The background features a series of concentric circles in light gray, some solid and some dashed, creating a sense of depth and movement. A large, solid green oval is positioned in the center, serving as a container for the text. A thick, dark gray curved line sweeps across the bottom left, partially overlapping the green oval.

Round table meeting Riga 22-03-2022

Social dialogue development in Norway
history, approach and opportunities

Sigrid Hestnes



Meeting through
dialogue scales
greater insight and
better
opportunities for
the future

My approach:

At Norconsult I work with process management and participation through dialogue and innovation methods

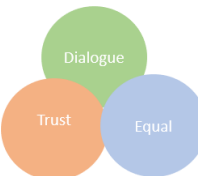
Different perspectives and ideas are promoted, find their shape, are tested, iterated and designed

The key is to listen on multiple levels

Processes through dialogue take time, but the gains are more sustainable than the alternatives

The essence of the Nordic model

- The Nordic working model is characterized by social dialogue and tripartite cooperation.
- Tripartite collaboration occurs across political boundaries and is now regarded as critical for the national economy.
- The collaboration is seen as a competitive advantage, because it entails a common will to drive societal development forward.
- The principles that underlie social dialogue are equality, community, common interests and solution-orientation.



Historical contexts

- Since the early 1900s, Norway has played a key role in the development of the ILO.
- During the interwar period, an interaction developed between the main organizations, the Norwegian Confederation of Trade Unions (LO) and the Norwegian Employers' Association (N.A.F.)
- During the post-war period, cooperation became increasingly close.
- After the Second World War, there was political agreement to develop Norway as a welfare state.



Norway had the first female delegate at the ILO conference, Betzy Kjelsberg

The development of working life, the struggle for liberation and equality, and the building up of the welfare state have led to several reforms that have required the parties in working life to sit down and work out important reforms.

Development and drivers

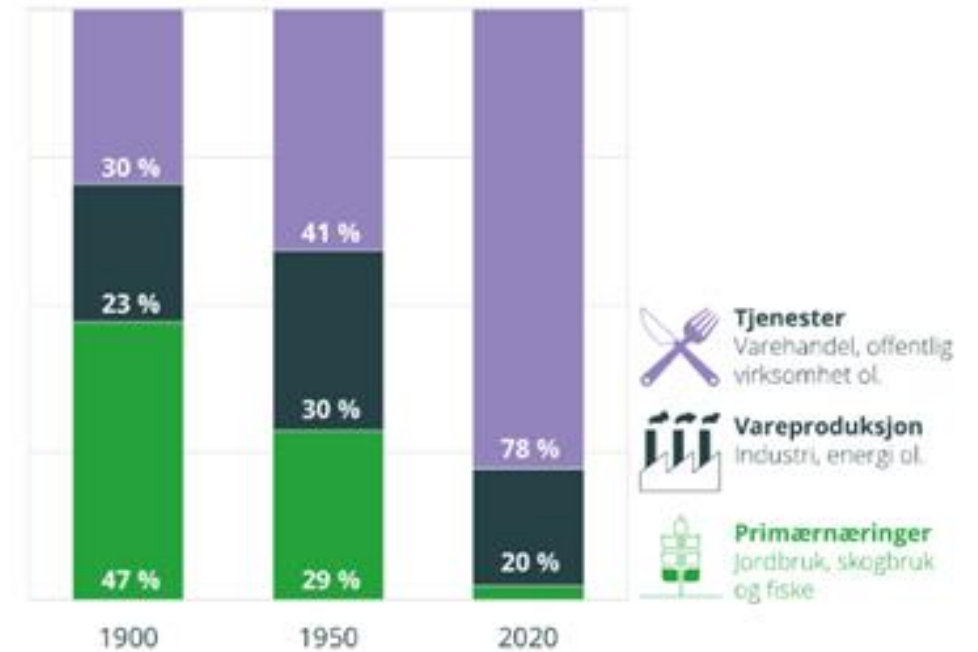
- Important historical events have been the driving force for this development in
- Norway was one of the founders of the International Labor Organization (ILO) in 1919, and has since been an active participant.
- Norway is one of 187 member countries of the ILO and is among the countries that have ratified the most ILO conventions.
- The basis of the ILO's work was the understanding that lasting peace can only be ensured through social justice.
- In 1969, on its 50th anniversary, the ILO was awarded the Nobel Peace Prize (awarded in Norway).
- The ILO is the only UN organization that is a tripartite organization and is controlled by both the authorities, employers and employees



From primary industries to service-based business



Næringene¹ vi jobber i: Endringer fra 1900 til i dag



¹ Tallene viser andelen av de sysselsatte som jobber i primær-, sekundær- og tertiærnæringer i hvert av årene.

Kilde:
Nasjonalregnskap, Statistisk sentralbyrå

Systematic approach to social dialogue



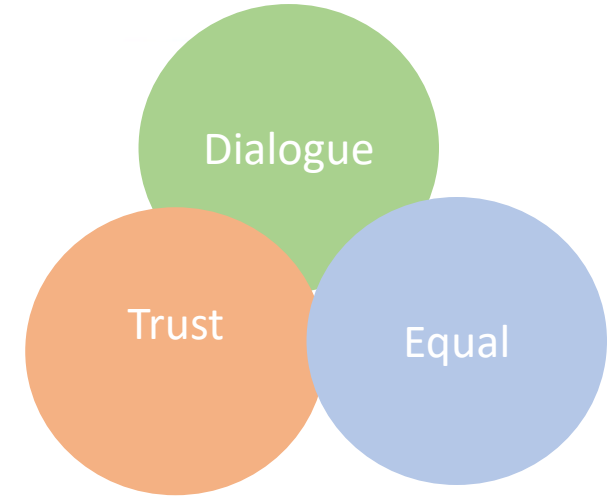
LO og NHO går sammen om ny lavutslippssatsing
- Vi trenger en kraftig økning i bevilgningene til teknologutvikling og næringsutvikling, sier LO-seniorer Hans-Christian Gabrielsen.



LO krever mer av overskuddskaka etter magre år

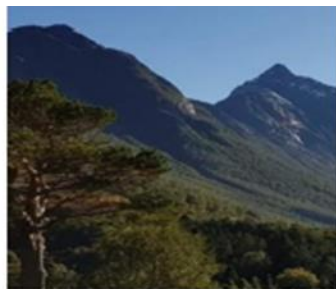


LO og NHO er enige om at det er rom for reallønnsøkning i årets lønnsoppgjør. Spørsmålet er hvor mye – og til hvem.



COMMON GROUND

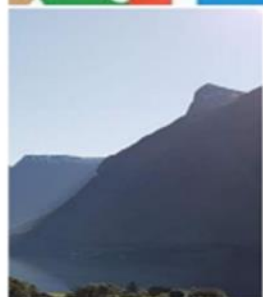
- Systems and areanas for dialog
- Trust both in system and values
- Shared vision = the welfarestate
- Standing together - staying together



Barns rett til medvir



SWOT

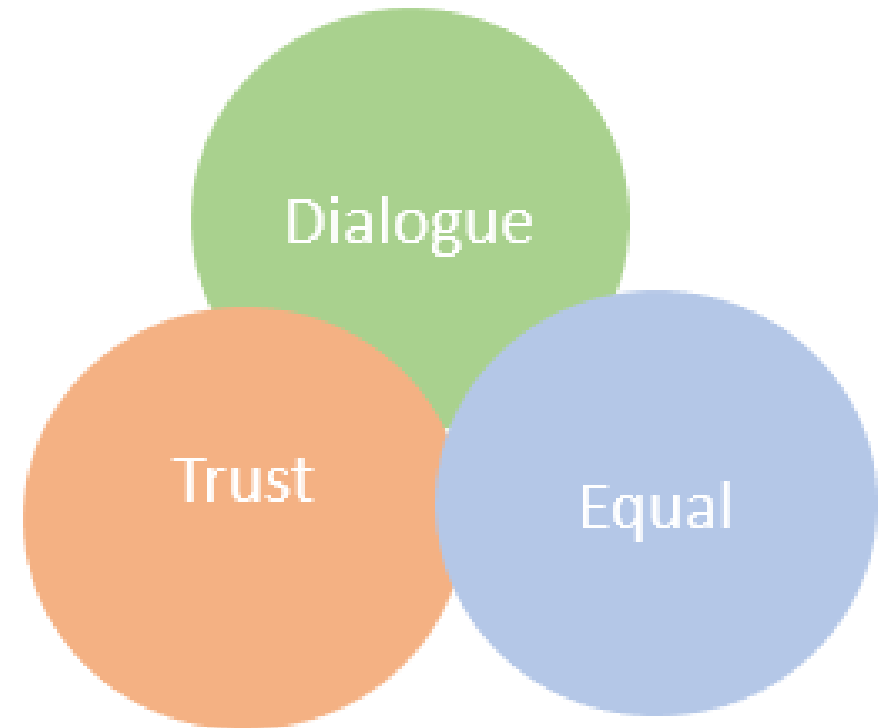


Assumptions

Various reports and experiments point out that tripartite cooperation can not only be adopted, it must be practiced.

In order to achieve this, some small driving rules must be followed:

- recognizing that the parties are equal
- having a dialogue-oriented communication
- having a collective responsibility for the collaboration
- showing generosity and having time to listen



Tripartite cooperation as a meeting place

Examples of this are:

- The model municipality experiment 1999 – 2003
- The Quality Municipality Program 2007-2010 (138 municipalities)
- Together for a Better Municipality 2011-2015 (110 municipalities)

The Norwegian Union of Municipal and General Employees Fagforbundet has been one of the driving forces in municipal tripartite cooperation as a tool for the development of the municipality for almost 20 years. Together with the research institute SINTEF, the Fagforbundet has documented how good development work has been created through active tripartite cooperation in the municipalities

The Quality Municipality Program (2006-2010)

Intentions and results

Results from a survey (2010)
among councilors, shop
stewards, mayors and
project

Managers who had
participated in the Quality
Municipality program show
that there are positive
results from all parties.

Experiences from politicians	Experiences from the administration	Experiences from shop stewards
<ul style="list-style-type: none">• Got better acquainted with tasks and employees• Became more visible, promote collaboration internally and externally to the media and citizens• Became more inclusive, ensured that employees, residents and enthusiasts are included in consultation• Better basis for decision-making	<ul style="list-style-type: none">• Better decision-making• processes – fewer rematch• More qualified employees• More satisfied employees• Better efficiency• Lower sickness absence rate	<ul style="list-style-type: none">• Greater influence – are heard more• Better collaborative climate, fewer conflicts• Enthusiasm• Greater presence, better working environment

Source: *Fagforbundet.no*

Together for a better municipality

Service optimality was established following a decision by the municipal council in 2014.

Lunner municipality has adapted the organization through several measures:

- Agreement on tripartite cooperation
- Tripartite Cooperation Body
- Municipal sub-plan 22
- Revised employer document
- Lean – self-developing/adaptation process tool
- Job bank
- Service optimality – tripartite cooperation at the place of employment (pilot in the upbringing sector)
- Employee training courses

Results:

In 2013, the doctor's report was two percentage points below the national average.

This has saved the municipality expenses both during and beyond the employer period.

Compared to other municipalities, Lunner also has a stable workforce, with fewer leaving. In 2013, the municipality had a turnover of 5.2 per cent, about half of the rest of the country.

Overall, low sick leave, low AFP withdrawals and low turnover Lunner makes substantial savings every year.

Scores highly on both employee well-being and co-determination.

Lunner works with expertise and recruitment has also achieved very good results in other thematic areas.

They received

- klp's working environment award in 2012
- County Governor of Oppland's renewal award for 2012
- NAV's IA award for 2013.

[C og :-\) Z i Lunner kommune - regjeringen.no](http://regjeringen.no)

Need for development and fear of change

If we are to create a dialogue for change, we must take the path of process involving all stakeholders

- the development of new curriculum in schools requires new physical environments. Teachers need to get out of traditional thinking.
- from a classroom and class to teamwork in varied environments. The goal is more forward-looking teaching where the pupils themselves are active in their own learning.
- Teachers have a strong professional identity, high competence and a high degree of organization. Changes in the physical environment for more future-oriented teaching can only take place through good processes and dialogue that safeguard all perspectives



To plan for social dialogue through processes

Processes that are run with broad involvement where interests, knowledge and needs are mapped and the work is anchored, will have a great effect in the work of developing the social dialogue.

Several requirements must be met for the work to be successful:

- good information about the process to everyone involved
- motivation to participate (what`s in it for me)
- a clear intention at work
- positive expectations for participation
- time and resources for participation



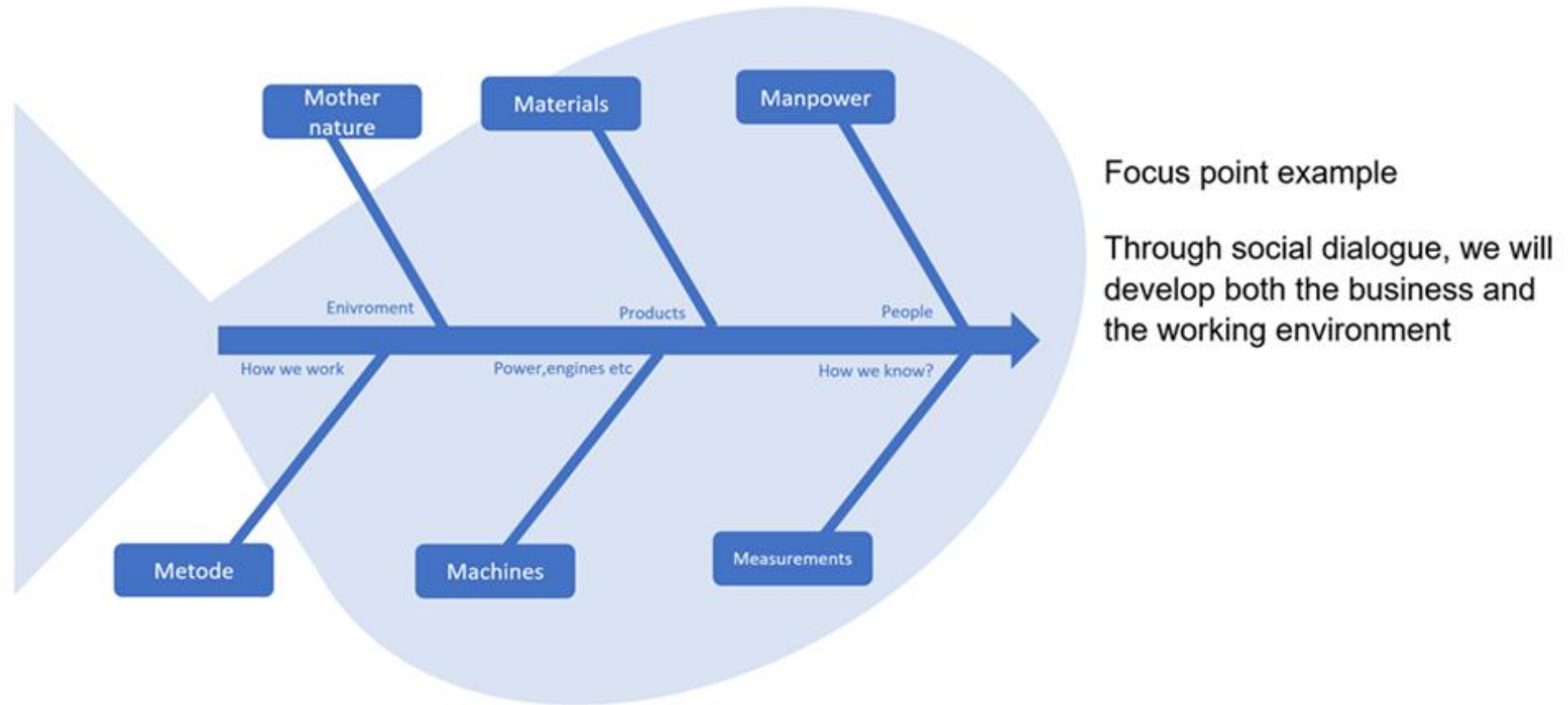
Listen through the wall

Multimetodic approach There are many ways forward

- Insights depend on perspective
- Experience and knowledge vary from group to group
- If everyone is to join, several methods of approach must be used
- Taking the time to work creatively to get inside each other's perspective is essentially
- Active listening through varied methodology, documentation, basic analysis

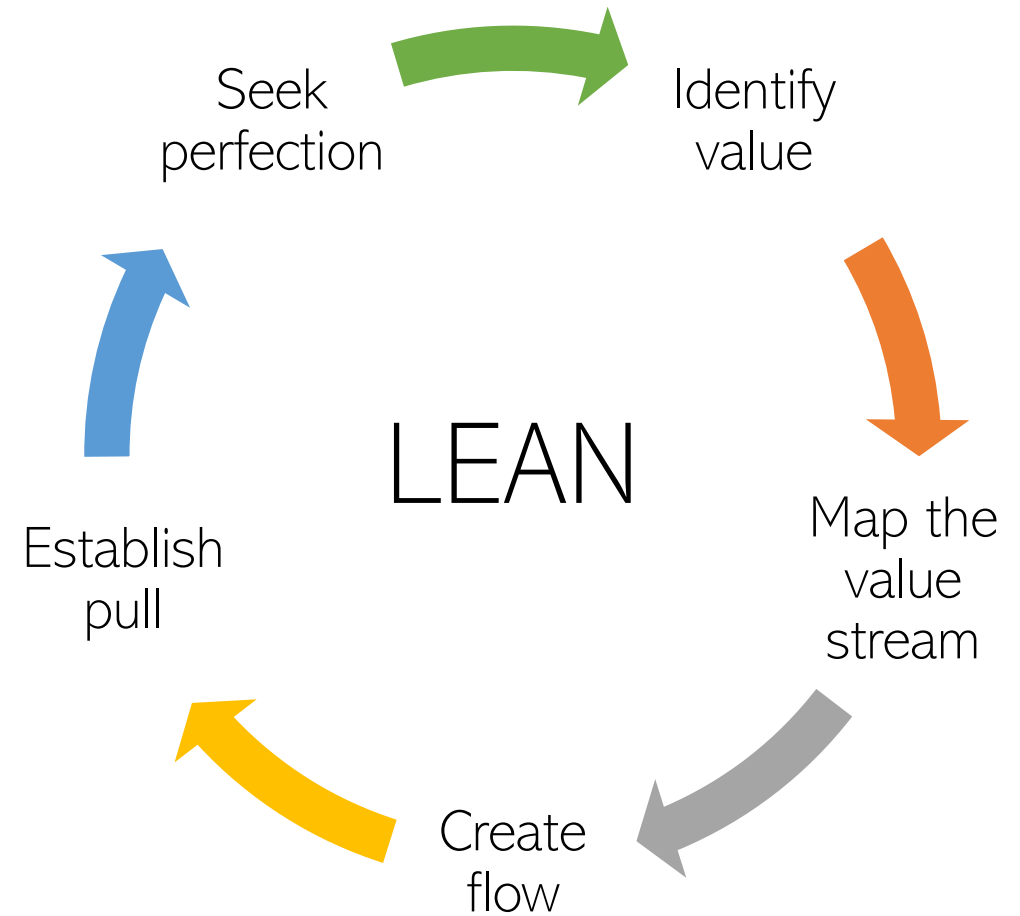


Analysis



Fishbone diagram is also known as a “cause and effect” or Ishikawa diagram (named after the inventor, the Japanese quality control expert Kaoru Ishikawa).

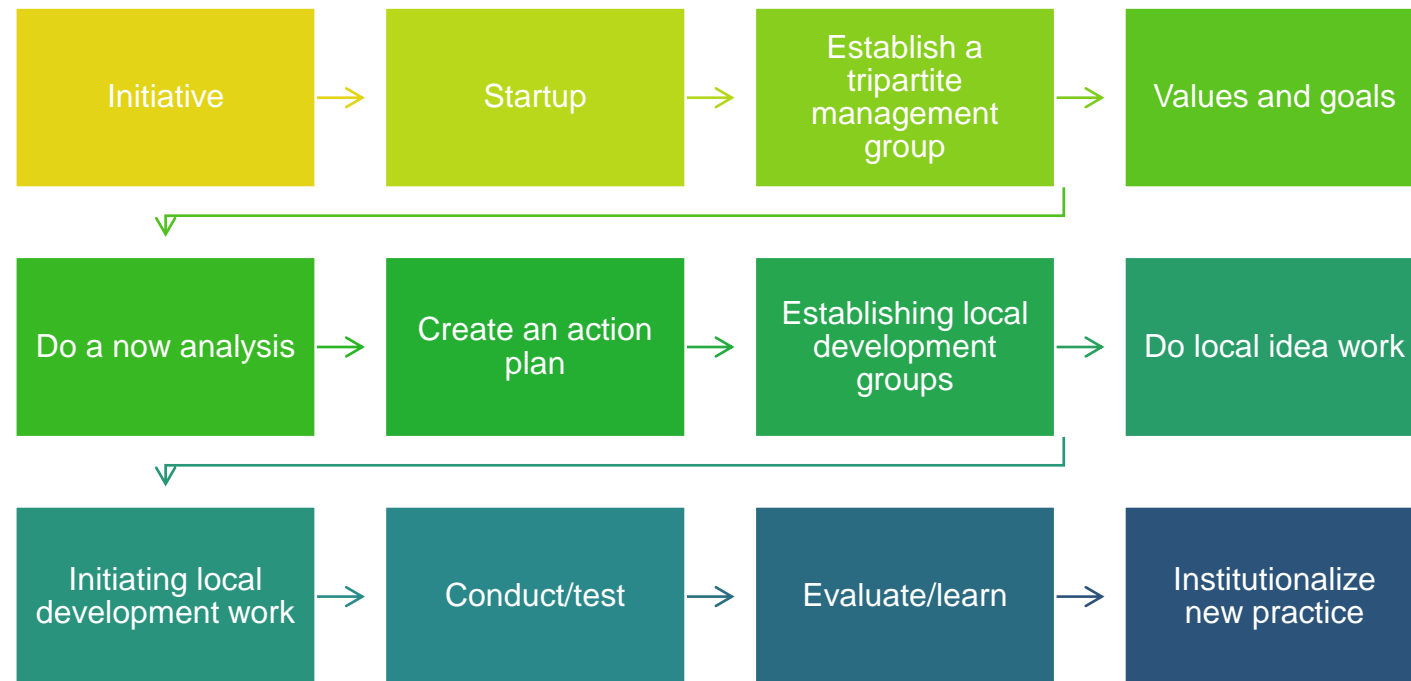
- LEAN philosophy and methodology have gained an increasing foothold in both private and public companies in Norway.
- LEAN is a way of thinking about managers and employees in a company working together over time to increase value for the customer – towards a seamless process without wasting resources, time or effort.
- In other words, to deliver more value with less effort.



Lean originally started in the automotive industry. Toyota, which was the first to prove the value of the Lean mindset in practice, used the Toyota Production System (TPS) as a name, and from 1950 to early 2000. The name “LEAN” itself can be translated as “Slim production” and was first mentioned and known in American research and literature in the 1990s (John Krafcik, 1988, “Triumph of the Lean Production System”).

Linear phase description

- There are many methods that can create good processes that can contribute to the development of tripartite cooperation and social dialogue.
- In the The linear process is a good starting point for showing how to carry out development work



The roadmap metode

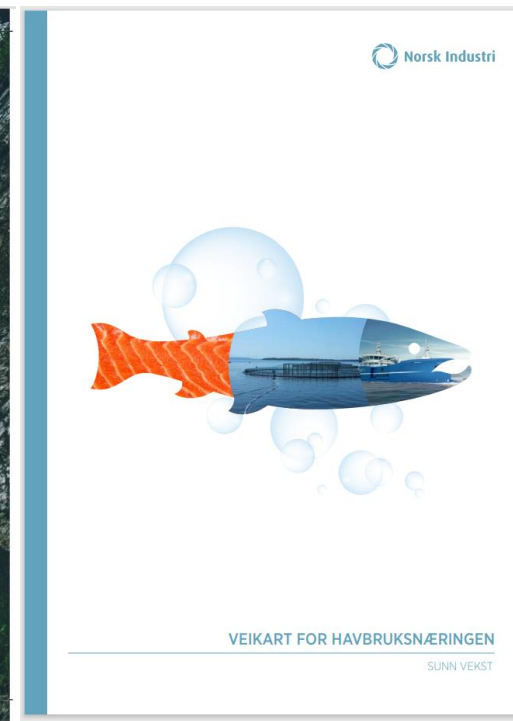
Roadmaps for social dialogue are a practical toolbox that enables businesses to work fashion a common goal for the future.



Veikart til 2050 for grønn konkurransekraft

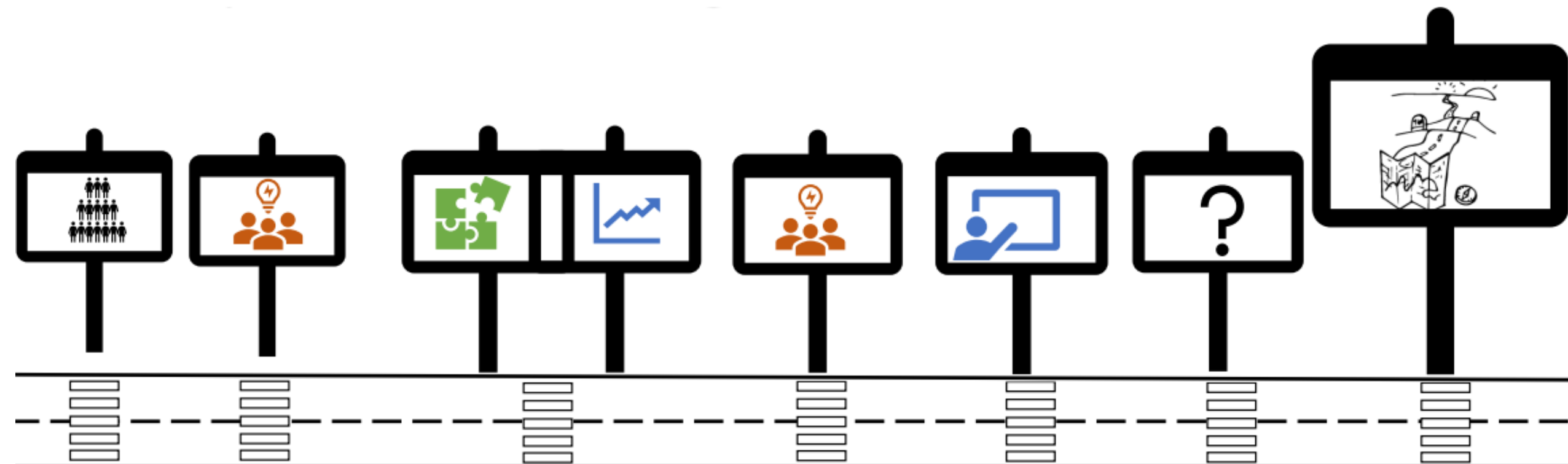
Dokumentene kan lastes ned i PDF-format.

- [Veikart for sirkulærøkonomi fra avfalls- og gjenvinningsbransjen](#)
- [Veikart fra landbruk, mat og drikkenæringen](#)
- [Veikart fra eiendomssektoren](#)
- [Veikart for byggenæringen](#)
- [Veikart for grønn vekst i norsk fornybarnæring](#)
- [Veikart for norsk sokkel](#)
- [Veikart for grønn konkurransekraft for skog- og trenæringen](#)
- [Veikart for et bærekraftig reiseliv](#)
- [Veikart for mer bærekraftige utenlandsreiser](#)
- [Veikart for grønn konkurransekraft i finansnæringen](#)
- [Veikart for grønn handel 2050](#)
- [Veikart for næringslivets transporter](#)
- [Veikart for prosessindustrien](#)
- [Veikart for smart omstilling](#)
- [Veikart for havbruksnæringen](#)
- [Veikart for sirkulær plastemballasje i Norge](#)
- [Vannkart til økt, grønn konkurransekraft i vannbransjen](#)
- [Sjøkart for grønn kystfart](#)



Roadmaps is a method for working out green competitiveness. The roadmaps are initiated by the government, while the results are a product of a dialogue-based process in which companies, organizations, and academia have worked together. Many of the roadmaps describe how greenhouse gas emissions can be cut to zero in 2050, at the same time as industries can achieve increased value creation and new jobs. [roadmapexamles, regjeringen.no](https://www.regjeringen.no)

[Veikart for grønn konkurransekraft - regjeringen.no](https://www.regjeringen.no)



Kick off
Inform
engage
motivate
mobilize



Workshop dialogue
Examine shared goals
Examine shared vision
SWOT analyse



Documenting the process
Collect and analyse the outcome

Collecting and understanding the facts



Workshop dialogue
Suggest shared goals
Suggest shares vision
Iterate



Present a suggestion
Suggest milestones
Suggest timeline

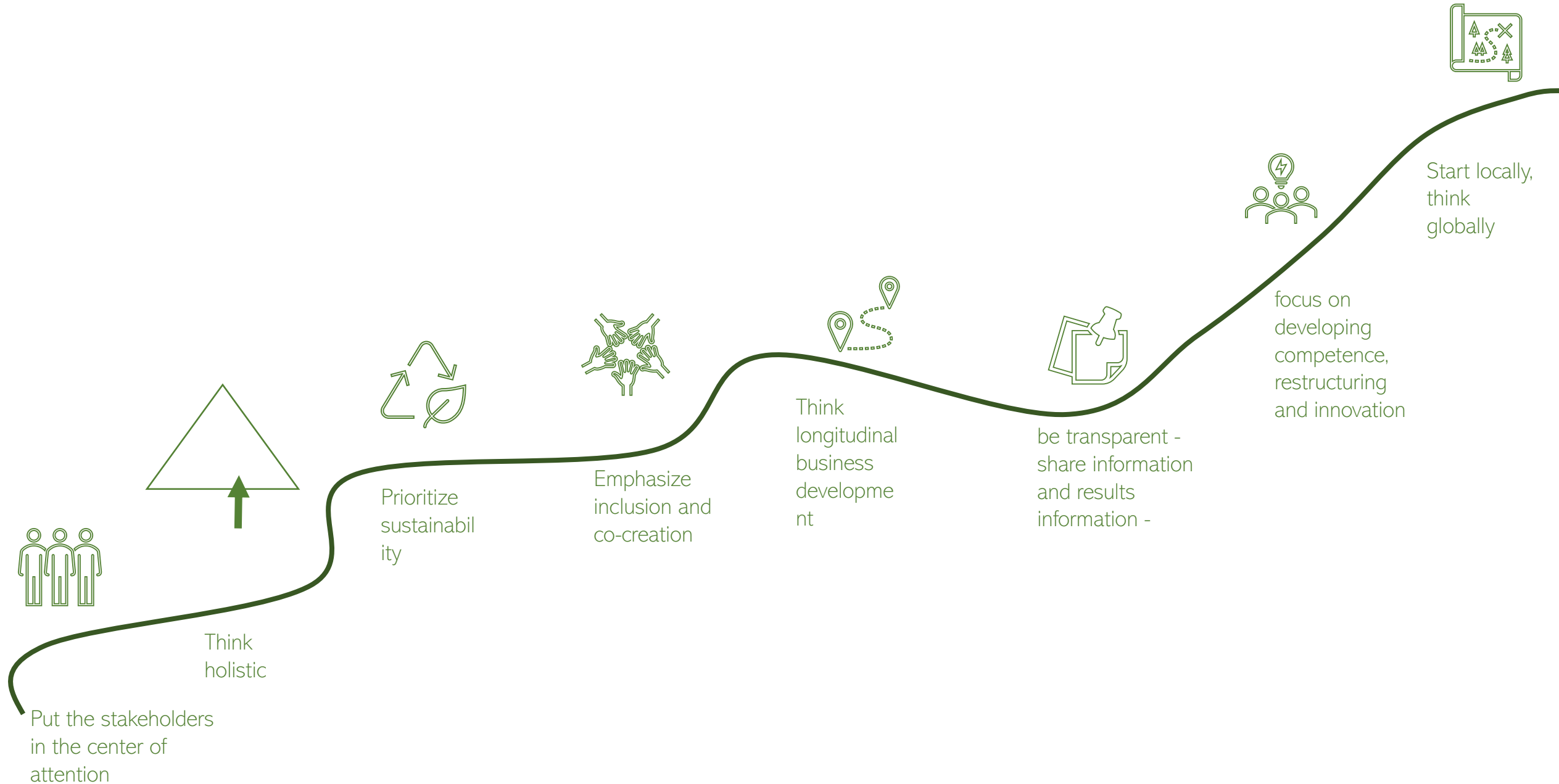


Consultation process
Is this what we want?
Is everybody involved?
Is there more?



The roadmap
A shared vision
A shared commitment
A Timeline for process and activities
A definition of results and celebrations

Business development through social dialogue





International
Labour
Organization



Getting and staying together: 100 years of social dialogue and tripartism in Norway

Kristin Alsos
Kristine Nergaard
Sissel C. Trygstad

Getting and Staying Together

- 100 years of social dialogue and tripartite cooperation In honor of the ILO's 100th anniversary. FAFO2 performed a study on social dialogue and tripartite cooperation in Norway .
- The report «Getting and Staying Together: 100 years and social dialogue and tripartism in Norway» (2019, K.Alsos, K.Nergaad and SCTygstad) was launched at the ILO's anniversary conference in the spring of 2019.