

THE NORWEGIAN PES' HORIZON SCANNING PRACTICE ANALYSES THE MOST IMPORTANT SOCIETAL TRENDS OCCURRING IN RELATION TO THE FIELD OF LABOUR AND WELFARE, AND CONSIDERS THE OPERATION AND STRATEGIC IMPLICATIONS OF THESE CHANGES WITHIN A TEN-YEAR PERSPECTIVE.²

PROMISING PES PRACTICE¹ Norwegian PES' Horizon Scan Analysis

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The Horizon Scan enables the Norwegian PES to take account of current and future societal changes and to consider how these changes might affect its strategic choices within a ten year period.³ The Scan focuses on the most important social trends and their consequences for the Norwegian PES; key trends examined include trends in demography, user behaviour, technology, labour market, living conditions and health, and political trends.

Name of the PES

Norwegian PES (Arbeids- og velferdsetaten (NAV))

Scope of measure

National

When was the practice implemented?

The Norwegian PES Horizon Scan is produced by the Directorate of Labour and Welfare. The scan was first published in June 2014 and since then there has been 2 major updates. A new update will be published in January 2019.⁴

What was the driver for introducing the practice?
Was it internal or external?

The driver for introducing the Horizon Scan largely came from external sources. The impetus comes from changes occurring in society and the need for the Norwegian PES to consider how these changes might affect it strategically.⁵

What is the practice trying to achieve?

The general practice of Horizon Scanning does not require accurate predictions of what is likely to happen in the future. The objective of the Norwegian PES Horizon Scan analysis is to contribute to the discussion about future challenges, so that future strategies and measures will be targeted more accurately.⁶

What activities are planned?

Activities carried out include the following:

- ▶ The research for the Horizon Scan is based on available research and analyses, including external research and the Norwegian PES' own publications.⁷
- ▶ It has been necessary to involve the whole Norwegian PES organisation in the preparation of the Horizon Scan report in order to ensure support and relevant input.
- ▶ For the 2016 Horizon Scan a total of 28 workshops were held in different parts of the organisation and with external partners. The approach has been based on expert assessments, where the participants have selected the most important trends going forward and discussed what consequences they will have for their respective areas of responsibility.
- ▶ Participants included external partners such as the Norwegian State Educational Loan Fund (Lånekassen), the Norwegian Tax Administration, the county governors and the Norwegian Association of Local and Regional Authorities (KS). The Norwegian PES' central user committee, the employees' unions and representatives of the County Governors have also been involved.
- ▶ The Horizon Scan reports are updated regularly, with a major update every two years.⁸
- ▶ The Horizon Scan is general in nature.⁹ The Norwegian PES covers large and complex areas where societal trends do not necessarily all pull in the same direction or at the same pace and therefore developments can vary from place to place and from area to area. Units in the Norwegian PES are encouraged to prepare more local and detailed horizon scans where expedient.
- ▶ The Horizon Scans conclusions are based on what is believed to be the most probable developments.¹⁰

What were the source(s) of funding?

There has been no explicit funding. For the experts involved in summarising research, arranging workshops and writing the reports, this is part of their regular work responsibilities.

¹ Practices referring to promising changes/reforms/approaches.

² Horizon Scan: Developments, trends and consequences up until 2030, Nav December 2016.

³ Nav June 2014, op cit.

⁴ NAV Horizon Scan: Trends, developments, and consequences towards 2025, Nav June 2015, Directorate of Labour and Welfare.

⁵ Nav June 2014, op cit.

⁶ Nav June 2014, op cit.

⁷ Horizon Scan: Developments, trends and consequences up until 2030, Nav December 2016.

What are the early observations?

The effects of the Norwegian PES' practice of Horizon Scanning on the practice and planning of the PES itself have yet to be assessed. However, the following lessons have been learnt from the 2016 Horizon Scan concerning the possible impacts of population growth, globalisation etc. on the labour market and the possible implications for the Norwegian PES.

- ▶ Strong population growth in Norway is likely to continue up to 2030 particularly among the elderly and immigrant populations.
- ▶ Globalisation, technological developments and oil price changes will mean a faster and more extensive restructuring of the Norwegian labour market. The need to change jobs and update expertise more often than before is foreseen. Periods of higher structural unemployment and a possible increase in the number of people on permanent benefits may result.
- ▶ The labour market may become more differentiated. Significant shortages in skilled workers in particular is expected, with unskilled youth and immigrants with low levels of education being particularly vulnerable.
- ▶ The Norwegian PES will need to work more closely with employers and the education and health sectors while ensuring they have the capacity to change priorities quickly.
- ▶ In addition, assuming no real increase in resources to fund responses to the changes needed, self-service solutions, increased automation and more knowledge-based service development may be necessary to deal with these changes mentioned above.

Digitalisation offers new possibilities to develop better services based on self-service solutions, automation and decision support based on user needs. However, this will require substantial investment as changes would be anticipated in the type and level of expertise needed and in ways of working.

8 NAV Horizon Scan: Trends, developments, and consequences towards 2025, Nav June 2015, Directorate of Labour and Welfare.

9 The information in this paragraph is excerpted from Nav December 2016, op cit

10 Nav December 2016, op cit



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