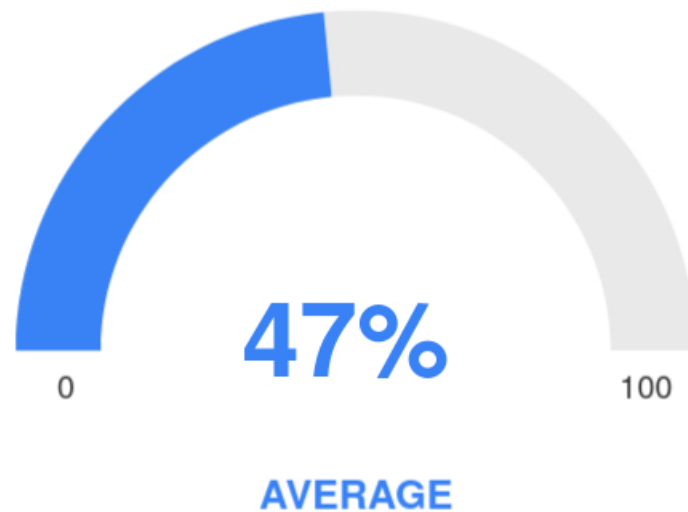
Public sector organisations at this maturity level tend to be in an early stage with regard to digital readiness (adoption of digital technologies). In your organisation, you are using some but not all mainstream digital technologies. Digital solutions are employed in a number of your operations – mostly in administration and everyday tasks. You may benefit already from the advantages that digital technologies could offer you in areas such as your everyday operations in HR and financial management.

Your organisation would benefit more if you consider implementing a number of digital technologies to increase efficiency of your internal and external processes (i.e. workflows, communication with citizens/ businesses, provision of digital public services and more). You could also use them to integrate and accelerate your processes (i.e. information management systems, ERP, e-procurement), upgrade personnel skills / increase personnel satisfaction and retention (remote business collaboration teleworking, virtual learning, etc.) and in general accelerate your transition to a digital organisation.

**Mainstream digital technologies refer to connectivity infrastructure, organisations' website, web-based forms and forums to communicate with citizens/ businesses, live chats/ social networks/ chatbots to communicate with citizens/ businesses, remote collaboration tools (e.g. teleworking, videoconferencing, virtual learning, etc.) Intranet portal, Information Management Systems (ERP, CRM, SCM etc.), tools for digital public services and public procurement tools.*

**Advanced digital technologies refer to (indicatively): Artificial Intelligence (AI) applications, advanced communication technologies (i.e. 5G), advanced computing infrastructures (cloud or edge computing), Blockchain, Digital Identity and Security solutions, IoT, smart devices etc.*

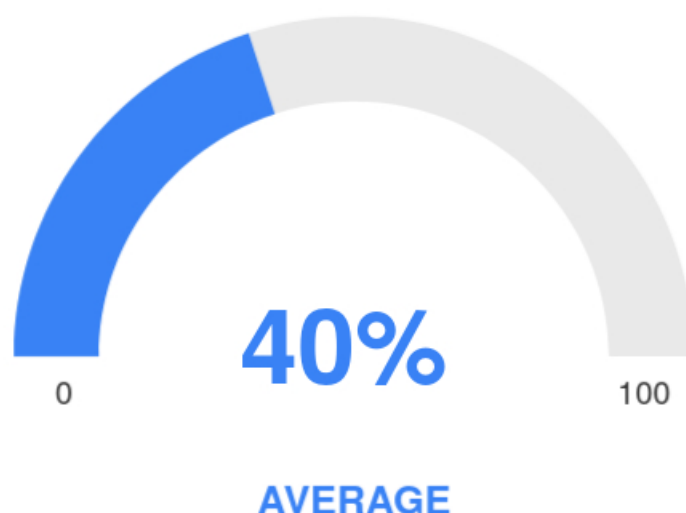
Human- Centric Digitalisation



Public sector organisations at this maturity level tend to be still in an early stage with regard to human-centric digitalisation (skills development for digitalisation). It is likely that your political/managerial leadership has realized the importance and the potential of training your staff in digital technologies and you may have taken some steps in that direction. As a next step you could put in place a detailed training plan to re-skill or up-skill staff. The staff may have access to some online tutorials and other self-learning options to acquire/ increase digital skills – but you could tailor them better to their specific needs and/or training requirements. You could combine training with experimentation opportunities and autonomy to execute decisions or to innovate. You should provide career development opportunities for digitally skilled employees while sufficiently re-design jobs for the digital age. Digital skills of staff should correspond to ones required for modernising their job functions.

There is a lot of untapped potential for your organisation to setup a training plan based on your digitalisation plans for the near future. You could also benefit from related funding opportunities from different programmes to re-skill and up-skill your staff. As a result, the trained staff would be more receptive to the introduction of new digital technologies and more supportive to changes that otherwise would create fear for job losses. Increasing the staffs digital skills would provide you with the necessary environment to hire advanced IT personnel and provide them a career path.

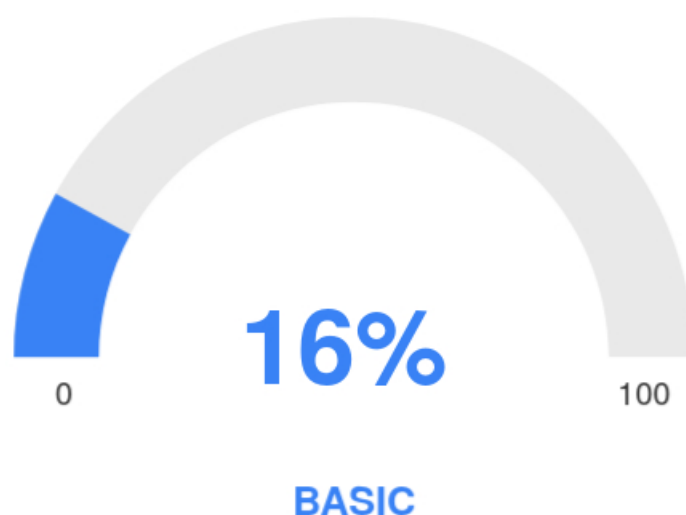
Data Management and Security



Public sector organisations at this maturity level tend to be in an early stage with regard to data management & security (storage, organisation, access, exploitation and security of data). Most probably there is no concrete data management policy/ plan/ set of measures available or it is still in a very early stage. Documents and processes are digitised in some areas and operations. Some data are stored in a digitally structured form – mostly for administrative/ financial processes. However, you could improve the level of data exchange and integration between different applications. Data are not fully exploited for the organisation's operations and do not inform decision or policy making to a degree that could make a difference. There is a moderate level of data protection with mainstream cybersecurity tools but maybe a concrete and comprehensive cybersecurity policy is not there yet.

Being in this range, you still have a large unexplored potential by developing your digital transformation and putting in place a proper data management strategy including cybersecurity. By investing more resources, you could reap the benefits of having most of the organisation's data and processes in digital form, integrated through interoperable systems and access data from different devices and locations. Structured data would be able to feed into data analytics applications and provide your organisation with the necessary intelligence it needs to take important decisions and better serve citizens and businesses. It is necessary to put in place a comprehensive cybersecurity policy with measures that would protect the organisation and the citizens/ businesses data from cyber threats and with proper contingency plans.

Interoperability

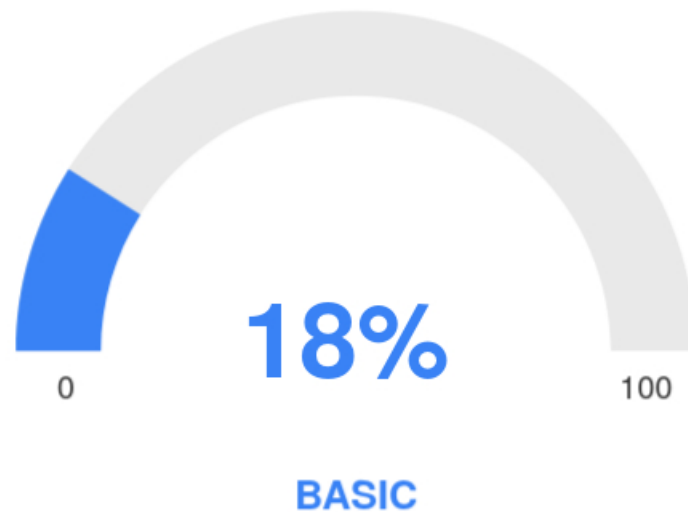


Public sector organisations at this maturity level tend to be in a very early stage with regard to interoperability*. In such an early stage, you may have taken some steps implementing a basic level of data openness and/or transparency. You are maybe considering technology neutral solutions and data portability. Your organisation could benefit a lot from other more advanced levels of interoperability such as reusable solutions, information and data, access to solutions via multiple channels and provide one-single-point of contact for the services you offer. Priority should be given also to inclusion and accessibility of your services for the most vulnerable people (disabled, elderly and other groups).

Your organisation could greatly improve its operations by improving the levels of interoperability in the areas mentioned but also ensuring security and privacy in data exchange, give priority to using services via digital channels, ensure long-term accessibility to data storage and make sure to regularly assess the effectiveness and the efficiency of digital solutions offered to citizens and businesses.

**Interoperability is considered as the ability to interact towards mutually beneficial goals with other organisations by the means of exchange of data between their ICT systems. It is measured against the 12 interoperability principles identified in the New European Interoperability Framework (EIF)*

Green Digitalisation



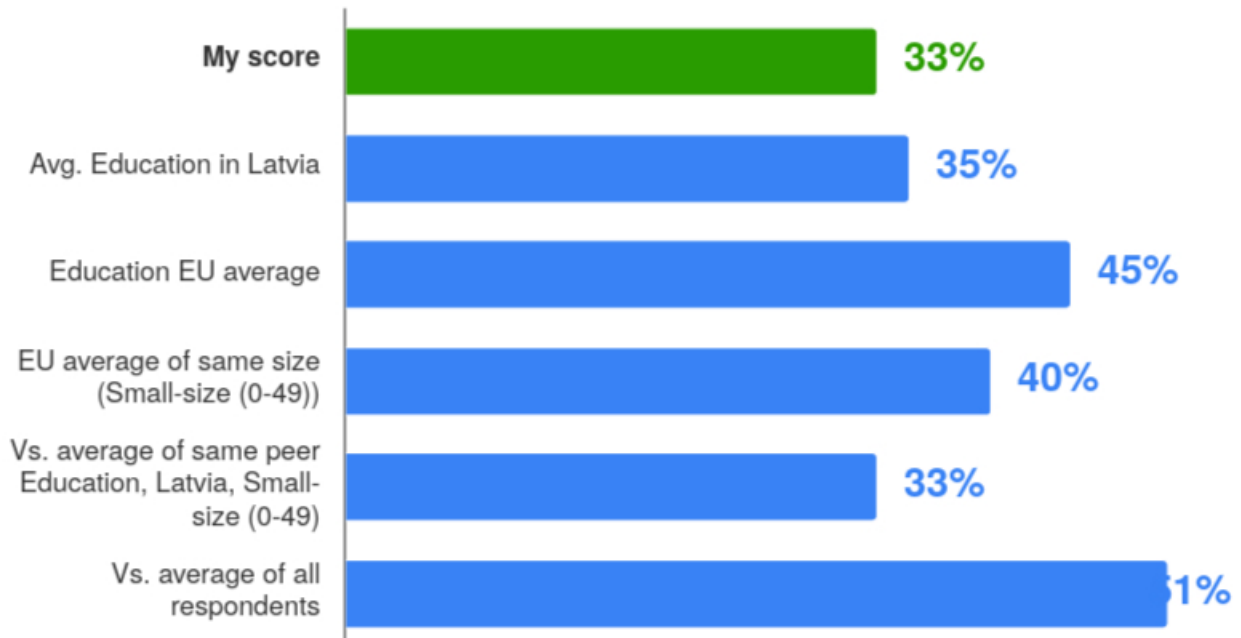
Public sector organisations at this maturity level tend to be in a very early stage with regard to green digitalisation*. You could start by considering the environmental aspects in your digitalisation choices. You could use digital technologies in such a way that they contribute to sustainable operations (such as internal/ external operations, digital service provision, purchasing and public procurement etc). Digital technologies could support the reduction of emissions and pollution and management of waste. They could also support the optimised use of resources for a green and environmental friendly operation and the delivery of services to citizens/ businesses.

Digital solutions could be used to reduce the organisation's impact on the environment. Materials/ products used by the organisation could be traceable. Energy could be sourced from sustainable sources off or on-site. Administrative processes could become paperless. Environmental impact in digital choices and practices could be taken into account when purchasing IT equipment.

**Green digitalisation refers to the capacity of an organisation to undertake digitalisation with a long-term approach that takes responsibility and cares about the protection and sustainability of natural resources and the environment (eventually building a competitive advantage out of it).*

How does my score compare?

You can compare your DMA score to other users across Europe, where 0% means you're too far behind everyone and you don't have any digital maturity and 100% means you're a leader in EU.



Submitted answers

PSO: [Ventspils pirmsskolas izglītības iestāde "Bitīte"](#)

Customer Data

Maturity assessment date: 2023-11-10

Name of the organisation supported by the EDIH: [Ventspils pirmsskolas izglītības iestāde "Bitīte"](#)

Fiscal registration number (VAT or equivalent): 40900005734

Comments: {Empty}

Contact person: Elīna Bondare

Role in the organisation: vadītāja vietnieks izglītības jomā

Email address: bitite@ventspils.lv

Telephone: [63656118](tel:63656118)

Website: {Empty}

Organisation staff size: Small- size (0-49)

Country where the organisation is located: Latvia

Region where the organisation is located: Latvija

Postal code: {Empty}

Full address: [Kuldīgas iela 134, Ventspils, LV-3601](#)

Type of public sector organisation: [Province/ municipal authority](#)

In which sector of activity is your organisation primarily focused? Please select only one option: [Education](#)

In addition, in which other sectors of activity is your organisation already operating/ wishing to operate? Please select up to three options: {Empty}

No other sector: [No](#)

Other sector of activity not listed above (please specify): {Empty}

Digital Strategy & Investments

The questions of this dimension intend to capture the overall status of a digitalisation strategy in your organisation. They ask about the organisation's readiness to embark on a digital journey that might require organisational and economic efforts not yet foreseen and related investments in digitalisation per area of activity (either executed or planned).

Q1. In which of the following ways is your organisation prepared for (more) digitalisation? Please select all options that apply.:

Digitalisation needs are identified and are aligned with policy making/ administrative objectives: **Yes**

Financial resources (own funds, grants, loans) are identified to secure digitalisation projects during at least the following two years: **Yes**

ICT infrastructures are ready to support digitalisation plans: **Yes**

ICT specialists are employed/ sub-contracted (or hiring/ subcontracting needs have been identified): **Yes**

There is appropriate level of political commitment to lead the necessary organisational changes needed: **Yes**

Organisational units'/ departments' management and their staff are prepared and ready to support digitalisation plans: **Yes**

Internal and external operational processes can be adapted if required by digitalisation: **No**

Offline services are ready to be brought online or further modernised by digital technologies: **No**

Citizens' and other stakeholders' (businesses, NGOs etc) satisfaction with online services/ interactions is monitored regularly (e.g. via feedback forms, emails exchanges, social media, etc.): **Yes**

Risks of digitalisation (e.g. non-planned effects over other areas) are considered: **Yes**

Q2. In which of the following operational areas has your organisation already invested in digitalisation and in which ones does it plan to invest in the future? Please select all options that apply.

Already Invested

Plan to Invest

Internal operations (administrative, structural, organisational processes):

Yes

External operations (governance processes including new ways of citizen participation):

Policy making (Policy making cycle: agenda setting, policy formulation, policy adoption, policy implementation, policy evaluation)

Yes

Provision of public services (or products):

Financial administration (accounting, logistics, eInvoices etc.):

Yes

Human resources management:

Yes

Purchasing and public procurement:

Project planning and management:

Digital Readiness

The digital readiness dimension provides an assessment of the current uptake of digital technologies (both mainstream and more advanced technologies).

Q3. Which of the following digital technologies and solutions are already used by your organisation? Please select all options that apply:

Connectivity infrastructure (high speed (fibre) internet, cloud computing services, remote access to office systems): **No**

Website: **Yes**

Web-based forms and forums to communicate with clients: **Yes**

Live chats, social networks and chatbots to communicate with clients: **Yes**

Remote collaboration tools (e.g. teleworking platform, videoconferencing, virtual learning, service-specific platforms and tools): **No**

Internal web portal (Intranet): **No**

Information Management Systems (e.g. Enterprise Resources Planning, Accounting, HR Management, Customer Relationship Management, e-invoicing): **Yes**

Tools for digital public services (online interaction with citizens and/or businesses, online service delivery): **No**

Public procurement tools (eProcurement): **No**

Q4. Which of the following advanced digital technologies are already used by your organisation? Please choose all options that apply using the provided scale. (Options: Not used, Consider to use, Prototyping, Testing, Implementing, Operational)

Artificial Intelligence (e.g. Machine learning, Deep learning, Expert and Rule based systems, Cognitive computing, predictive analytics, Robotic process automation, Natural Language Processing, Text Mining, Computer Vision): Consider to use

Communication Technologies (e.g. 5G Networks and Handheld Devices, Software Defined Networks): Not used

Computing Infrastructures (e.g. High Performance Computing, Cloud Computing, Edge Computing): Not used

Distributed Ledger Technologies (e.g. Blockchain, Other Distributed Ledger Technologies): Not used

Digital Identity and Security (e.g. Firewall and Protocols, Antivirus and Vulnerability Scanners, Biometric Screening, Cloud-oriented Cybersecurity; Advanced User Analytics, Mobile ID, Digital Identity Frameworks): Implementing

Immersive technologies (e.g. Augmented Reality, Virtual Reality): Not used

Internet of things and Smart Devices (e.g. Mobile Devices, Wearables and Sensors, Internet of Things Platforms): Consider to use

Software and Service Technologies (e.g. APIs, Web Services, Microservices including Registries and Marketplace, Enterprise Service Bus Technologies and Government Service Utilities): Not used

Human- centric Digitalisation

This dimension looks at how staff are skilled, engaged and empowered with and by digital technologies, and their working conditions improved, with a view to increase their productivity and wellbeing.

Q5. What does your organisation do to re-skill and up-skill its staff for digitalisation? Please select all options that apply:

Assesses digital skills gaps of the staff: **Yes**

Designs a training plan to train and up-skill staff: **Yes**

Organises short trainings, provides tutorials/ guidelines and other e-learning resources: **No**

Facilitates learning- by-doing/ peer learning/ experimentation opportunities: **Yes**

Offers traineeships & job placements in key capacity areas: **No**

Sponsors staff participation in trainings organised by external organisations (training providers, academia, vendors): **No**

Makes use of subsidised training and upskilling programmes: **Yes**

Q6. When adopting new digital solutions, how does your organisation engage and empower its staff and end-users (citizens/ businesses in case of digital public services)? Please select all options that apply:

Increases staff awareness about new digital technologies: **Yes**

Communicates digitalisation plans to staff in a transparent and inclusive way: **No**

Monitors staff acceptance and takes measures to mitigate the potential collateral effects (e.g. fear to change; 'always on' culture vs. work-life balance; safeguards to risks of privacy breaches etc.): **No**

Involves staff (including non-ICT staff) in the design and development of product/ service/ process digitalisation: **Yes**

Gives staff more autonomy and appropriate digital tools to take and execute decisions: **Yes**

Redesigns/ Adapts jobs and workflows based on staff's feedback: **No**

Sets up more flexible working arrangements enabled by digitalisation (e.g. telework, hybrid working): **No**

Puts at staff disposal a digital support team/ service (internal/ external): **Yes**

Puts at end-users disposal a digital support team/ service (internal/ external): **No**

Uses feedback from end-users (citizens/ businesses) to improve digital public services: **No**

Data Management and Security

This dimension captures how data is digitally stored, organised within the organisation, made accessible across connected devices and exploited for business purposes, keeping an eye on ensuring sufficient data protection via cybersecurity schemes. The question covers data stored in all possible forms including documents.

Q7. How are your organisation's data managed (i.e. stored, organised, accessed and exploited)? Please select all options that apply:

The organisation has in place a data management policy/ plan/ set of measures: **Yes**

The organisation does not use paper-based forms to collect data: **No**

Data are stored only digitally in the organisation (e.g., in office applications, email folders, stand-alone applications, data bases, document management systems, ERP etc.): **Yes**

Data are properly integrated (e.g. through interoperable systems, Application Programming Interfaces) even when they are distributed amongst different systems: **No**

Data are accessible in real-time from different devices and locations: **No**

Collected data are systematically analysed and reported for decision-making: **No**

Organisation's data are enriched with third-party data (i.e. data from other public sector organisations and/or private sector actors): **No**

Organisation's data analytics are accessible without the need of expert assistance on a regular base (e.g. through dashboards): **Yes**

Organisation's data are available publicly via an Open Data policy plan: **No**

Q8. Are your organisations' data sufficiently secured? Please select all options that apply:

A data security policy/ set of measures is in place in our organisation: **Yes**

There are established plans and measures to safeguard organisation's data from cyberattacks: **No**

Staff is regularly informed and trained on cybersecurity and data protection issues/ risks: **Yes**

Cyber-threats are regularly monitored and assessed: **Yes**

A full backup copy of critical data is maintained (off-site/in the cloud): **No**

A business continuity plan is in place in case of catastrophic failures (e.g. all data locked by a ransomware attack or physical damage to the IT infrastructure): **No**

interoperability

This dimension explores the level of interoperability the organisation has reached measured against the level of planning/ implementation of a number of the 12 interoperability principles of the new European Interoperability Framework (EIF).

Q9. While digitalising processes and services, what does your organization do to share data, information and knowledge with other public sector organizations? Please select all options that apply to your organisation using the provided scale:	Implemented	Planned
Publish data as Open Data:		
Ensure a level playing field for open source software:		
Give preference to open specifications:		
Ensure internal visibility and provide external interfaces for provided services:		
Reuse and share solutions, information and data:		
Do not impose any technology- specific solutions on end-user:	Yes	
Ensure data portability:		
Give end-users options to access services that best suits their needs:		
Provide a single point of contact to access services:	Yes	
Ask users once- only and relevant- only information:		
Persons with disabilities, the elderly and other disadvantaged groups can access services:		
Services are available in more than one language:		
Ensure that data exchange with end-users is secure and trustworthy:	Yes	
Give priority to using services via digital channels:		
Data storage formats ensure long-term accessibility:	Yes	
Digital solutions are evaluated considering user needs and balancing between costs and benefits:	Yes	

Green Digitalisation

This dimension captures the capacity of an organisation to undertake digitalisation with a long-term approach that takes responsibility and cares about the protection and sustainability of natural resources and the environment.

Q10. How does your organisation make use of digital technologies to contribute to environmental sustainability? Please select all options that apply:

Sustainable organisational model (e.g. environmental conscious operations): **No**

Sustainable service provision (e.g. paperless digital public services): **Yes**

Procurement of sustainable products (e.g. considering criteria such as: eco-design, end-to-end product lifecycle planning, end-of-life & extension of useful life): **No**

Considering emissions, pollution and/or waste management.: **No**

Sustainable energy generation in own facility: **No**

Optimisation of energy consumption/ cost: **No**

Reduction of transport costs: **No**

Digital applications to encourage responsible citizens behaviour: **No**

Paperless administrative processes: **No**

Q11. Is your organisation taking into account environmental impacts in its digital choices and practices? Please grade all options that apply using this scale: No, Partially, Yes:

Environmental concerns and standards are embedded in the organisation's digital strategy:

No

An Environmental Management System/ certification is implemented : **No**

Environmental aspects are part of digital technologies/ suppliers' procurement criteria: **No**

Energy consumption of digital technologies and data storage are monitored and optimised:

Partially

Recycling/ re-use of old technological equipment is actively practised by the organisation: **Yes**