





## European Platform tackling undeclared work

### Reorganisation of the Labour Inspectorate from a regional to thematic structure

Norway

	<b>Summary</b>  As part of a more holistic approach to tackling undeclared work and to handle changes in the labour market, the Norwegian Labour Inspectorate has been reorganised from a regional basis to a functional model with several divisions. All labour inspectors have been allocated to the Occupational Safety and Health (OSH) and work-related crime (undeclared work) divisions which focus on performing control and inspections, and will work closely with the Communications/Advice division on campaigns and other information activities.
<b>Title of the practice in original language</b>	<i>Omorganisering av Arbeidstilsynet</i>
<b>Name(s) of authorities/bodies/organisations involved</b>	<ul style="list-style-type: none"> <li>The Labour Inspectorate under the auspices of the Ministry of Labour</li> </ul>
<b>Sectors</b>	All
<b>Target groups</b>	<ul style="list-style-type: none"> <li>Labour inspectors (directly targeted)</li> </ul>
<b>Purpose of measure</b>	Prevention

	<b>Aims and objectives</b>  The reorganisation aims at better tackling the challenges related to the developments taking place in society and in the labour market. The work of labour inspectors is organised on the basis of focus areas rather than on a regional basis, giving the possibility to develop in-depth specialisation. A specific project group was in charge of steering the reorganisation between 2017 and 2018.
<b>Background context</b>	The reorganisation of the Norwegian Labour Inspectorate from a regional to thematic structure was launched as a response to the developments taking place in society and labour market (i.e. increased globalisation, labour immigration, spread of platform work, a more fragmented working life and the degree of digitalisation and automation). These changes required the Norwegian




## European Platform tackling undeclared work

	<p>Labour Inspection Authority to develop more specialised and in-depth expertise.</p> <p>From January 2020, the labour inspectorate moved from a regional organisation with a head office and seven similar regional offices performing similar tasks, to a functional model. The reorganisation established a specialised portfolio that made it possible to develop comprehensive expertise and to better follow all the developments related to a specific topic. The process of preparing the reorganisation lasted from 2017 to 2020.</p>
<b>Key objectives of the measure</b>	<p><b>General Objective:</b></p> <ul style="list-style-type: none"> <li>The functional model will enable the Labour Inspectorate to better tackle the challenges related to the changes taking place in the society and in the labour market.</li> </ul> <p><b>Specific Objectives:</b></p> <ul style="list-style-type: none"> <li>To facilitate the establishment of a more robust and focused professional environment, where both leaders and inspectors develop a specialisation on a particular focus area;</li> <li>To establish clearer responsibilities;</li> <li>To contribute to more forward-looking and effective work;</li> <li>To make the work of the Labour Inspectorate more efficient;</li> <li>To achieve a better coordination between the different division.</li> </ul>
<b>Main activities</b>	<p>The main changes and activities related to the reorganisation to the Labour Inspectorate to a functional model are the following:</p> <ul style="list-style-type: none"> <li>Organisation into six divisions: <ul style="list-style-type: none"> <li>Occupational Safety and Health division;</li> <li>Work-related crime division;</li> <li>Knowledge division (a knowledge hub about the labour market, which collects information from sources outside the organisation and publishes annual reports);</li> <li>Communication division (which works closely with inspectors from the work-related crime division for the preparation of campaigns and awareness-raising activities);</li> <li>Applications' division (which processes applications for different types of approvals from companies and receives notifications of irregularities);</li> <li>IT division.</li> </ul> </li> </ul>



## European Platform tackling undeclared work

	<ul style="list-style-type: none"> <li>• Roles and responsibilities have been redesigned so that service areas that are linked are brought under the same management;</li> <li>• Weekly meetings are organised between the general directors of the different divisions;</li> <li>• The administration has been simplified and centralised: all administrative staff report to one administrative director (while before there were regional directors);</li> <li>• Daily working processes are made more efficient and mapped with a step-by-step approach (i.e. how to process reports from outside, how to process the different type of application).</li> </ul> <p>The total staff of the Norwegian Labour Inspection Authority amounts to 650 employees. The Occupational Safety and Health division has 250 employees, the work-related crime division has 90 employees, the Communication division has 70 employees. The rest are of the employees work in the Application, Knowledge and IT divisions, as well as for in the staff of the Director General. 60 new labour inspectors will be recruited to positions focussing on new challenges.</p>
<b>Funding/organisational resources</b>	The reorganisation uses the resources of the Labour Inspectorate. 5-6 people were allocated to a project group responsible for steering the reorganisation process in the period 2017-2020.

	<b>Outcomes</b> <p>As the reorganisation process was completed at the beginning of 2020, a formal assessment of the restructure has not taken place, however positive feedback has been received due to the inclusive and gradual approach taken in the restructure.</p>
<b>Achievement of objectives</b>	<p>It is too early to assess the achievements of the objectives as the new structure has been in place on for few months. So far feedback from employees has been positive.</p> <p>It is expected that longer-term, the development of specific expertise will lead to more effective, tailored projects in tackling undeclared work, more efficient use of resources and a reduction in the administrative burden.</p>
<b>Lessons learnt and success factors</b>	<p>The main success factors are:</p> <ul style="list-style-type: none"> <li>• Employees had an active role in the reorganisation. They were informed about</li> </ul>



## European Platform tackling undeclared work

	<p>progress of the reorganisation through monthly video meetings. Their feedback was asked at each step of the process and taken into account.</p> <ul style="list-style-type: none"><li>• Middle-level managers (28 people) were trained on how to answers employees' questions about the reorganisation.</li><li>• Management has been open to discuss and address any problem related to the reorganisation.</li><li>• Human Resources carried out a risk evaluation assessing what could be negative consequences of the reorganisation on employees.</li></ul> <p>The main lessons learnt are:</p> <ul style="list-style-type: none"><li>• Organisational changes should be done gradually and regularly in order to adjust to the needs of the labour market.</li></ul>
<b>Transferability</b>	<p>The similar reorganisation can easily take place in other Member States. It is important to organise the reorganisation process as a separate project with clear objectives and a project leader or project team that steers the process.</p>

<b>Further information</b>	
<b>Contact</b>	<p>Pål H. Lund, Senior Adviser (Norwegian Labour Inspection Authority)</p> <p><a href="mailto:Pal.lund@arbeidstilsynet.no">Pal.lund@arbeidstilsynet.no</a></p> <p>Phone: +47 47605121</p>
<b>Useful sources and resources</b>	<p>Website of the Norwegian Labour Inspectorate: <a href="https://www.arbeidstilsynet.no/nyheter/ny-organisering-av-arbeidstilsynet">https://www.arbeidstilsynet.no/nyheter/ny-organisering-av-arbeidstilsynet</a></p>