



TRUST AND THE PUBLIC ENCOUNTER

A perspective from NAV



WHO AM I?

- Karl Kristian Larsson
- Senior advisor at the Norwegian Labour and Welfare Directorate
- Work experience includes analysis, business architecture and it-development
- The past three years I have been part of a public sector PhD program
- My dissertation was about public sector digitalization and the digital divide

The two hardest thing I've done in my professional life:

- Going from the simple world of a public agency to the complexity of academia.
- Returning from the simple world of academia to the complexity of a public agency

WHAT DO I WANT TO TALK ABOUT?

- After returning to NAV, the most frequent question I get is:
 - “What should NAV do?”
- This is also what we frequently want scientists to answer for us:
 - “What should NAV do?”
- This is very relevant for digitalization, where there are many choices and even more unanswered question.
- What should the future of a digital welfare state look like?
 - Building trust
 - Providing support
 - Reducing inequality
 - Creating national cohesion
- How can scholars contribute to this?

IN SEARCH OF A BETTER QUESTION

- The context of NAV is highly specific.
- Complex considerations and wicked problems must be balanced when NAV makes decisions.
- NAV knows more about this context than most scientists and must take everything into consideration.
- It is therefore difficult for scientists to give answers to what NAV should do
- A better question is
 - “What should NAV know?”

A PUBLIC ENCOUNTER

The first time pensions was paid to the elderly of a small Norwegian community in 1936. The responsibility was given to a local, trusted man. Leif H. Eriksen tells they story of when Maren receives her first pension.

- Can I just take this money?
 - Yes, Maren, that is your money.
 - Do you mean I can take this money, go to the store and buy whatever I want?
 - Of course Maren, You can spend them however you like.
 - They won't come afterwards and ask how I spent it?
 - No Maren, this is your money. You use them as you like. And the next month you get some more.
- [...]
- We must remember to thank God for helping us old people in this way.
 - Yes, and for giving us prime minister Nygaardsvold.



FACE-TO-FACE

- Our understanding of the physical public encounter has been developed and improved for at least a hundred years.
- Public sector digitalization has outpaced our understanding of its consequences.
- Our knowledge of the public encounter has shaped public sector organization.

STORTINGSPROPOSISJON 46

- 8 pages on the future organization of the labour and welfare administration
- Most is on the division of responsibilities when different branches of the welfare state become united
- The key considerations is how to establish physical branches offices that unites public services of the welfare sector.
- A few paragraphs are about digital technology
- However, the bill also establishes how the telephone and the internet are important channels for interacting with citizens.
- It goes to far as to estimate that it will handle more than half of public encounters.



St.prp. nr. 46 (2004–2005)

Ny arbeids- og velferdsforvaltning

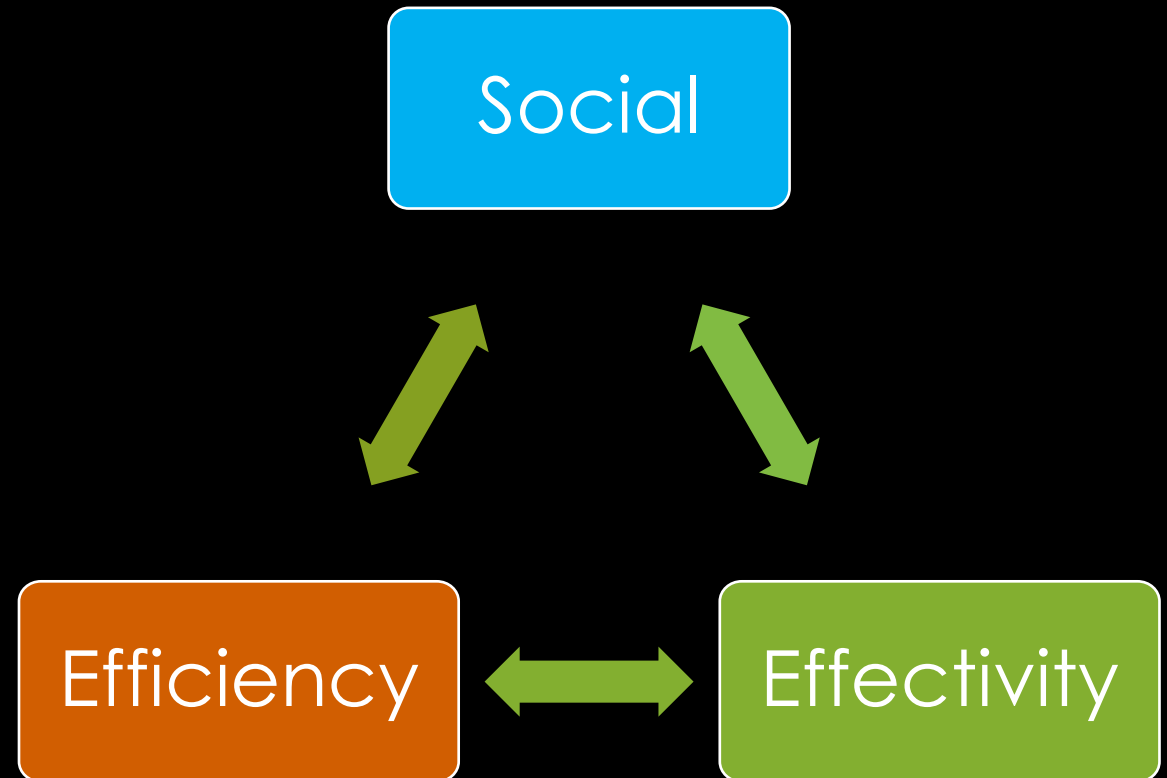
FROM NAVS ANNUAL REPORT

- 109.000 are unemployed and receives unemployment benefits.
- 650.00 are raising children and receives child benefits.
- 360.000 are disabled and receive disability pensions.
- A large number of citizens in desperate situations related to health, family and employment
- From 2017 to 2021, the number of physical NAV offices has been reduced from 423 to 268

	2019	2020	2021
Innlogginger nav.no (mill.)	41	58	53
Telefonhenvendelser (mill.)	4,338	3,513	3,433
Gjennomsnittlig ventetid telefon (minutter)	3,10	7,35	7,13
Antall henvendelser fra bruker i «Skriv til oss» (mill.)	0,552	1,036	0,948
Chatbot Frida (henvendelser) (mill.)	0,119	0,861	1,020
Antall chat viderekoblet til veileder (mill.)	0,074	0,266	0,244

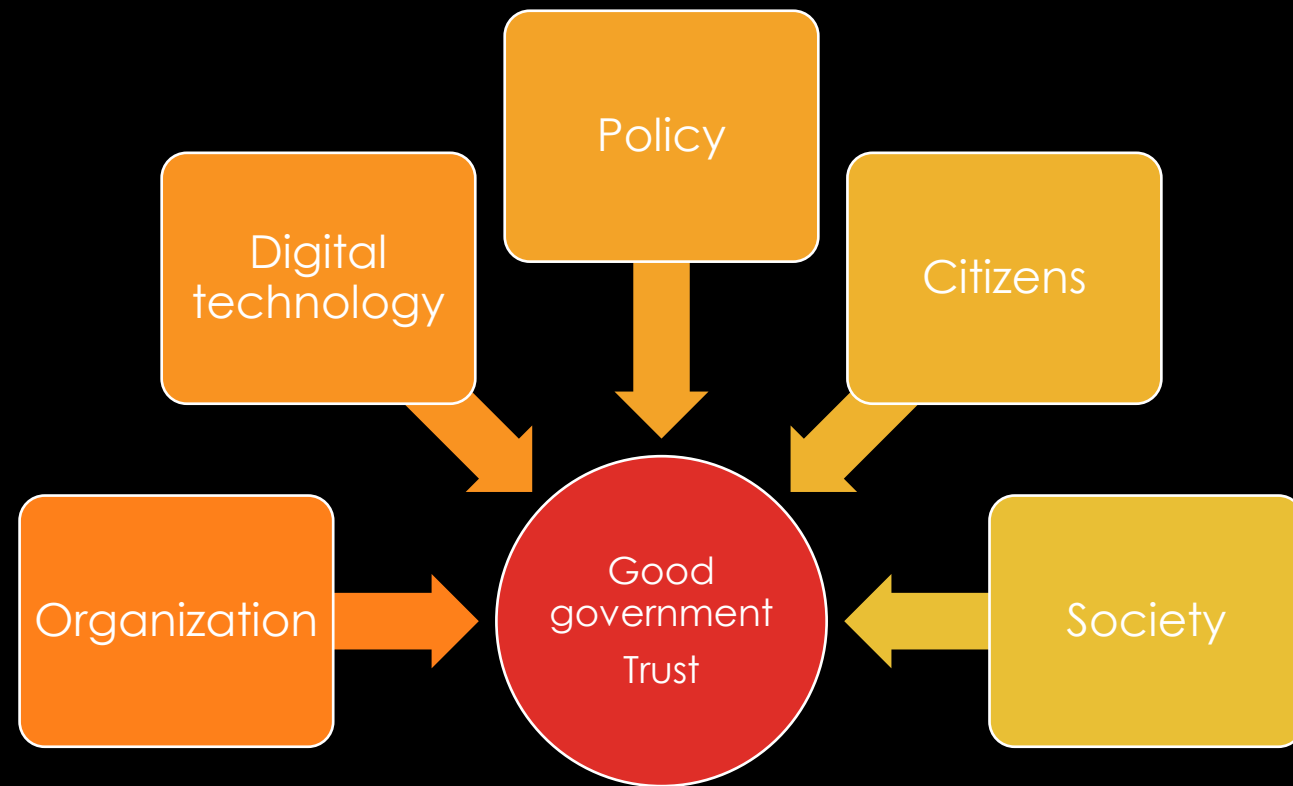
NUMBERS AND FIGURES FROM NAVS ANNUAL REPORT

- The most important facts are shown in 23 tables and 28 figures.
- These figures include information about:
 - Number of applicants
 - Number of complaints
 - Rate of rejections
 - Unemployment
 - Re-employment
 - And so on...



Digitalization is doing more for less!

DIGITAL TECHNOLOGY IN CONTEXT



CITIZENS

Self-service

- Poor results when using self-service

- Better access to public services and support

Disadvantaged

Excluded

Advantaged

Super-user

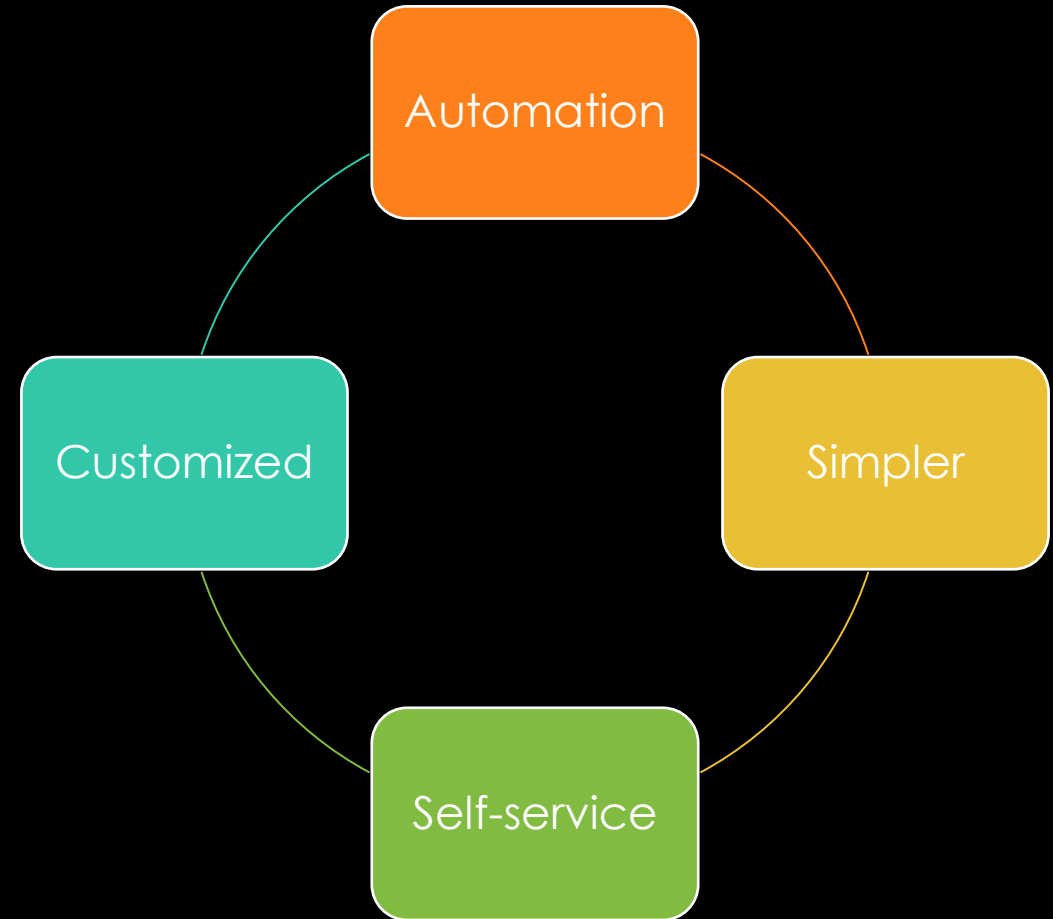
Data (automation)

- Data not being used to their advantage

- Favourable results from automated systems

TECHNOLOGY AND ORGANIZATION

- Digital innovations can improve services in many ways.
- One person's service improvement is someone else's service reduction.



POLICY AND SOCIETY

- Citizen centric benefits in contrast to society centric benefits
- NAV has prioritized a number of sustainable development goals:
 - End poverty
 - Health and quality of life
 - Education
 - Decent work and growth
 - Equality
 - Justice and strong institutions
- NAVs forecast analysis also identify many future challenges

Figur 25. Oversikt over de mest vesentlige bærekraftsmålene som NAV påvirker i utøvelsen av samfunnsoppdraget



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WHAT IS WORTH KNOWING?

- Many things...
- But NAV, and many other public agencies, require more knowledge about the issues discussed in this conference:
 - Sustainability
 - Trust
 - Public value
 - Digital inclusion
 - And so on...
- But most of all how knowledge of these issues are relevant to the everyday organization and modernization of the welfare state.

THANK YOU

