



Mission (I)mPOSSIBLE!

Moving the NCA 500 km from Oslo to Bergen

Attracting and retaining new talent, career development and skills building

ICN Agency Effectiveness Seminar
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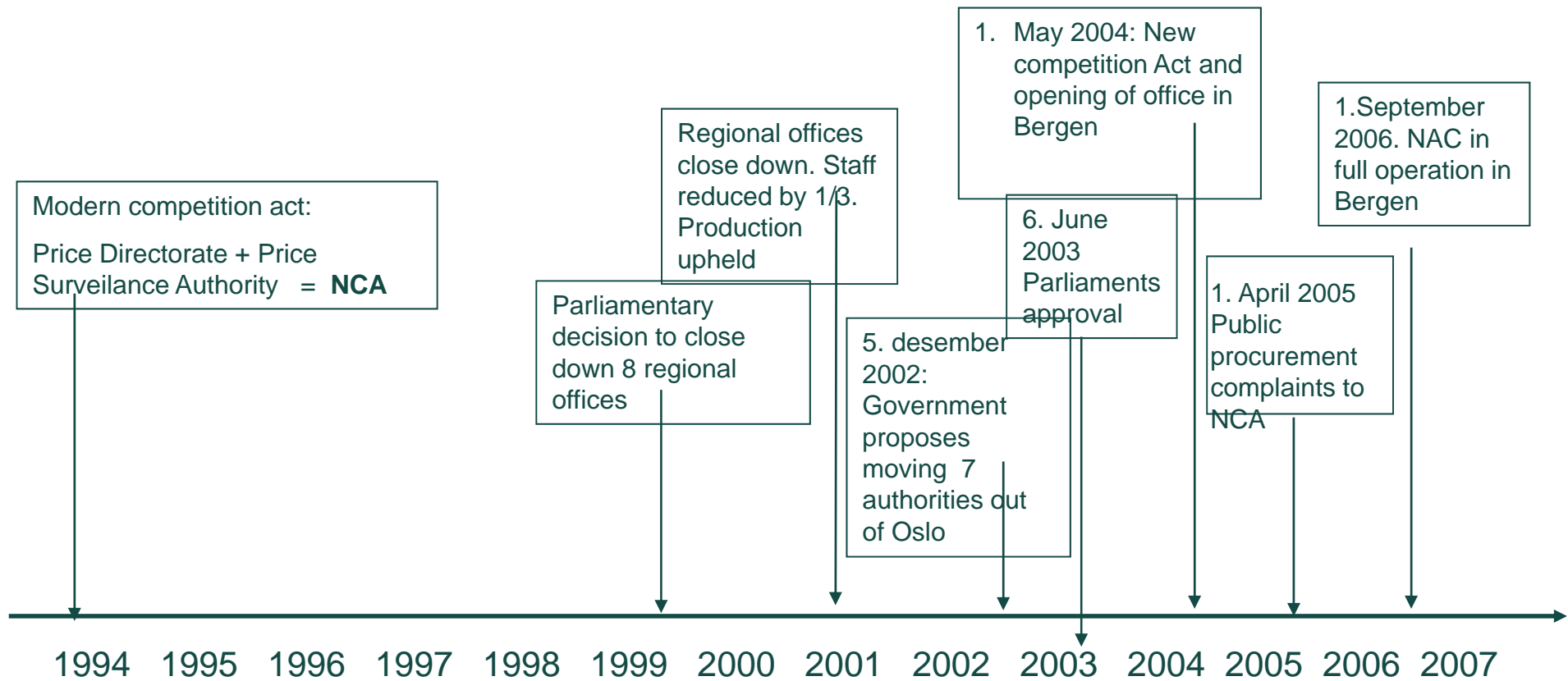
Outline:

- Background
- Relocation to Bergen – Change Management in practice
- Building a new organization



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Premises

- Time for transference: 3 years from 2004
- 3 main objectives:
 - 1. NCA shall function well during transition.**
 - 2. Employees shall be encouraged to move and those who are not able or willing shall be helped to new jobs .**
 - 3. A gradual establishment of a highly competent organization in Bergen.**

"Individual career plan for all employees"

- Extraordinary budgetary allowance for the 3 year period: 62,5 mill NOK (ca. 8 mill EURO) in addition to ordinary budget.



Relocation to Bergen – 3 phases

Phase 1: (Fall 2003 – Winter 2004/2005)

- Avoid stress in the organisation and focus on production.
- Jobs secured in Oslo until summer 2006
- Starting to recruit in Bergen.
- 6 – 8 colleagues moved to Bergen

Phase 2: (Winter 2004/2005 –spring 2006)

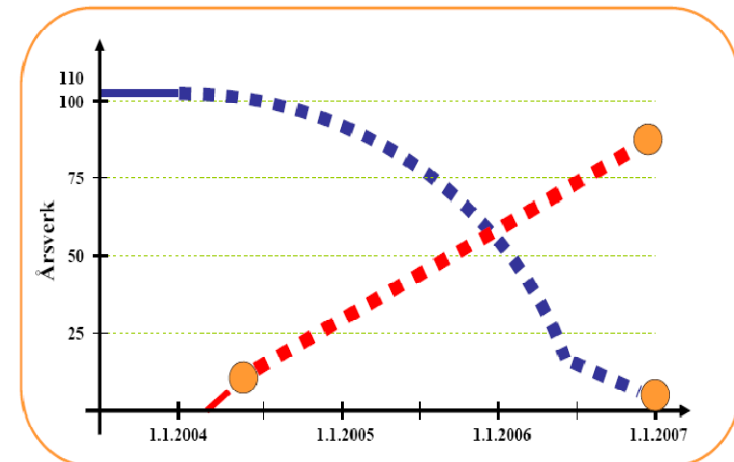
- Gradual build opp and transfere of tasks from Oslo to Bergen.
- Project management of cases as tool for training and skill transfere

Phase 3: (Spring 2006 – end 2006)

- Closing the Oslo office and transfere of all activities to Bergen

Phase 4: (2007 –)

- Consolidation and strengthening of the organization





Key factors for successful implementation

- Employees were of course granted their democratic right to protest
- Assurance of job in Oslo until summer 2006 for all colleagues who did not want to move
- The management team embarked upon a challenging process of teambuilding
- Implementing a structured planning and management process, using EFQM and Balanced Scorecard Methods
- Ministry was not interfering in our planning and implementation



Key factors for successful implementation (Motivating the staff)

- Thorough discussions of implementation plans with employees and their representatives and information to all through open meetings
- We were able to establish trust among colleagues, in the Ministry and among politicians in Bergen that the mission would be carried out in their best interest and in the best interest of the NCA!
- Interviews with all colleagues on their possibility/interest of moving permanently or commuting for a period.
- Establish the terms: "immediate job seeker" and "critical competence"
- Establish incentives to keep "critical competence" for the transfer of knowledge and skills
- Programs to aid "immediate job seekers"



Key factors for successful implementation (Establishing the new organisation)

- Successfull early recruitments in Bergen spring and fall 2004:
 - Professor Lars Sørgaard as Chief Economist,
 - Jostein Skaar (Phd) as director. Jostein had experience from NCA from the 1990'ies
 - 2 experienced case handlers from the earlier Bergen Office
 - Many well quallified and motivated applicants from UiB and NHH
- Extensive training programs for newly employed
- Project management: Empolyees in Oslo and Bergen worked together solving concret cases
- Positive media coverage was helpfull



Building knowledge and skills (1)

2004 – 2010:

- Internal introductory courses: 150 participants in total (whereof 74 still employed)
- Extensive Management Training Programs, specially targeting young and unexperienced leaders.
- King's College students/degrees: 18
- Master students/degrees: 8
- Internal seminars
- Seminars and conferences open to the public

- National experts or other exchanges with the European Commission and ESA: 7
- Participation in Nordic cooperation meetings, OECD, ICN etc



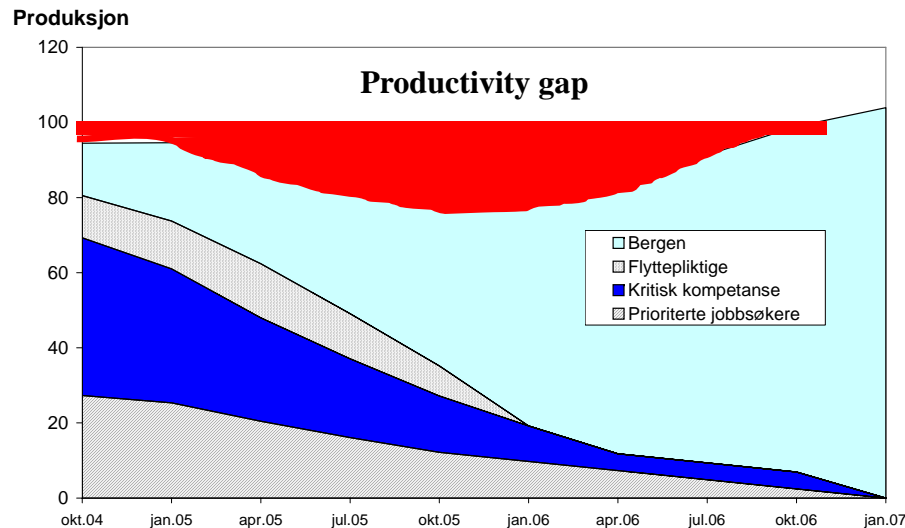
Building knowledge and skills (2)

- State of the art IKT – equipment. Webpages and Intranet
- Workrooms and resource pages on Intranet and Sharepoint
- BiBSys linked library, with electronic registry

- Commissioned surveys, internal assessments as well as consultation with external experts to improve case handling



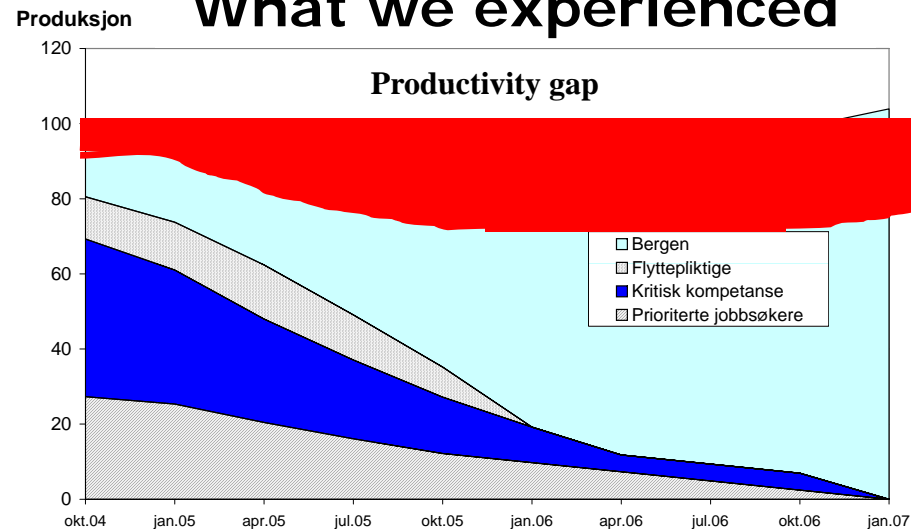
Relocation to Bergen – Productivity gap?



-New employee: 0,3 increasing by 0,1 pr quarter
 -"Critical competence": 1,2 sinking to 0,9
 -"Prioritized job-seekers": 0,7 sinking to 0,5

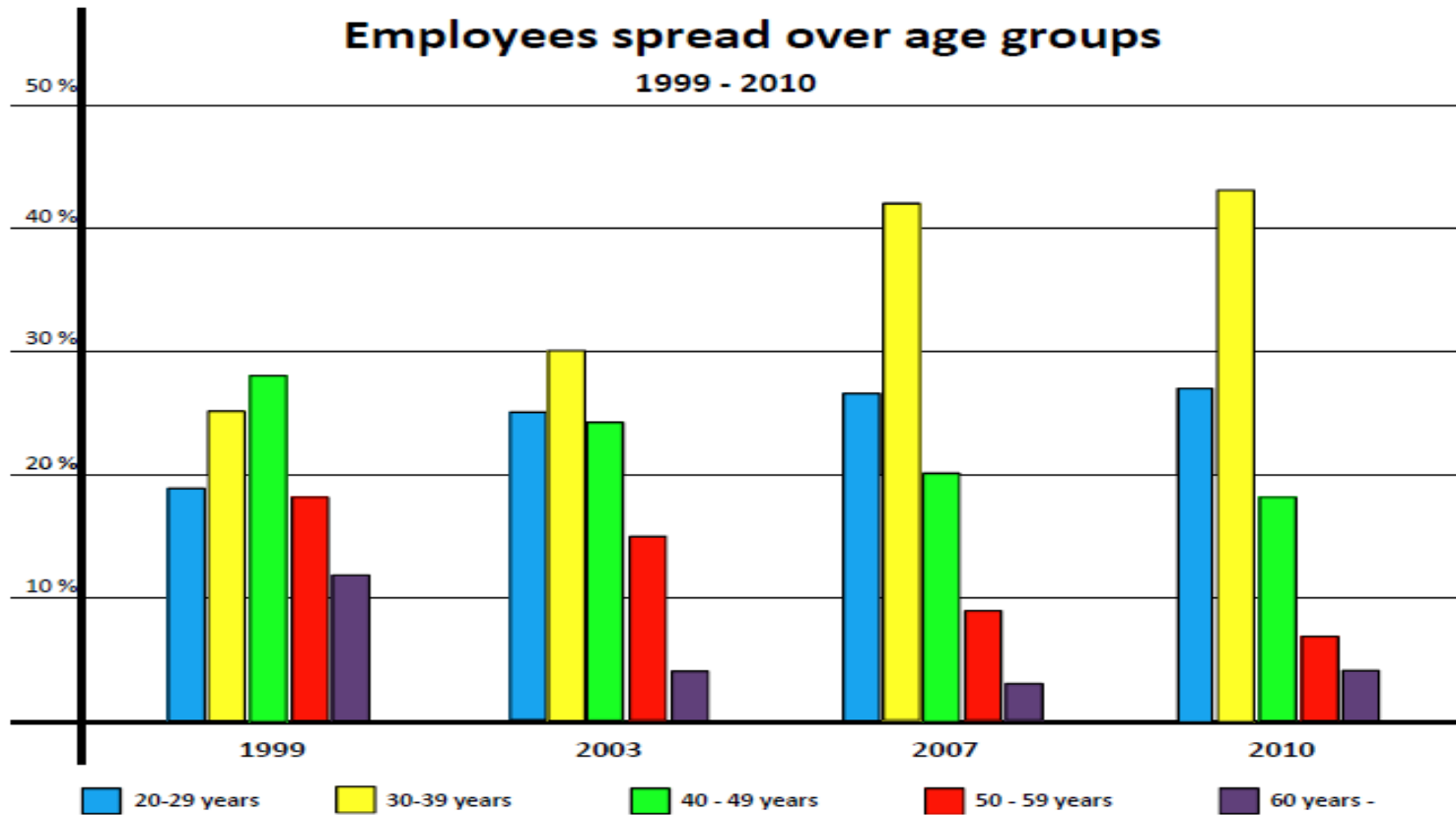
What we planned

What we experienced



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The Generation Y Challenge



Pitfalls and challenges

- Realistic ambitions:
 - Establishing effective work processes takes time
 - A high number of recruitments over a short period is stressing the management system
 - The needs of the "old" and the "new" organisation are different
 - A significant shift in age structure imply new management challenges

