Innlandet fylkeskommune

CORA
CONNECTING REMOTE AREAS

## CORA
## Workshop #3, 2022:

# Digital skills for municipality employees

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# Learning from practice
# – Innlandet County Municipality (Norway)

How my organization used a business management tool (enterprise architecture) to increase the digital competence of our employees.

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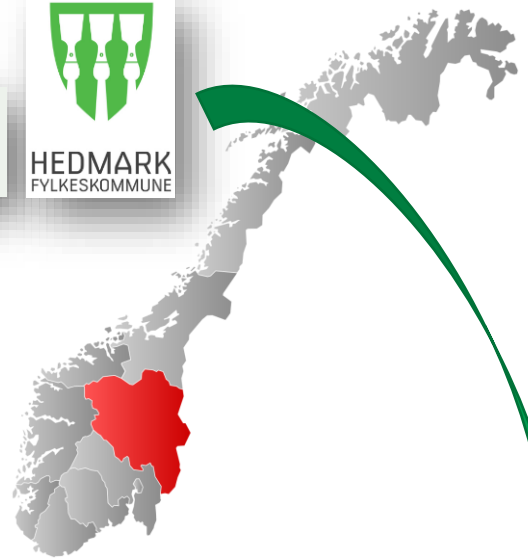
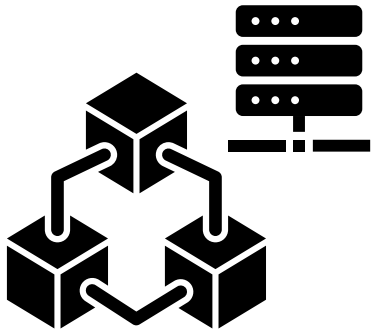
# Starting point

- Creation of a new county (01.01.2020).
- Overall goal (the regional reform):
  1. Regional community developer.
  2. Efficiency gains and economies of scale.



# Some of the challenges we encountered (IT)

- 450 IT applications:
  - Several solving the same needs.
  - Double and triple licenses on the same product.



- Unclear ownership of the IT applications.

- What do we need, and how do we meet the goal of efficiency gains?

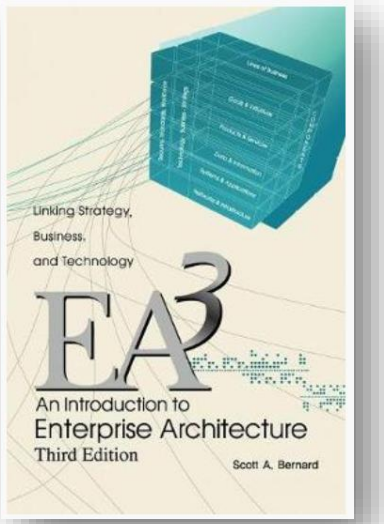
# How we met the opportunities

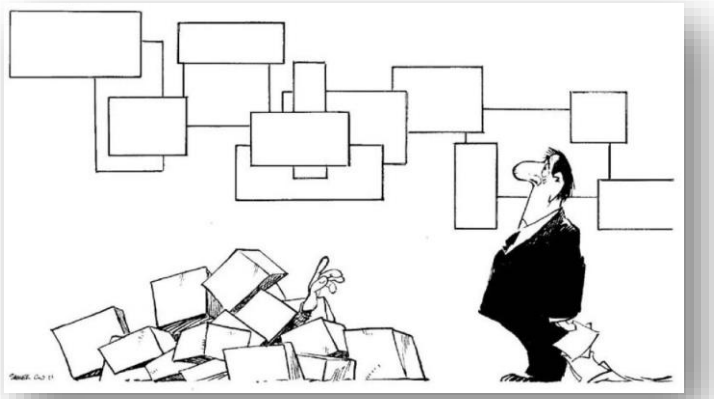
- **Establishing enterprise architecture** as a business management tool → project with internal expertise.
- **Portfolio management** of digitalization projects.

Raise the foundation as a basis for further service development!

# Enterprise architecture

"*The analysis and documentation of an organization in its current and future state from an i**ntegrated strategic, business and technological perspective***" (Bernard, 2012).



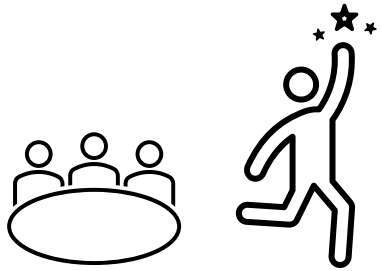



By coordinating the IT side with the business side, enterprise architecture will create a representation that makes it possible to see the connections between the business side's needs, based on strategic choices, and the IT side's opportunities.

# The project

- Establish the **methods of enterprise architecture by mapping and analyzing our existing "digital landscape"** (business services, business processes, IT applications and technology).

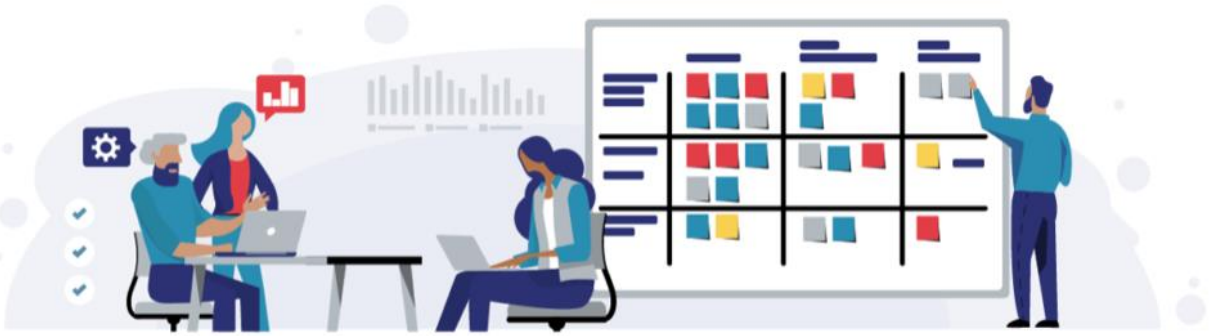
  - Mapping IT applications.
  - Mapping business services.
  - Establish roles and ownership.
  - Establish portfolio management.



- **Held lessons in various management groups** – to establish the understanding and the importance to focus on the digital landscape as a whole (not mentioning enterprise architecture).

# Architectural principles as guidelines when developing services

1. Holistic approach
2. Process orientation
3. Interoperability skills
4. Information security
5. Availability
6. Quality of use
7. Ability to change



# Architectural principles as guidelines when developing services

Innlandet fylkeskommune

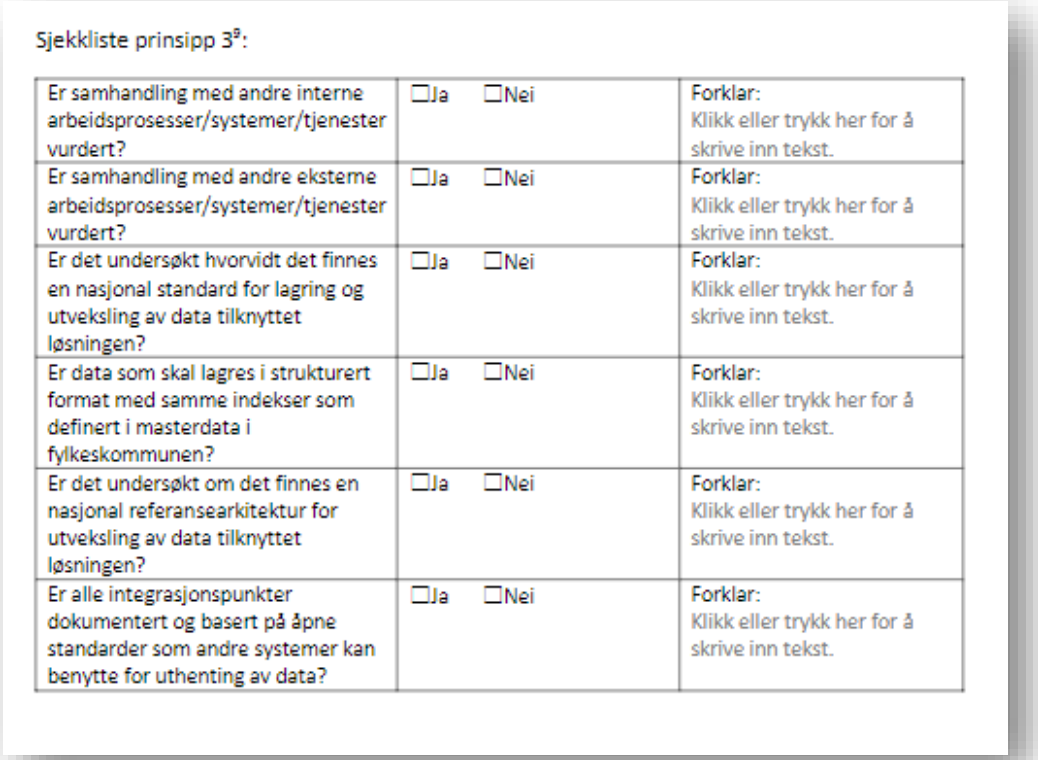
**Arkitekturprinsipper**

**for Innlandet fylkeskommune**

*Styringsprinsipper for valg av løsninger ifm. innføring, utvikling og forvaltning av fylkeskommunens digitale tjenester*

Versjon 2.0

August 2020



Sjekkliste prinsipp 3[9]:

| | | | |
|---|---|---|---|
| Er samhandling med andre interne arbeidsprosesser/systemer/tjenester vurdert? | ☐Ja | ☐Nei | Forklar: Klikk eller trykk her for å skrive inn tekst. |
| Er samhandling med andre eksterne arbeidsprosesser/systemer/tjenester vurdert? | ☐Ja | ☐Nei | Forklar: Klikk eller trykk her for å skrive inn tekst. |
| Er det undersøkt hvorvidt det finnes en nasjonal standard for lagring og utveksling av data tilknyttet løsningen? | ☐Ja | ☐Nei | Forklar: Klikk eller trykk her for å skrive inn tekst. |
| Er data som skal lagres i strukturert format med samme indekser som definert i masterdata i fylkeskommunen? | ☐Ja | ☐Nei | Forklar: Klikk eller trykk her for å skrive inn tekst. |
| Er det undersøkt om det finnes en nasjonal referansearkitektur for utveksling av data tilknyttet løsningen? | ☐Ja | ☐Nei | Forklar: Klikk eller trykk her for å skrive inn tekst. |
| Er alle integrasjonspunkter dokumentert og basert på åpne standarder som andre systemer kan benytte for uthenting av data? | ☐Ja | ☐Nei | Forklar: Klikk eller trykk her for å skrive inn tekst. |

# Secondary effects

## .. and here we begin to see some exciting effects of an otherwise complex technical topic.

1. Enterprise architecture as a baseline for digital competence.
2. Common language and common understanding.
3. Increased digital competence among employees – making better business services.

We introduced a tool, and the employees themselves found areas for improvement!

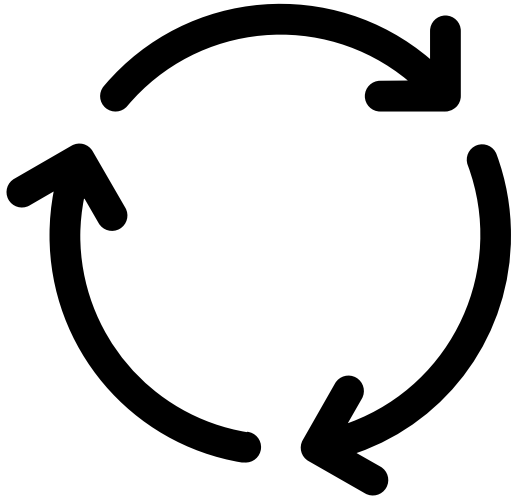
# Success factors

- Mapping and analyzing together with employees.
- Not mentioning «enterprise architecture», nor the theoretical method we used back office.
- Solve actual challenges.

- This takes time - be patient.

# Continuous improvement

- From project to continuous improvement, using the same method and principles.
- Extended focus – lessons held in various groups and networks throughout the organization.



# Key take away

Increased digital competence:

**In order to succeed in the daily challenges, it is necessary to have the competence to understand “the whole” and how it all connects (business → IT).**

**This is what enterprise architecture contributes to.**

OUR DEVICES ARE NOW 100% SECURE.
I TURNED THEM ALL OFF.
HOW DID YOU DO THAT?