

Analysis of Scaled Agile Transformation on Social Sustainability of Digital Transformation in Norwegian Public Sector

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Social Sustainability



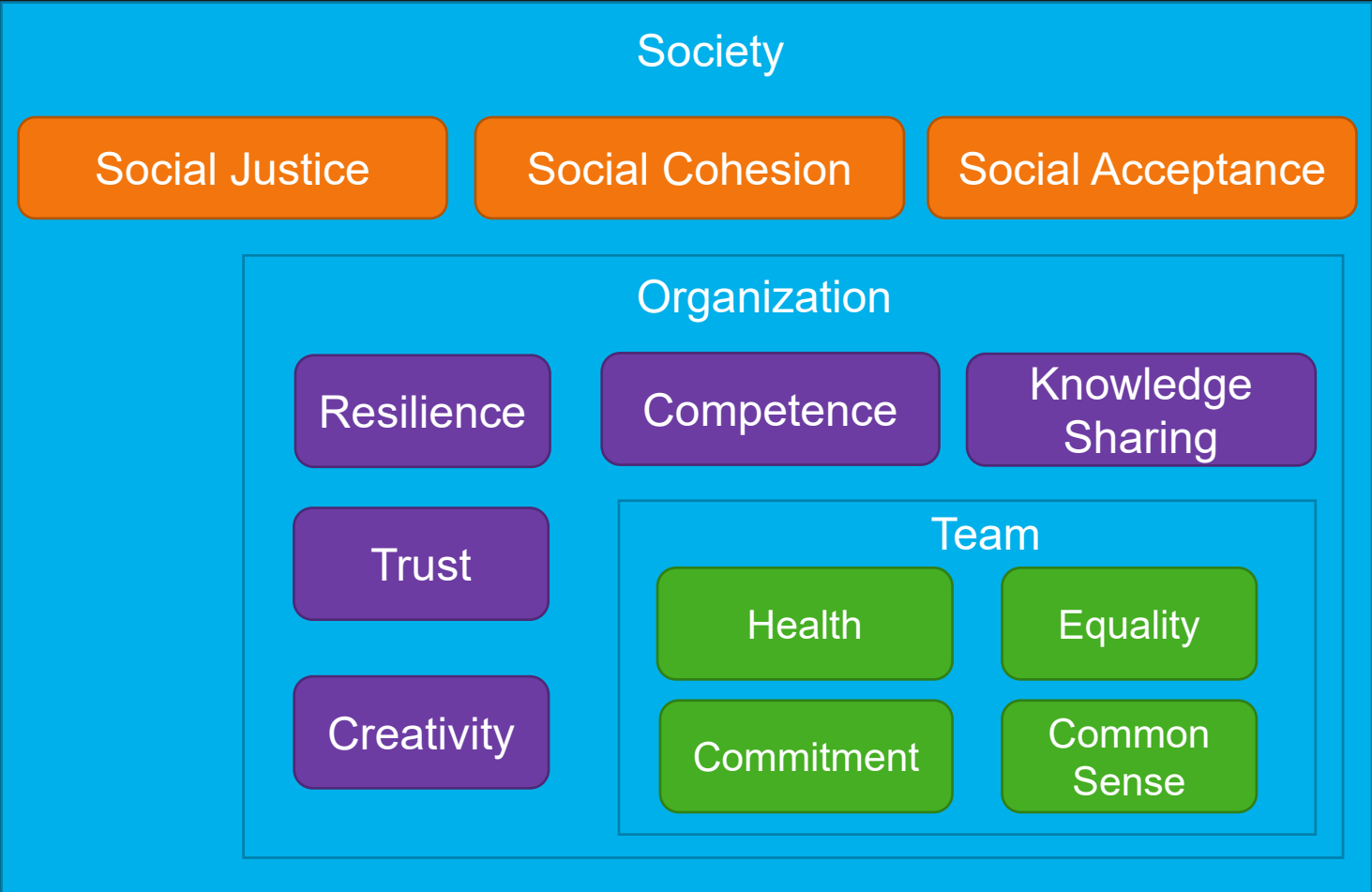
Littig & Grießler (2005)

“...a quality of societies. It signifies the nature-society relationships, mediated by work, as well as relationships within the society.

Social sustainability is given, if work within a society and the related institutional arrangements satisfy an **extended set of human needs**.

They are shaped in a way that nature and its reproductive capabilities are preserved over a long period of time and the normative claims of **social justice, human dignity and participation** are fulfilled.”

Social Sustainability Concepts in different Levels



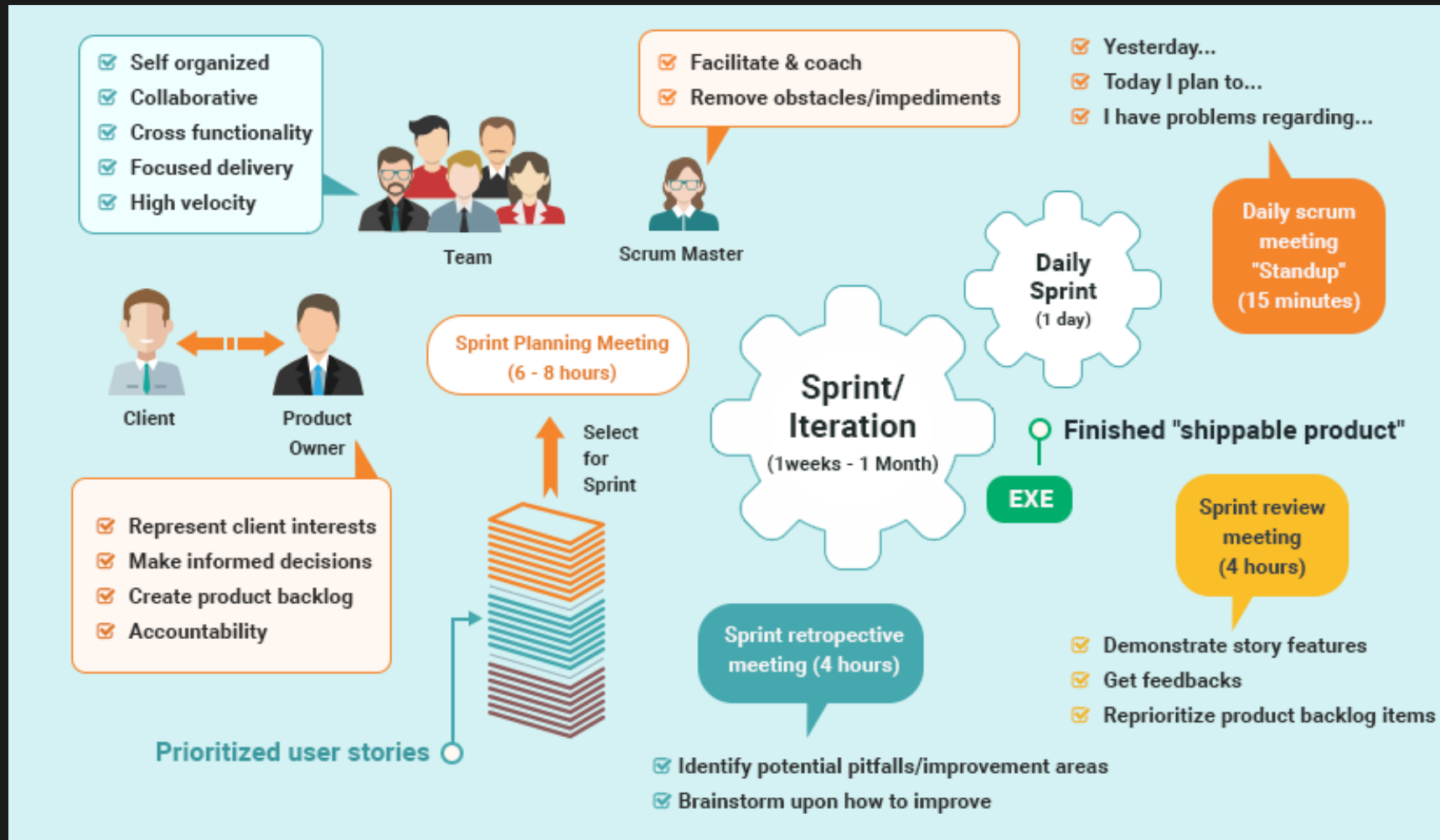
The Concept of Agility



Jonas Slørdahl Skjærpe, NAV IT Director
Home office in Greenland in Oslo, 2020

“After the corona crisis sent more than **300,000** people from the north into unemployment, Norway is now at its highest since the Second World War. If this situation had arisen three years before, there is no doubt that the whole system would collapse. No one had entered the systems and that was it more difficult to clean up, he says. In recent weeks, **Nav has received over 340,000 applications for unemployment benefits.** They would get their salaries in less than a week as the **NAV asked 11000 employees to work form home**”

Agility in Software Development



Relation Between Agile Project Management and Social Sustainability

Decision Making

In agile, everybody input is important, so people are more valued and considered

Learning

Workers are more encouraged to explore and try new methodologies, strategies and technologies, increasing their creativity and also organization viability

Meaning making

The constant delivery of value is an important factor in agile, so teams are more aware of work delivery

Self Organization

People having the ability to influence the environment and promote their skills

Trust

As it evident in fifth principle of agile manifesto, trust is promoted employees' motivation, to support employees' self-organization capacities

Relation Between Agile Project Management and Social Sustainability

Collaboration/ Communication

Some agile rituals like daily meeting and sprint reviews keep people in touch and facilitate interaction and communication.

Motivation

It is the person that manages the team, that is encourages the team members to work. They have greater sense of responsibility and more empowered to take decisions.

Stress Reduction

Breaking down work into little and short tasks, so the people are not carrying a large burden on their shoulders. In addition, by producing just essential documents, people have more time to concentrate on essentials

Commitment

In Agile, the collaborators can work on one module, then add a new feature in the following sprint, and so on, being exposed to new things. Thus, collaborators are engaged in a greater scale and sense of ownership.

Reference: Francisco José Gomes Silva, et al, 2022

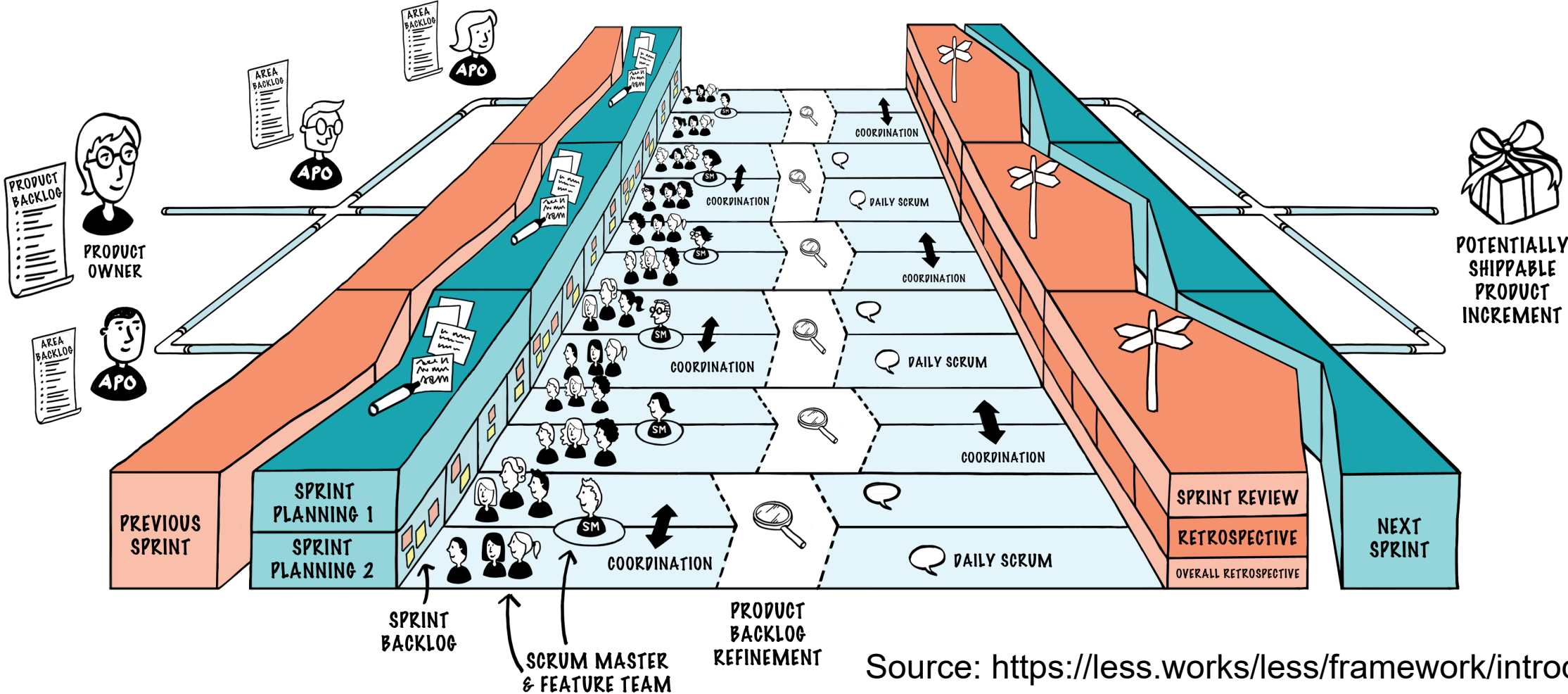
Large Scale Agile Development

A common description of large-scale agile development is that of development efforts with more than **two development teams**, and such projects often have a high number of actors and interfaces with existing systems, which have implications for the development process.

The global focus on digitalization has led to an increased understanding of the importance of software, how it permeates every sector of society, and how it enables competitiveness and innovation.

Study of 196 Norwegian IT projects finds that projects using agile methods outperform nonagile projects when the projects are large.

Large Scaled Agile



Source: <https://less.works/less/framework/introduction>

Large Scale Agile Challenges



Research Objectives

- RQ1. How the scaled agile frameworks at the enterprise level led to the public sector's social sustainable digital transformation?
- RQ2. What are the practices to reach higher level of social sustainability when using scaled-agile methods in an era of digital transformation?

Research Methodology

- In this research which is a combination of case study and CSCW research agenda, we will focus more on practices and patterns of sustainable digital transformation in public sector.
- Data will be collected by interviews, field observation, content analysis of related documents and also active participation in joint workshop and meetings.
- By using qualitative methods, the experiences, opinions and interest are codified

A circular porthole window set into a dark blue wall. The window looks out onto a vast ocean under a sunset sky. The sun is low on the horizon, creating a bright orange and yellow glow that reflects on the water's surface. The text "Thank you" is written in a white, serif font across the middle of the window.

Thank you