

# Considerations & Intentions

*in the introduction of Digital Technology  
and the Relationship with Long-term Employment*

**“Tasks disappear, tasks change and new tasks emerge”.**



**“It will have an impact on 100,000 municipal jobs.”**

*Ineke van Kruining*

*PhD Candidate @Tilburg University NL*

*Supervisors Wilthagen, Freese & Van der Zouwen*

# Structure

- Research question & Hypothesis
- Theory & Perspective
- Design
- Findings & Conclusions
- Discussion



## Research question

How are administrative jobs and tasks developing when a DMS/ACMS\* enters the municipality?



*in particular:*

what are considerations & intentions during the decision-making process,  
which stakeholders are involved and what can be said on employment?

\* Document Management System/Adaptive Case Management System

# Hypothesis



**If** considerations & intentions about employment are an integral part of the decision-making process for a new DMS/ACMS & **if** relevant stakeholders are involved, **then** undesirable employment effects become visible earlier and interventions can be deployed more timely and more effective.

# Theory & Perspective I



## ***DIGITAL TECHNOLOGY & EMPLOYMENT***

### MACRO:

Job polarization (Goos & Manning, 2007)

47% of US employment is at risk

(Frey & Osborne, 2013)

9% of jobs are automatable."

(OECD Arntz et al, 2016)

My perspective:  
organization  
MICRO

# Theory & Perspective II

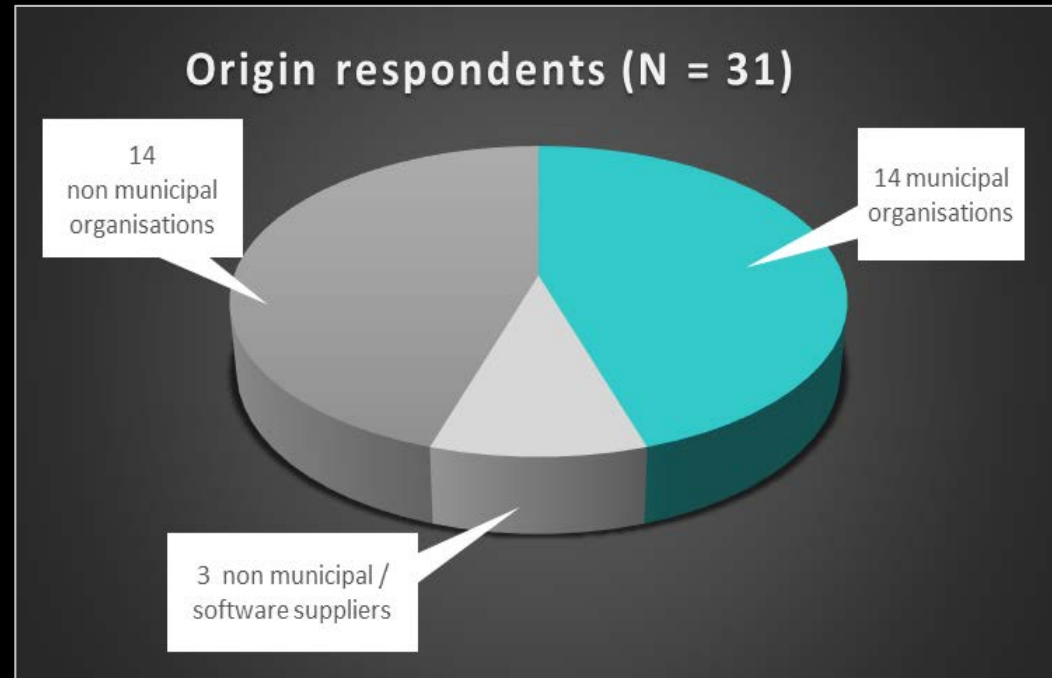


- Employment: Administrative jobs
- Organizational level: Municipality NL
- Work process: Information Management and Archive
- Digital Technology = Document Management System or Adaptive Case Management System

# Design



- Qualitative study - 31 interviews
- Managers, professionals & scientists
- On the topic of a (new) DMS/ACMS
- In the municipal work process 'information management and archive'



# Findings I - Triggers



- Different triggers:  
a hype to follow or a new idea from a specific person (town clerk, board member) or the need for process improvement
- Criticism in retrospect: decision too quickly, without thorough cost-benefit analysis



# Findings II – Objectives



Top 3

1. Service to citizens (14x)
2. Improve process quality (11x)
3. Savings on labour/efficiency (10x)

(55 statements in total, multiple answers possible per person)

# Findings III - Involvement



Preparation →	Implementation→	In Operation
ICT, Record/Archive Manager, Information Management (in addition finance, other managers and end users are involved)		Professionals to help employees to apply the new systems properly (user instruction).

- No one spontaneously mentioned HRM as a stakeholder involved
- When asked specifically for 'stakeholders not involved', the works council & HRM were mentioned explicitly

(by all 3 suppliers, 4 municipal (project)managers, 1 external HRM)

# Findings IV - Employment



- 'Employment' no subject
- Many respondents (N = 27) mention qualitative employment effects
- Quantitative employment effects expected later



# Conclusions

- Jobs are not immediately lost; qualitative effects at task level
- Decision not based on cost-benefit analysis
- Involved: 'technical' professionals and managers, neither HRM nor the Works Council
- Although 'labour saving' is an important explicit goal, 'employment' is not an issue in the DM process

## Discussion

HRM and the Works Council are not involved  
and 'Employment' is no topic during the process



***Why, what is happening here?***



follow-up research

*Considering the EAWOP19 conference theme*

*"Working for the greater good (...) for a more inclusive society"*

*it would be beneficial if HRM and the Works Council  
were involved in the process at an earlier stage*