



CORRECTIONS
TECHNOLOGY
ASSOCIATION

*The Gateway to Innovation
St. Louis, MO*

**Achieving Digital Maturity in Prisons:
A Study on Organizational Digital Readiness & Gateway to Innovation**

**Steven Van De Steene & Dr Victoria Knight- De Montfort University, UK
With Dr Bianca Reisdorf - University of North Carolina at Charlotte, USA**





We will talk about...

- What is Digital Maturity
- Our Research
- A Digital Maturity Model for Prisons
- Our Findings- some highlights
- Invitation for Feedback



Digital Maturity





Digital Maturity

- Digital Transformation and Digital Maturity
- Varying models
- None are context specific taking into account types of organisations
 - Prisons are unique settings
 - People's experience of prison is distinctive
 - Ethical principles and moral drivers



Digital Transformation

“The application and use of modern technologies in the organization’s business processes to achieve its goals and increase efficiency”

Goal is **NOT** ~~using more and better technologies!~~ It’s about **transformation** in the sense of:

- Doing things **differently (better)** and use technology for it
- AND **Adapting** to a changing world

→ The focus lies on the objective, the process to achieve certain improvements and obtain better results



Digital Maturity

Understanding the transformational process is interesting:

- What works? What is the effect? Side effects? Compare technologies, ...

An important part if it is about understanding **the context** ...

We have focussed on the organisational context where this transformation takes place... improve our understanding and try to and learn from it

Maturity is about understanding the organisations **readiness**

Digital maturity encompasses the thinking process around exploring and adopting digital technologies where appropriate as well as the decision making around defining the demarcation of its use and where it's not appropriate to transform analogue, human processes into digital ones.



Digital Maturity

Maturity is about understanding the organisations **readiness**

Digital maturity encompasses **the thinking process** around **anticipating digital change** and **exploring and adopting digital technologies** where appropriate as well as the decision making around defining the **demarcation** of its use and where it's not appropriate to transform analogue, human processes into digital ones.



Digital Maturity Features & Dimensions

ENVIRONMENT

Aslanova e.a. (2020)
Beck & Berghaus (2016)
Kane e.a. (MIT Sloan – 2017 – 2022)
Westerman & Bonnet (2021)

ORGANISATION

OPERATIONS & PROCESSES

Capability Maturity Model (CMM)
TM Forum

CUSTOMER-CENTRIC

Forrester
Open Digital Maturity Model (ODMM)
Valdez-de-Leon (Telco)

DIGITAL CULTURE

Andersen E-Gov (based on Lane & Lee model)

BUSINESS MODELS/INNOVATION

Literature review:

TECHNOLOGY

Ochoa
Teichert (2019)



Our Dimensions

Prisoners

Organisation

Culture

Technological

Evaluation



Prison Digital Maturity.. A Bespoke Tool

- Developed from other models
- Context specific
- Needs-based
- Ethically grounded
- Practice-focused
- End user focused





Our research





Our Research

- Our Prison Digital Maturity Tool (PDMT)
- Global online survey to CIOs in prison services (n=22) - quantitative data
- Case studies – one-to-one interviews with CIOs (n=4)- qualitative data
- Analysis
 - 3 maturity scores- **low, medium and high**
 - 5 maturity dimensions **prisoners, culture, organization, technological capability and evaluation**
 - Thematic analysis for case studies: **innovation and drivers, working practices, risk taking, ethical approaches, investment**

Facility/Country	Prisoners	Culture	Organization	Technological	Evaluation
6	High	High	Medium	Medium	Medium
7	High	High	Medium	Medium	Medium
8	High	High	Medium	Medium	Medium
9	High	High	Medium	Medium	Medium
10	High	High	Medium	Medium	Medium
11	High	High	Medium	Medium	Low
12	Medium	High	Medium	Medium	Medium
13	High	Medium	Medium	Medium	Low
14	High	Medium	Medium	Medium	Low
15	Medium	Medium	Medium	Medium	Medium
16	Medium	Medium	Medium	Medium	Medium
17	Medium	Medium	Medium	Medium	Medium



High Digital Maturity in Prisons

...one vision, one mission...
(Case Study)

- Leaders in readiness
- Scores HIGH in all 5 dimensions
- Digital strategies cross government
- Informed and draw on expertise including end users
- Investment
- Strong rehabilitative agendas

...we try fast and fail fast...
(Case Study)



Medium Digital Maturity in Prisons

- Progressors in readiness
- Scores High in 2 dimensions
- Citizen centric agendas- SMART ethos
- Cross working but with barriers
- Investment is small scale but evident
- Pilot and evaluate

...not enough specialist skills...
(Case Study)



Low Digital Maturity in Prisons

- Preparers in readiness
- Scores HIGH in 0 dimensions
- Scores MEDIUM in 3-4 dimensions
- Strategic approach but siloed
- Desire stronger partnerships and collaboration
- Some nervousness in the context of prisons

...Try to champion a more enterprise approach...
(Case Study)



Case Study highlights An In-depth Look

- The PUSH- culture
- Management styles- org
- Partnerships- org
- Stakeholder engagement and feedback- evaluation
- Planning- culture and tech
- Cross-functional teams - org
- Change management- dig culture
- Performance management- evaluation
- Sourcing expertise- technology



And so...

- **Organisation**

- Change management
- Communication
- Cross working
- Stakeholder engagement

- **Prisoner**

- Engagement

Culture

- Pull and not just push- risk taking

Evaluation

- Evidence needed

Technology

- Needs based
- Digital competency across all
- Drawing on examples



What do you think?

- Your thoughts are welcomed
- Please complete our feedback tool

Our plans:

- Develop a digital maturity tool for prisons?
- What other resources are needed?



Digital Maturity

We would like your initial thoughts to our digital maturity scale for prison services

Thank you

Follow the link:

https://dmupsy.qualtrics.com/jfe/form/SV_8DqGR6a3lytR9KS

Or sign in via the QR code





Thank you!

Steven Van de Steene

Steven.vandesteene@smartcorrections.com

Dr Victoria Knight

vknight@dmu.ac.uk

Dr Bianca Reisdorf

bianca.reisdorf@uncc.edu