

January 2018

VISION

Digitalisation in the service of the organisation

IT safety inspections as a support to organisational development and procurement



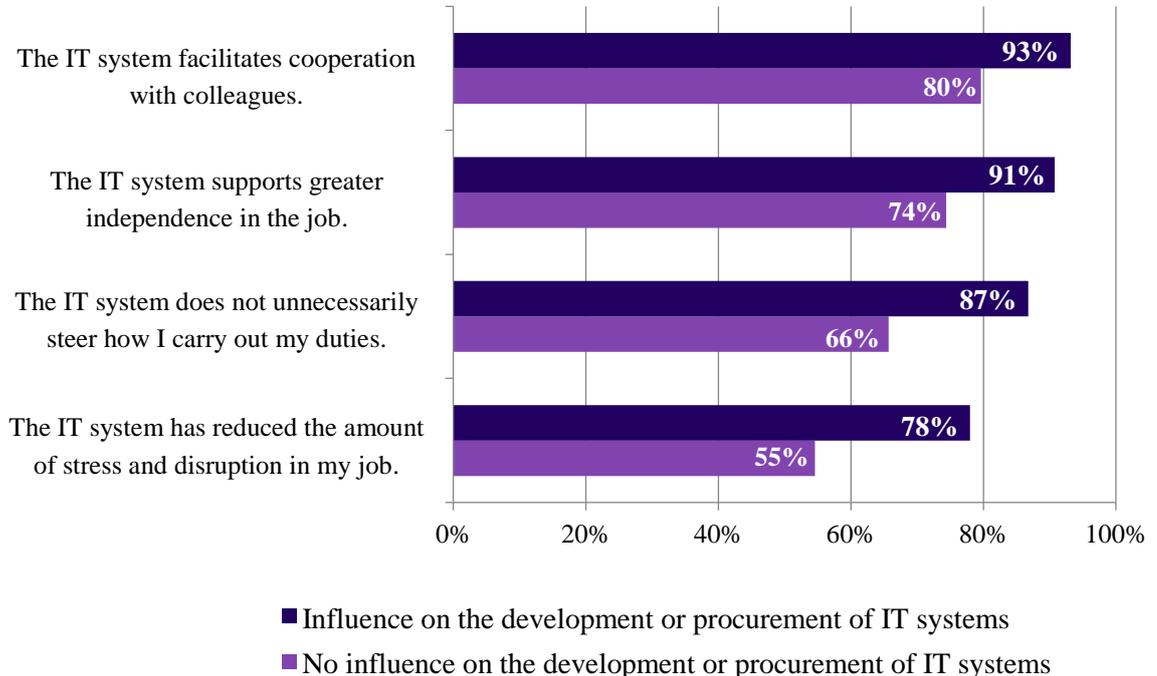
Digitalised organisational support

How do we achieve the greatest possible usability?

Reports addressing the flaws in digital support systems are a recurring theme, not least regarding IT systems. At the same time, there is a considerable consensus among users/employees, employers, IT developers and providers regarding the need for increased usability.

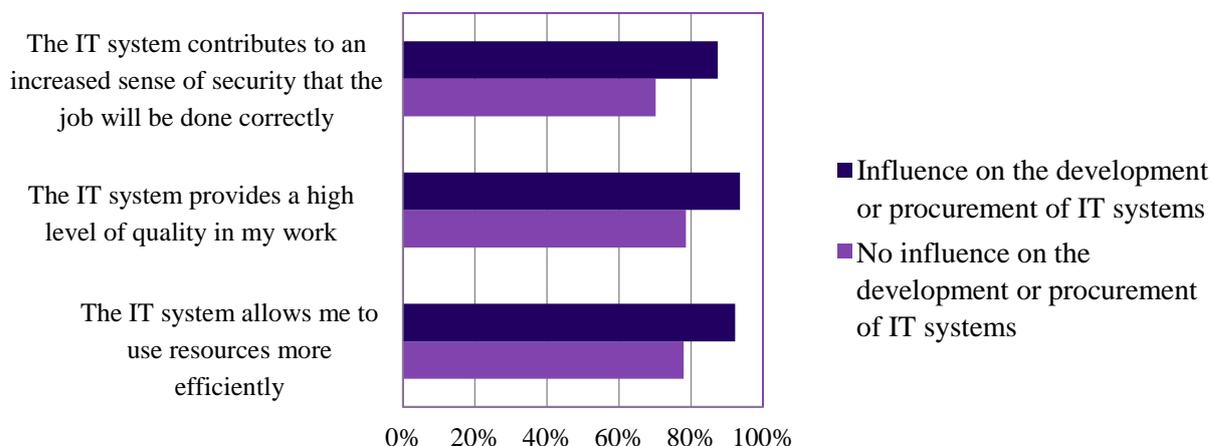
Previous Vision reports *IT i Valfärdens Tjänst* (IT in the Service of Welfare) (2014) and *IT i Chefens Tjänst* (IT in the Service of Management) (2016) show that one of the keys to success is to involve staff and managers with organisational competence early in the development process. An early investment in time, through which the full diversity of the personnel group is able to formulate both needs and ideas for achieving the necessary improvements, leads to staff and management experiencing greater usability in the form of improved cooperation, independence, quality, efficiency and security in the system. This also leads to better occupational health and safety and a better work environment, in the form of a reduction in IT disruption-related stress levels.

Percentage that agree with the statement regarding the IT system's impact on their work, broken down into those who have, or have not, been able to influence the development or procurement of IT systems.



Source: *IT i Valfärdens Tjänst* (IT in the Service of Welfare), Vision (2014), questionnaire sent to Vision's members.

The percentage who, depending on experienced influence on the development or procurement of IT systems, agree with the statements regarding the contribution of IT to quality, security and efficiency.



Source: *IT i Vålfärdens Tjänst* (IT in the Service of Welfare), Vision (2014), questionnaire sent to Vision's members

Vision also put the same questions solely to managers (2016). First and second line managers in municipal organisations experienced this relationship to a greater extent, i.e. that influence on development and procurement affected usability and efficiency.

Operational managers experienced that they had far too little influence on the development and procurement of IT systems. For managers in female-dominated organisations, such as social services, the level of influence was even worse than for managers in male-dominated technical organisations.

The conclusions are obvious: we know from our surveys that when staff and first and second line managers in municipal organisations have influence in the development of, and early in the procurement process for, IT systems, the usability and efficiency of digital solutions increases. The digital work environment is improved through the reduction of stress and disruption. Employees are provided with avenues of influence over their most important tools, so that they provide greater support and fewer headaches. The organisation benefits from improvement ideas that lead to greater efficiency.

Organisational development through digitalisation must be handled in the same way as any other form of organisational development and change. Digitalisation projects must be integrated in day-to-day activities and constitute a natural component of both systematic work environment management and the systems of influence that incorporate the competences and ideas of employees.

How do we create processes in the workplace that promote influence over digital development and useful procurement requirements?

Vision's response is that this can be achieved through IT safety inspections.

IT safety inspections are carried out to investigate the digital work environment. Inspections include mapping, analysis, risk assessments and the identification of possible

improvements to the IT system. IT safety inspections contribute feedback to the organisation regarding the need for improvement procedures and development, both in the system and the organisation's digital competence. IT safety inspections, as part of digital work environment management, contribute valuable learning that in turn contributes to effective and appropriate organisational development through digitalisation.

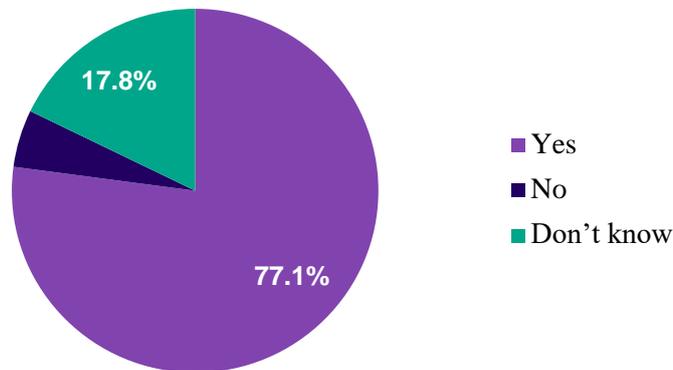
Everyone benefits from a good digital work environment

Vision considers it important to prioritise the digital work environment and IT safety inspections. As the use of IT safety inspections is a new method in work environment management, in 2017 we asked 2,200 safety representatives to relate their experiences.

Twelve percent of safety representatives replied that they had carried out an IT safety inspection at their workplace during their tenure as safety representative, with a further 4.5% saying that their workplace had plans to do so. In almost 42% of cases, all staff had been involved while in 47% only a few staff members had participated.

In following up IT safety inspections, in 77% of cases safety representatives felt that they had either resulted in concrete improvements or the establishment of an action plan in preparation for the next update or procurement process.

Did following up IT safety inspections give results in the form of improvements or action plans in preparation for the next update or procurement process?



This is a very positive result.

Vision believes that the HR function and, where applicable, the occupational health service should participate in IT safety inspections in the same way as the IT department. This is currently the exception rather than the rule. An IT safety inspection contributes increased knowledge of cognitive requirements in human-machine interactions. Unfortunately, this competence – which could contribute to more qualitative analysis of the effects obtained from a health perspective – is often lacking in HR departments and is seldom found in occupational health services.

The obstacles experienced by Vision's safety representatives are the result of a lack of procedures for IT safety inspections within their organisations. They also point to a lack

of time and disinterest/lack of knowledge on the part of management as further impediments.

However, 48% of safety representatives saw no real obstacle to IT safety inspections. It is a matter of increasing awareness of the method and the positive effects it entails for the organisation, as well as its learning potential.

Seven action points from Vision

Allow staff to influence the planning, development or replacement of IT systems from start to finish.

Digital solutions must have a given place on the agenda and be a natural part of day-to-day and ongoing collaboration and systematic work environment management. Digitalisation makes it possible to create accessible digital tools to meet various functional requirements.

Ensure that managers are able to influence the development and procurement of IT affecting the organisation from start to finish.

Capture the ideas of managers and their staff regarding how usability can be improved to the benefit of the organisation. The preconditions for exerting influence must be equally good irrespective of whether the organisation is male or female-dominated.

Ensure digital competence.

Digital competence and knowledge of the organisation are two prerequisites for obtaining an IT system that works in everyday working life. A high level of digital competence at every level of the company reduces vulnerability. Individual training and introductions to the digital environments in which the organisation works must be prioritised.

Increase digital competence among senior management.

If there is a lack of competence at strategic management level regarding the prerequisites for digitalisation, and its effects on the digital work environment, there is a risk that the organisation will implement short-term decisions, the consequences of which will be detrimental to both the development of the organisation and the health of employees.

Update work environment knowledge to include the digital work environment.

HR departments, management and safety representatives should have the requisite knowledge to create a healthy digital work environment.

Implement IT safety inspections.

IT safety inspections are a method for identifying where the system is wasting time. Procedures and agreements should be in place to quickly rectify flaws in the system. IT safety inspections offer good support in identifying required improvements and collecting proposals on how to do so from users. Procedures to collate improvement proposals, and the resources to take the necessary measures, should be in place.

Start today and it will be more fun to go to work tomorrow!

The most important thing is to begin paying attention to the digital work environment, and the potential it offers for improvement within the organisation. Going to work will be more enjoyable when the system supports instead of disrupts. And there is always satisfaction in feeling that it is actually possible to influence one's situation.

This is how to carry out an IT safety inspection

Preparation

- ▶ Appoint those who are to participate, e.g. users, manager, safety representative, IT developer, procurement manager
- ▶ Book time for both an IT safety inspection and for a follow-up meeting.
- ▶ Decide which activity/process is to be reviewed.
- ▶ Decide which programs/software are to be included.

Implementation

Review the activity's/processes'

- ▶ Hardware
- ▶ Software
- ▶ Ancillary equipment, e.g. printers, terminals, etc.
- ▶ Systematically inspect the program/activity in question. Which parameters should be assessed?

Points for assessment during the inspection

Potential safety risks

- ▶ Clarity
- ▶ Intuitiveness, e.g. graphic interface, design of forms
- ▶ Usability – the level of utility that the system provides for a user in a given situation.
- ▶ Communication with other relevant systems. Different types of modules that may exist
- ▶ Number of printouts done/required
- ▶ Time required for typical case
- ▶ Concrete problems with the system, proposed improvements
- ▶ Any information from previous safety inspections/system evaluations

Review IT system training by asking the following questions

- ▶ What is the timetable for training, and what kind of training is provided? Is attendance obligatory? Does everyone have the option to attend? Do those holding the training course have the correct expertise?
- ▶ How is participation in and the quality of IT training documented?
- ▶ How would you like the workplace to be? Provide an assessment.
- ▶ How are new employees introduced to the workplace and how is their digital competence ensured?

Review system error/crash routines by asking the following questions

- ▶ Who do you contact if you have a problem?
- ▶ Are there written procedures in the event of system errors/crashes?
- ▶ Where are backups kept of personal codes, manual Dictaphones and paper forms, for example sick certificates?
- ▶ How is submitted documentation saved during a system crash?

Introduce crash exercises if none exist.

After the inspection

Action plan and arrangement of follow-up meeting

- ▶ Compile a list of current improvement requirements and issues.
- ▶ Propose improvement measures, including risk assessments for the work environment and quality assurance for the organisation, and if it is relevant from a client/security perspective.
- ▶ Establish an action plan for improvement measures.
- ▶ Distribute responsibility for ensuring that the measures are implemented.
- ▶ Compile a list of issues that need to be discussed or referred to another part of the organisation.
- ▶ A comprehensive follow-up meeting can be held after a couple of months. It is important that everyone is aware of the timetable and takes their designated responsibility for realising the proposed improvements.

Learn more about IT safety inspections and digital work environments at
vision.se/arbetsmiljo

**If you have any questions
about this report, please
contact**

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Vision's members lead, develop and administer welfare, carrying out their work in municipalities, county councils, regions, the private sector or the church. Many of them are also students studying to work in the welfare sector. Our members can be found in thousands of professions, and together they form a valuable network. We are politically independent and a member of the Swedish Confederation of Professional Employees (TCO).