Digitalization of unions

Principles of digital transformation

What is digitalization?

«The Norwegian trade union confederacy has been delegated, several tasks of governance from the Norwegian state. One of these is to evaluate and decide on applications for work scheduling, which violates the work environment act. Therefore the work scheduling project is important. If the Norwegian trade union confederacy, cannot deliver according to the expectations of society and state. We will lose ownership to the delegated tasks, and influence as a whole»

«We really need to quit all this bureaucratic paperwork with the work scheduling applications, so we can get back to what the unions are supposed to do. Talk to our members, know their needs, discuss politics and organizational work. »

Project member, shop steward
Work scheduling project

Definitions of digitalization

The norwegian government

Digitization is about using technology to innovate, simplify and improve. It is about offering new and better services, which are easy to use, efficient and reliable.

The norwegian encyclopedia

Digitization is facilitating the creation of digital information as well as the handling and utilization of the information using information technology

Sintef

Digitization is using technology to improve, simplify and innovate. It is about offering new and better services that facilitate increased value creation and innovation.

Digital Norway

Digitization is using technology to improve, simplify and innovate. It is about offering new and better services that facilitate increased value creation and innovation.
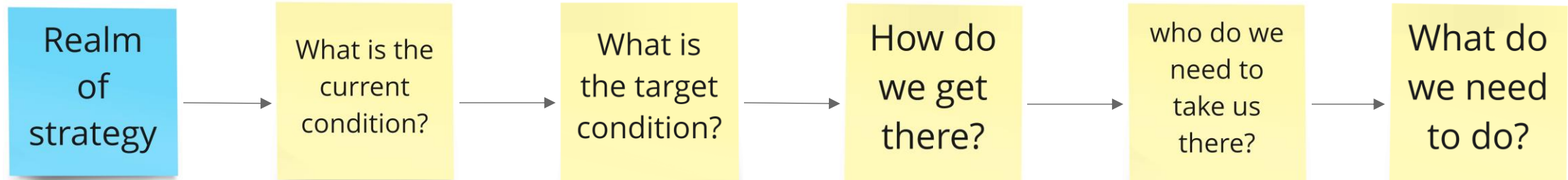
Definition of digitalization

The Norwegian trade union confederation

Digitalization is about exploiting the opportunitues of digital technology, too improve, create and renew. Therefore digitalization is as much about the will and ability to change, as understanding technology in it self.

Define digitalization on the unions needs

Don't let others define it for you

Digitalization is about change

Principles of change

Change managment

Awareness

of the need for change

Desire

to support and participate in the change

Knowledge

of how to change

Ability

To implement the required skills and behavoirs

Reinforcement

to sustain the change

The norwegian trade union confederacy

ADKAR

Awareness

A persons view of the current change

How a person percieve problems

Circulation of misinformation or rumors

Credability of the sender of awareness messages

Desire

The nature of the change

Context of the change

What motivates a person

Each individual personal situation

Knowledge

The current knowledge base of the individual

The capability of a person to gain additional knowledge

Access to or existence of required knowledge

Resources available for education and training

Ability

Psychological blocks

Physical abilities

Cognitive abilities

Time available to develope the needed skills

Availability of resources to support the development of new skills

Reinforcement

Degree of meaningfullness and specifity to person

Association of reinforcement with actual demonstrated progress or accomplishment

The absence of negative consequences

Availability of resources to support the development of new skills

An system of accountability that createas an ongoing mechanism to reinforce the change

Organizational change

- Establishment

Organizational level

Establish a vehicle of change →

Establish a program or portifolio organization

Communication
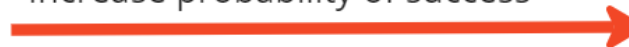
Pathway to awareness and desire →

Demonstrating knowledge and ability

Establish a communication strategy

Project level

Increase probability of success →

Proof of concept

Establish a project metholodgy
Transfer of competancy

Organizational level

Establish a vehicle of change →

Establish a program or portifolio organization

The Programme board of digitalization

Program sponsor
Terje olsson
Confederate secretary
Norwegian trade union
confederacy

Board member
Siv Schau
Head of
Governance
dep.

Board member
Bård Nylund
Head of
organizational
dep.

Board member
Trond Gram
Head of
Information
dep.

Board member
Jarle Gjersing
Head of IT
 dep.

Board member
Anette Dørffel
Special advisor HR

Board member
Benedikte Sterner
Vice President union
chapter

Board member
Nils Petter Støyva
Regional representative

No change
without
managment

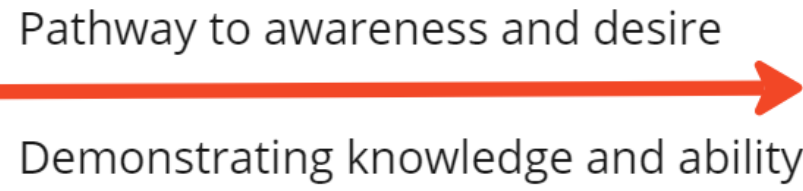# Programsecretary of digitalization

Program manager
Tonje Holmsen

**Project manager &
program cordinator**
Rune Bugten

**Advisor for
digitalization**
Monica Imsland
External consultent A-2
Project managment and
digitalization

Communication

Pathway to awareness and desire

Demonstrating knowledge and ability

Bottom up
Projects

Top down
projects

Establish a communication strategy

Problems - communicating the need for change bottom up

No validation of input
input data open for human error

No integration between systems
Manual workarounds

System asks for wrong input
Manual workarounds to correct wrong information

Unnecessary or information overload
less transparent workflows

Waiting
Slows down worksflows and processes
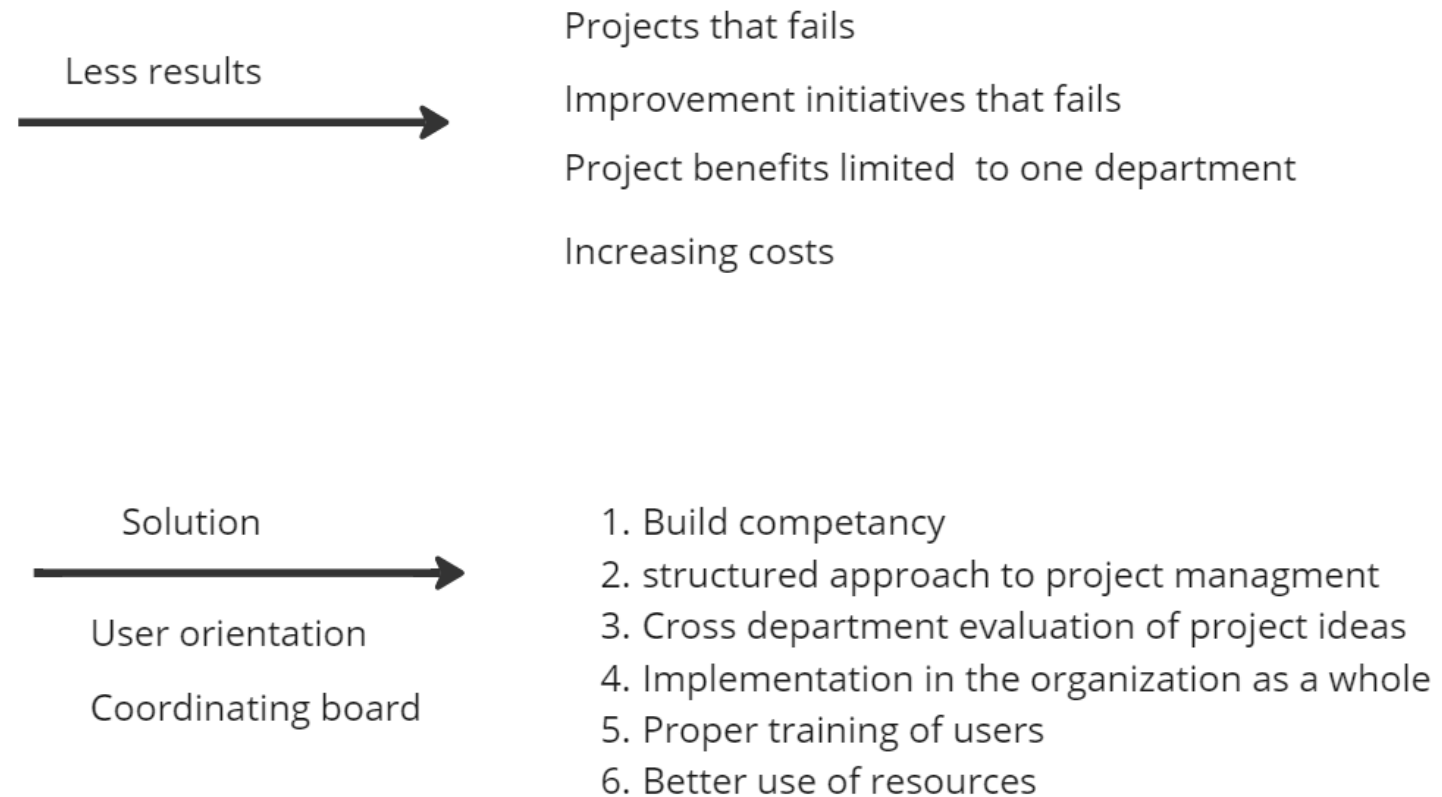
Unused creativity
loss of competancy and resources

Juggling different system to complete a task
Less overview & more time to complete tasks

Communicated to all regions and departments

Problems - communicating the need for change top down
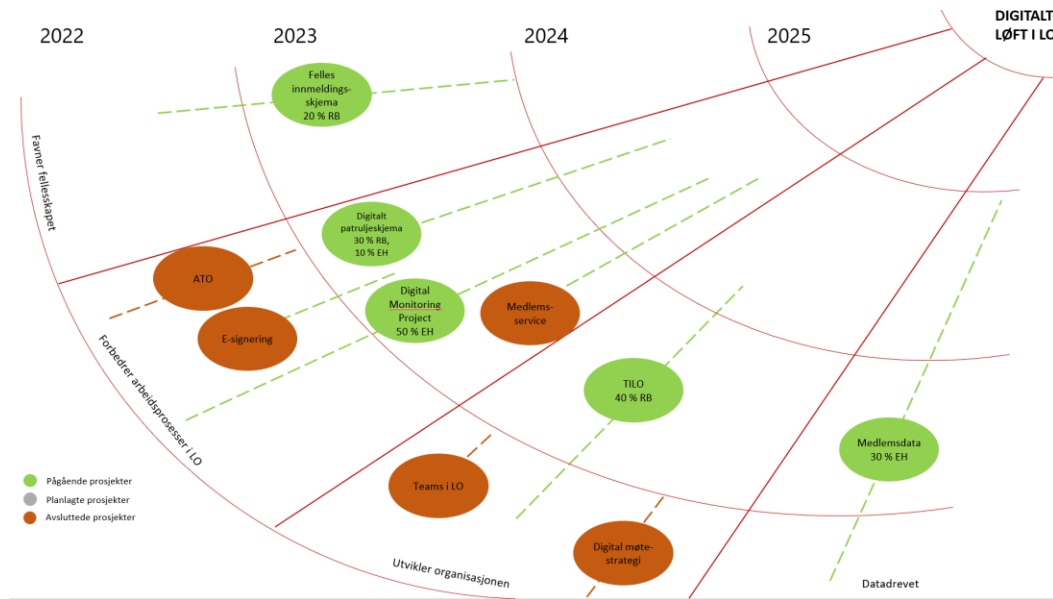
LO-Norway has allot of inititatives & projects

Less results ⟶

Projects that fails

Improvement initiatives that fails

Project benefits limited to one department

Increasing costs

Solution ⟶

User orientation

Coordinating board

1. Build competancy
2. structured approach to project managment
3. Cross department evaluation of project ideas
4. Implementation in the organization as a whole
5. Proper training of users
6. Better use of resources

Demonstrating knowledge and ability bottom up

- Engaging the employees in developing the organization

- 21 project ideas in 18 months

- 6 viable projects

- 1 Idea overlap

- 11 Proposal transferred to BAU

- 2 proposals under consideration

Microsoft lists

Roadmap: demonstrating ability top down

- 5 active projects today

- 5 closed projects

- 8 projects iniated by managers

- 2 projects bottom up

Project level

Increase probability of success

Proof of concept

Establish a project metholodgy
Transfer of competancy

Project standard

Current best practice

Idea Phase	Concept Phase	Planning Phase	Delivery Phase	Final Delivery Phase	Realizing benefits
Innovation	Understanding the problem	Preparing procurement and good governance	Execution of project	Closing the project	BAU realizing the benefits

The norwegian trade union confederacy

Prosjektveiviseren.no

Idea phase

Focus: The buisness innovation phase

Engage: Managament & employees

Communciate: What is the problem that needs to be solved?

Change management: Create awareness of the need to change

Project proposal – Business case

(1)

Background

- What kind of situation or unsolved problems is the basis for the project proposal?
- Who are the users and stakeholders who have user needs
- Is there any demands, laws, or other background which is important for the project?

Project purpose

(2)
Current state

[Describe the current sitation, the challenges, and work procesess which are the project aim]

(3)
Future state

[Describe the future state after the new solution have been implemented. This is the foundation for why the project should be realized. Describe stakeholder and user who have been involved in this description, and how they are affected by the future state]

(4)
What is the situation if the project is not realised

[Describe the future state if the project is not realized, sum up actions and costs which will be nessecary to keep current state of affairs in a responsible way.]

(5)
Most important focus for delivery

[Describe the most important deliveries in which the project need to realize to create the aim of the change. Describe the different user needs]

(6)
How will the project affect the organization

[Beskriv hvordan prosjekts produkter/leveranser vil skape større effektivitet, høyere kvalitet, eller andre former for forbedringer i organisasjonen. Dette punktet skal knyttes opp mot det anbefalte konseptet (som skal beskrives i prosjektforslaget).]

(7)
Risks and opportunities

[Beskriv usikkerhet/risiko/muligheter/hendelser som kan oppstå ved gjennomføring av ett prosjekt og som må håndteres]

(8)
Cost and benefit

[Vurdering av kostnader for gjennomføring av prosjekt]

Concept phase

Focus: Understanding the problem, develope project proposal

Engage: Management, employees & other stakeholders

Communciate: We can solve 80% of the problems

Change managment: Desire to support and participate in the change

Project organization – competancy planning

Project organization

Political leadership

Project board
NN, Project sponsor, board members

Project reference group

Project manager

Implementation manager

Union coordinator

Quality assurance

IT- architect

Union team
Project team

Supplier
Project team

…

…

knowledge pitfalls
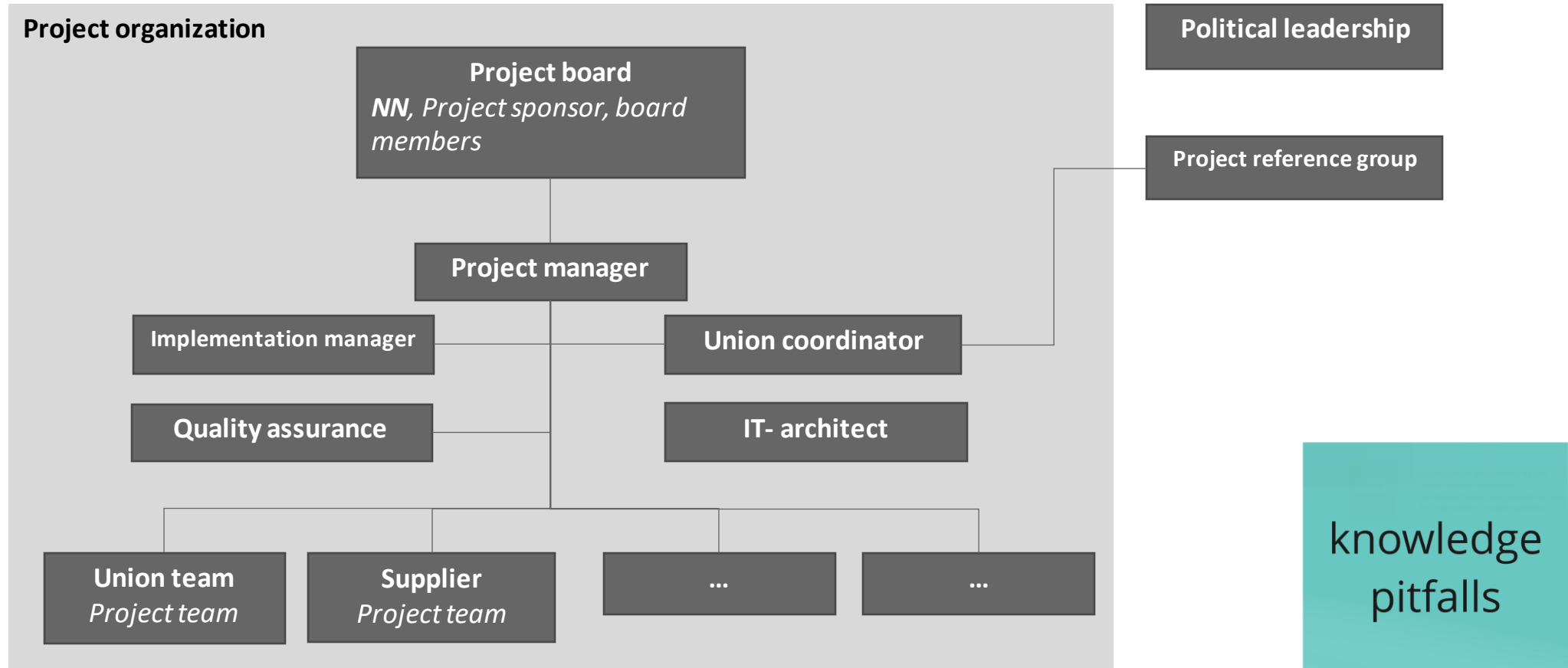
Map of current state
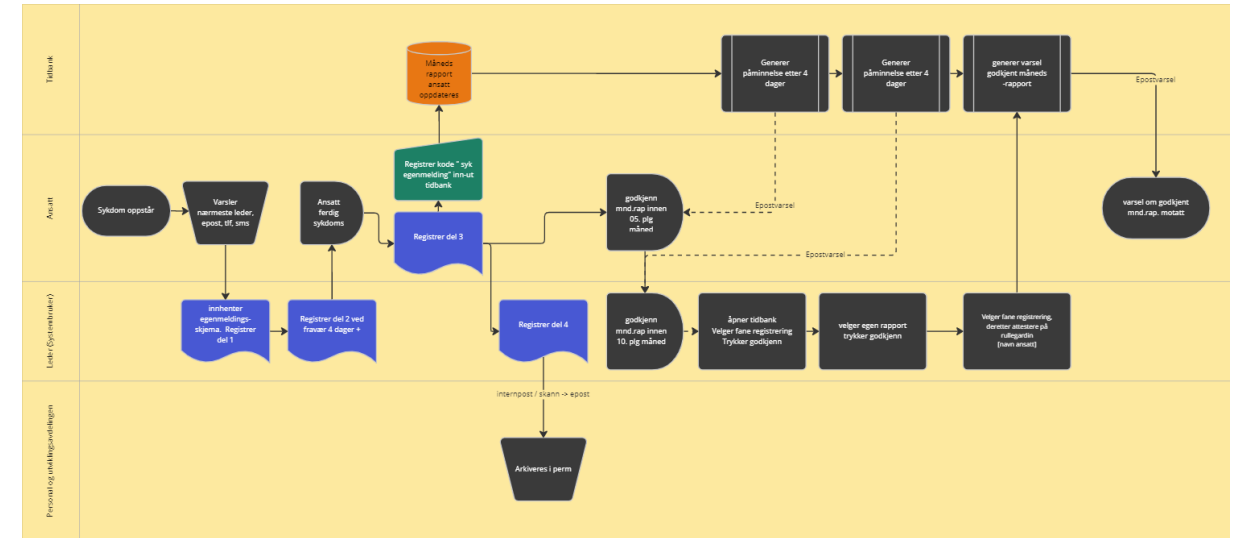
- Semi-structured interviews with users

- People love to talk about themselves

- Needs are organized and used for establishing user stories

- User stories are functional needs which gives creative room for developers

- Background for R.F.P (Request for procurement)

Future state – user needs

Planning phase
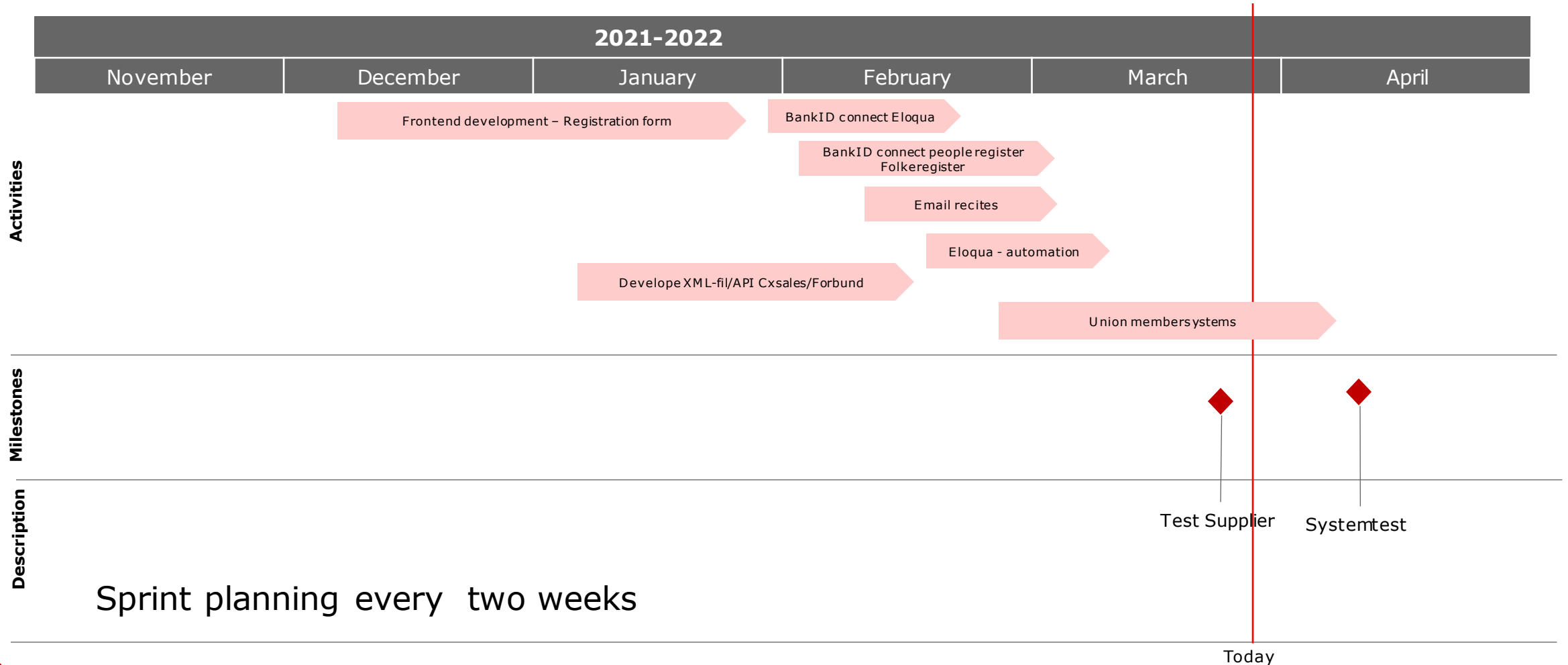
Focus: Prepararing for good governance of project & procurement

Engage: Project team & stakeholders

Communciate: Procurement is about finding a product which can cover user needs, and giving the proper training to realize the benefits

Change managment: Knowledge of how to change, providing the proper tools

Agile phase-plan for delivery phase

2021-2022					
November	December	January	February	March	April

Activities

Frontend development – Registration form

BankID connect Eloqua

BankID connect people register Folkeregister

Email recites

Eloqua - automation

Develope XML-fil/API Cxsales/Forbund

Union members systems

Milestones

Description

Test Supplier

Systemtest

Sprint planning every two weeks

Today

◆ Milestone

Delivery phase

Focus: Execution of project, make sure product corresponds with order and training resources are available for final delievery

Engage: Project team, supplier, & management

Communciate: As the solution is being developed, the project team and managment are structuring the training resources

Change managment: Knowledge of how to change, providing the proper tools

Final delivery phase

Focus: Closing the project, disband project organization, transfer of project to BAU

Engage: Project team, management, & stakholders

Communciate: As the solution is being implemented, users will start orientation and training, so they can use the system in a smart and effective way

Change managment: Ability to implement required skills and behaviors, start executing training

Realizing benefits

Focus: Realizing the benefits, establishing a feedback system to improve on the solutions results

Engage: Management & employees

Communciate: Nothing beats experience, and now we want to use that to improve on the user experience

Change managment: Reinforcement to sustain the change over time

Thank you!