



Digital Transformation in Reykjavik



Webdagen 2023

Ásta Þöll Gylfadóttir asta.tholl.gylfadottir@reykjavik.is



Ásta Gylfadóttir

Head of digital leaders in Reykjavik
Department of service and innovation
Reykjavik

Cand.it IT Universitetet 2015

Service Design
Agile Leadership
ICF Coaching



Connect on LinkedIn!



Agenda for today

1.

Reykjavik journey

Digital transformation

2.

Leading change

Culture hack vs. processes

3.

Examples of transformation projects

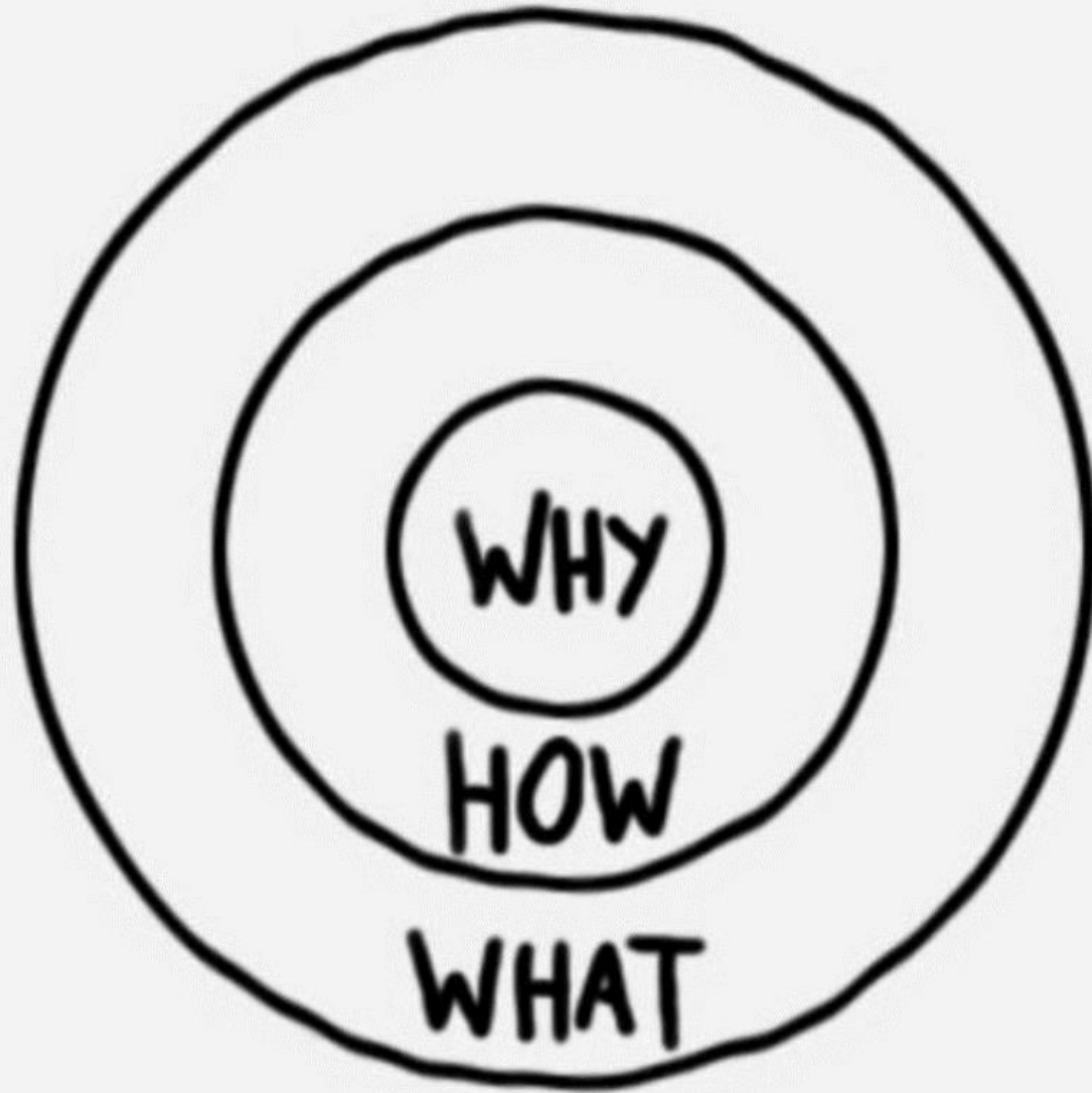
Applying service design

4.

Learnings and challenges

Never stop daring





WHY: YOUR PURPOSE

HOW: YOUR PROCESS

WHAT: YOUR RESULT



First a few facts about Iceland

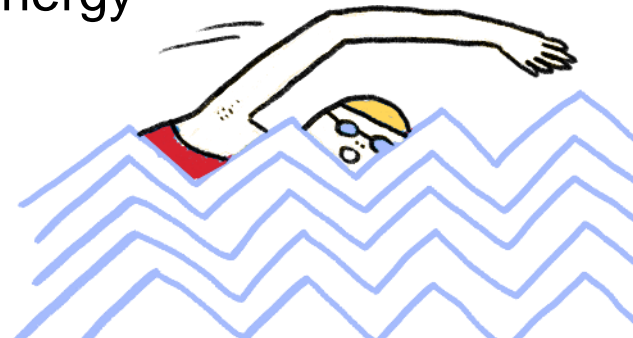
- Around 390,000 inhabitants
- Two levels of Government: National and Local
- Municipalities (Local Governments) are around 64 (229 in 1950)
- Only 11 municipalities have a population of more than 5.000 (av. 4.000)
- Reykjavík by far the largest municipality with around 135.000
- (smallest having 42 and second largest 38.000)
- Capital Region is around 220,000 or 63%





Random facts about Iceland

- There is no McDonald's nor Starbucks
- Beer was banned until 1989
- No TV in July or on Thursdays until 1987
- One in every 10 Icelanders will write a book
- SKYR is an Icelandic trademark protected yoghurt
- Dogs were forbidden in the capital until 2017
- 8 hot swimming pools in RVK and 124 in Iceland
- All energy in Iceland comes from geothermal energy





How it started

- Department of Service and Innovation founded in 2019.
- The 4th industrial revolution.
- Our goal: to move the city of Reykjavik into the future.
 - Lead digital transformation
 - Service design thinking
- First digital transformation project.
 - Financial Aid
 - Web system of the year 🏆

 Umsókn um fjárhagsaðstoð

Hæ Árni!

Við þurfum að fá þig til að renna yfir nokkur atriði og gefa upplýsingar um búsetu og greiðslur yfir síðustu 2 mánuði, ef einhver, til að reikna út aðstoð til útgreiðslu í byrjun maí.

Þetta tekur nokkrar mínútur og þú getur alltaf lokað og haldið áfram seinna.

Ertu til núna?

Já, gerum þetta

Nei, klára seinna



ÍSLENSKU
VEFVERÐLAUNIN



The Green Deal 2021-2030



- Big emphasis on digital transformation and fully financed for 2021, 2022, 2023.



Our Values / What We Stand For



User Centric Services

We supply outstanding modernized services that exceeds the users expectations.



Digital Journey

We lead the city's digital journey with clever innovation tactics and empowering administration automation.



Culture Hacking

We are advocates for creative culture, new methods and forward thinking within the city.



Digital transformation

**Digital transformation is not
(only) about technology - it is
about people and culture**





But why?

Transforming services – based on the needs of citizens

- City services should be available at all times, wherever you are.
- Expectations change.
- **Digital just is.**





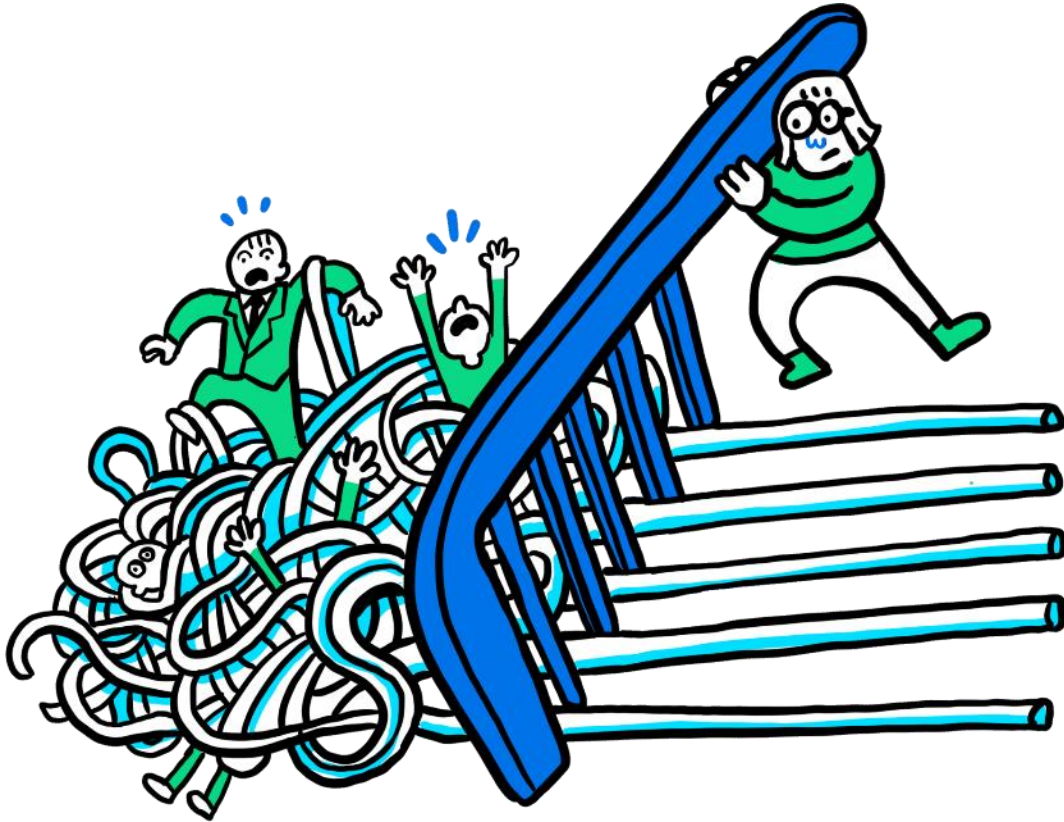
Becoming truly customer centric



Source: Capgemini



Customer centric, so what is new?



- Simple concept – complex to implement
- Roles in user centric innovation? - Who should do what, how and when?
- Departments demand additional support to drive digital
- Demands for digital inclusion and design for all



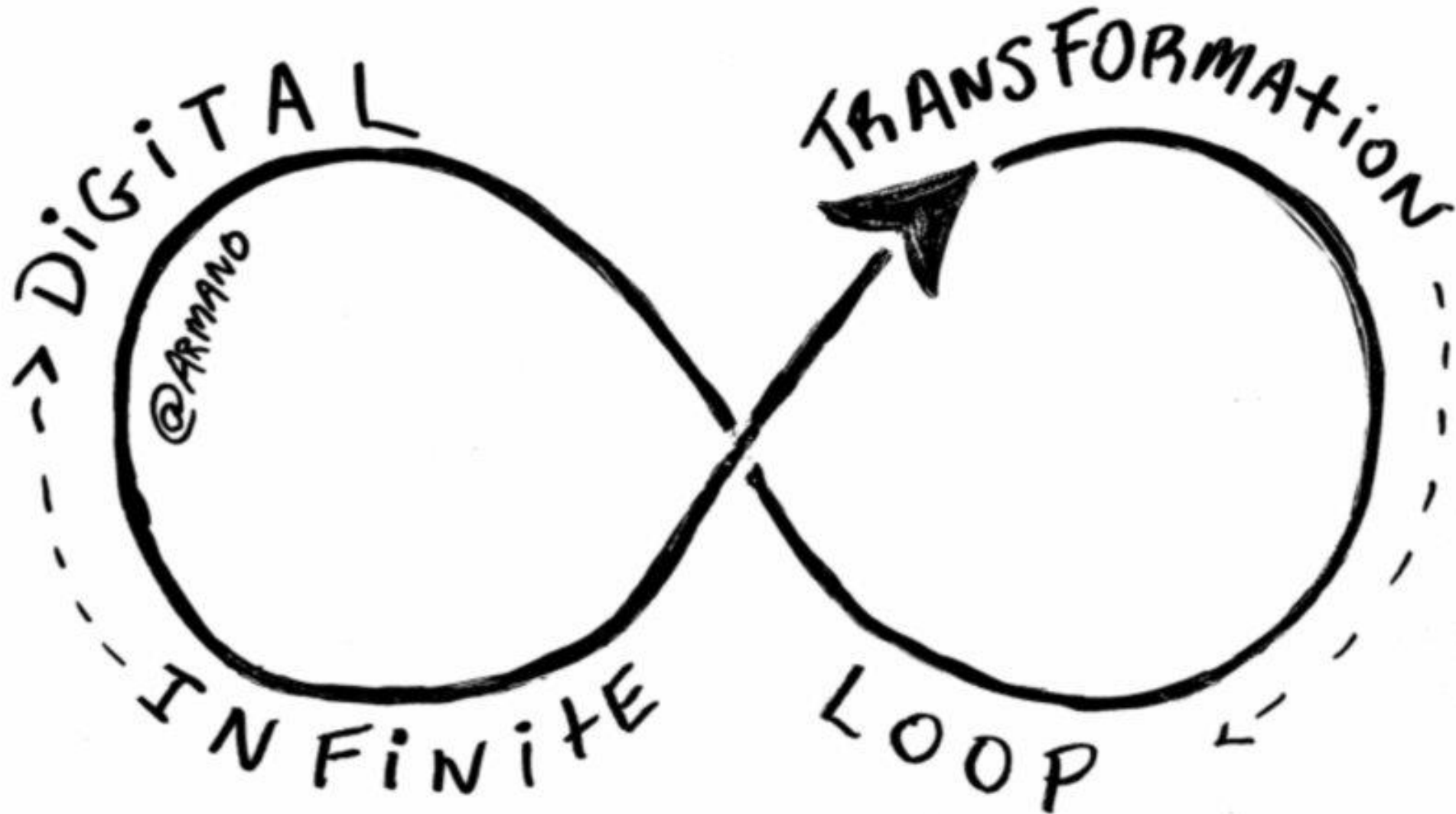
Manage the system



“The transformation is about creating a culture and environment that is able to continuously adapt and change based on new demands, needs and technology”



Digital Transformation is a Journey: It Never Ends





Aligning the stars...

“The biggest part of our digital transformation is changing the way we think.”

– Simeon Preston, Bupa





Agenda for today



1.

Big picture

Digital transformation

2.

Leading change

Culture hack vs. processes

3.

Examples of transformation projects

Applying service design

4.

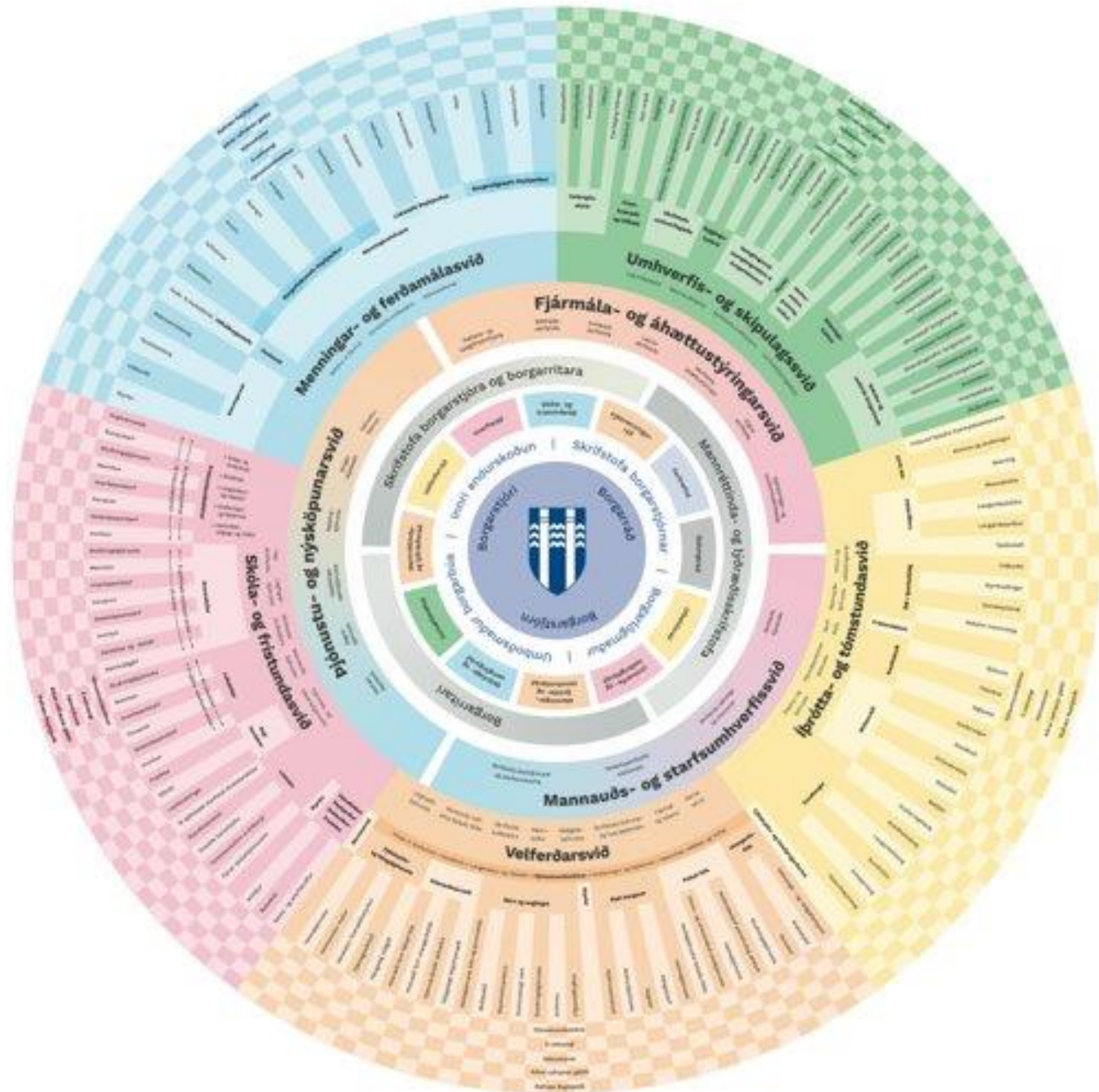
Learnings and challenges

Never stop daring



Where to start?

- Department of finance and risk management
- Department of culture and sports
- Department of Education and youth
- Department of environment and planning
- Department of Welfare
- Department of Services and innovation
- Department of human resources and culture
- Offices of City Hall





Initiatives focusing on **culture and change**

- **Digital leaders in all departments**
- **Create the environment - culture and processes**
- **Transformation teams – cross discipline collaboration**
- **Focus on a product mindset – continuous development**





Culture as a sum of behaviour?

$$B=f(p,e)$$

Kurt Lewin, 1936



What is culture hack



- *Deliver effective culture change using simple hacks rather than big transformation efforts.*
- *Culture hacking is the gradual process of implementing numerous small, positive changes in an organization.*



Building bridges between silos

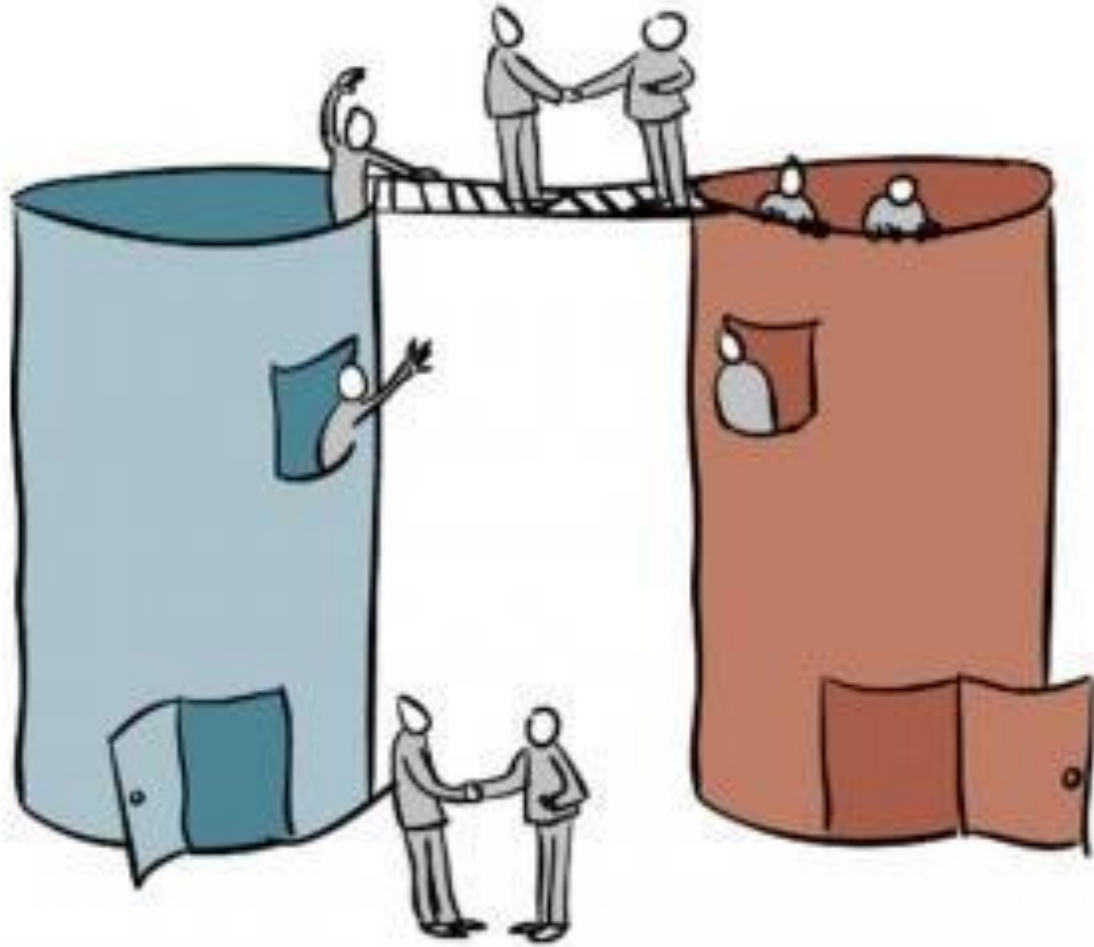
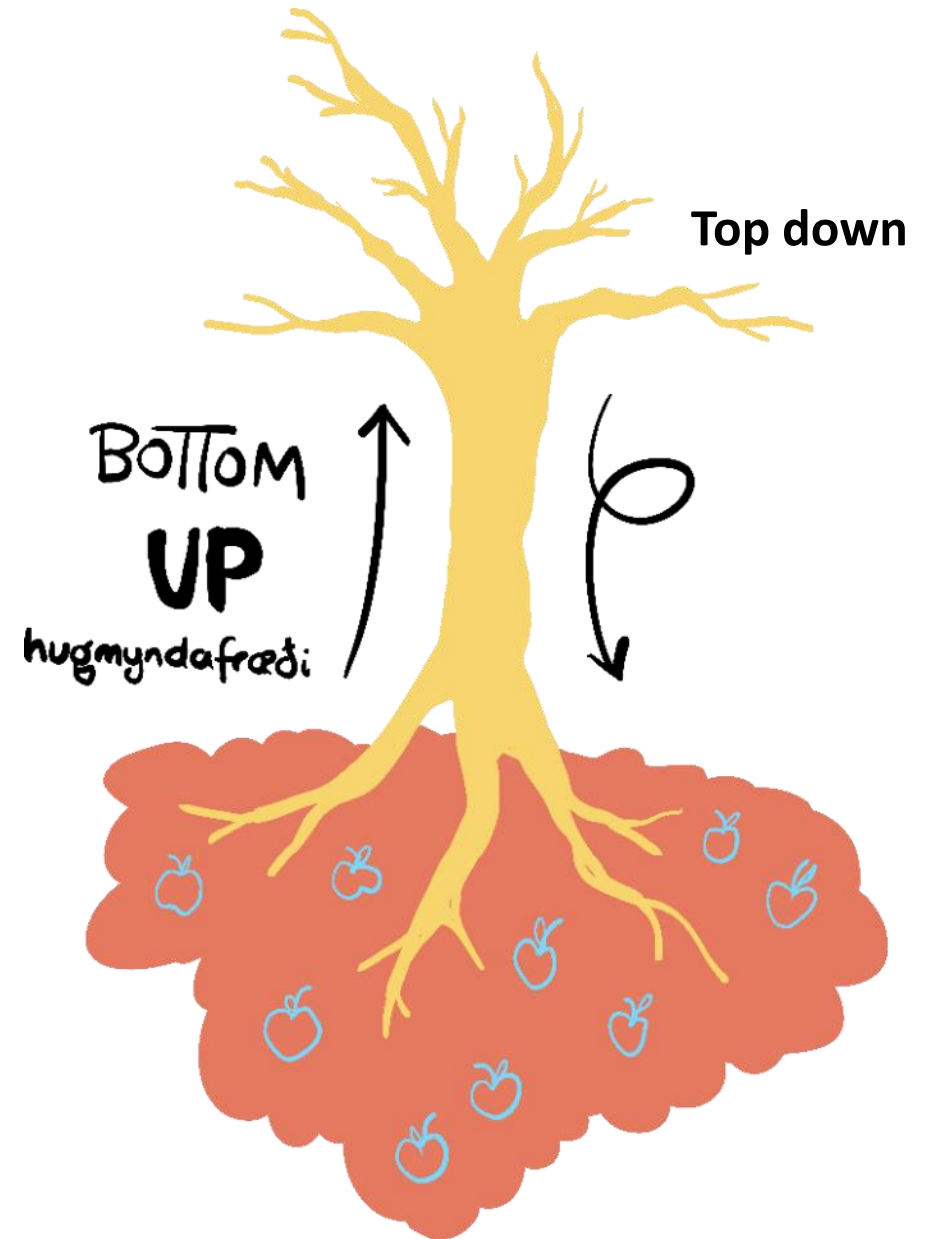


Image: drawingoutideas.ca



Top down – bottom up

- **Leadership** : key to drive success – collaborate about vision and prioritization
- **Empower** : educate service owners and specialists
- **Consult** : mapping out and defining needs and challenges
- **Inspire** : introduce innovation and service design methods





Guiding principles



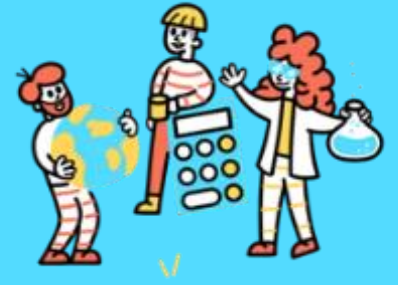
Digital transformation journey

User centric services

Culture hacking

Transform infrastructure

A conscious decision to change infrastructure and create better services through digital solutions



Transform services

Based on citizen needs, and their challenges and ensure digital first approach, ensure digital inclusion



Develop processes and roles

Collaborate with employees and use their knowledge to generate value and bring about change – new processes, jobs and responsibilities





Synergi effect

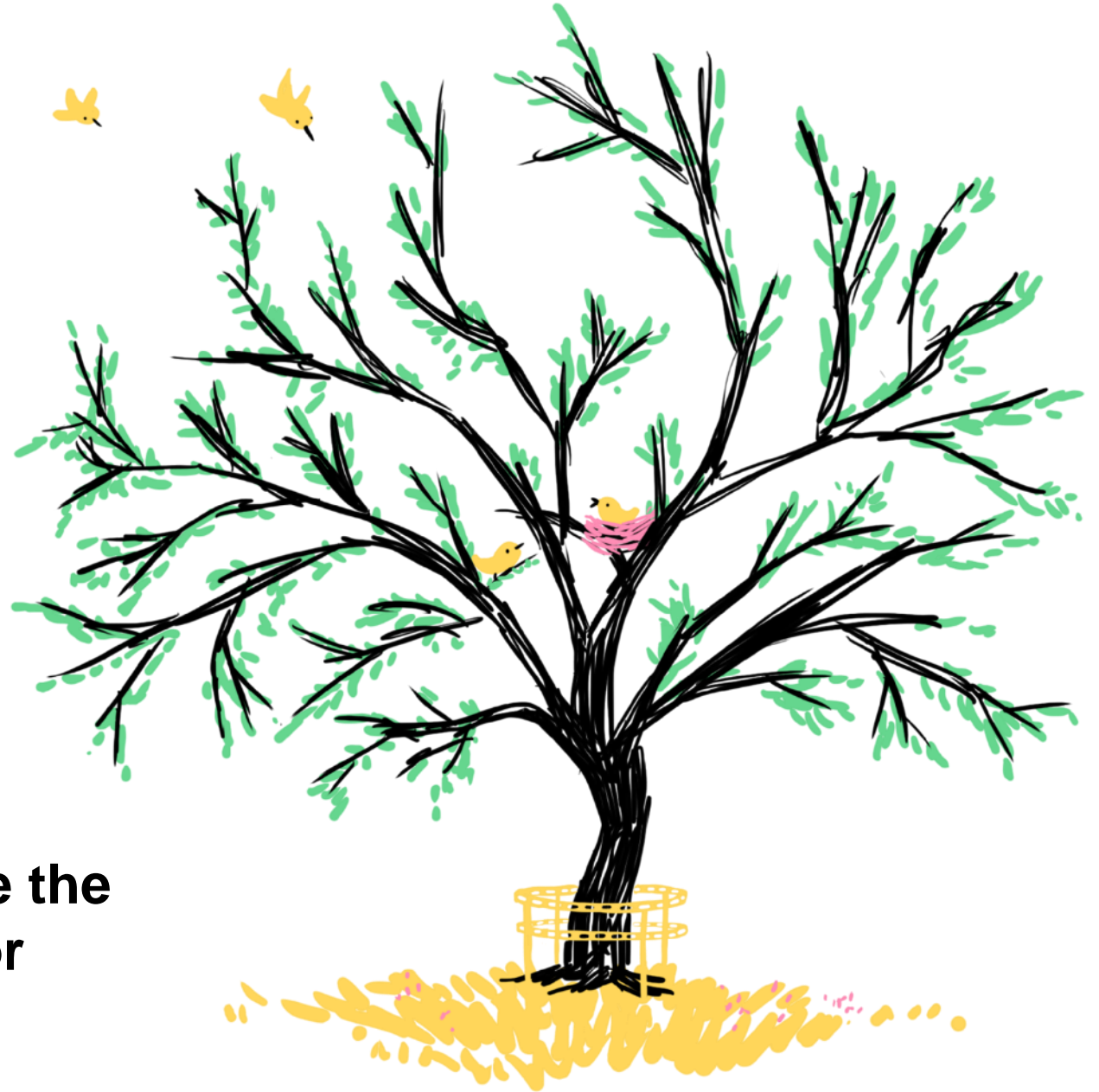
- Develop services with the whole city in mind – join forces
- Simplify the user experience for the citizens
- Increased momentum with more interest and understanding from the departments





Create an environment for innovation

...we have to create the right kind of soil for people to flourish.





Change is coming...



CHANGE



UNCERTAINTY



FEAR



RESISTANCE



Challenges : Culture and methods

- Change and new collaboration takes time and is complex
- We need to upskill and empower – growth mindset and methods
- Being user centric – adapt to new demands
- Services and products in continuous improvement





Collaboration : Learn by doing

- Rethinking current processes and services mapped out and simplified = find new ideas
- Processes standardized and documented
- Sometimes the result is that no new digital development is needed






What we learned

- Don't hold onto things for no reason.
- Nothing is irreplaceable.
- Ask questions.
- Find the friendly dinosaur.
- Don't listen to the haters.



*We've
already
tried that!*



*This is how
it's always
been done!*



Process from idea to development

- creativity within the constraints....

Digital council –
elected officials

Challenges, needs and ideas
are analyzed for their value
and impact
Prioritized by departments



Discovery phase
Backlog for the
whole city
Project council



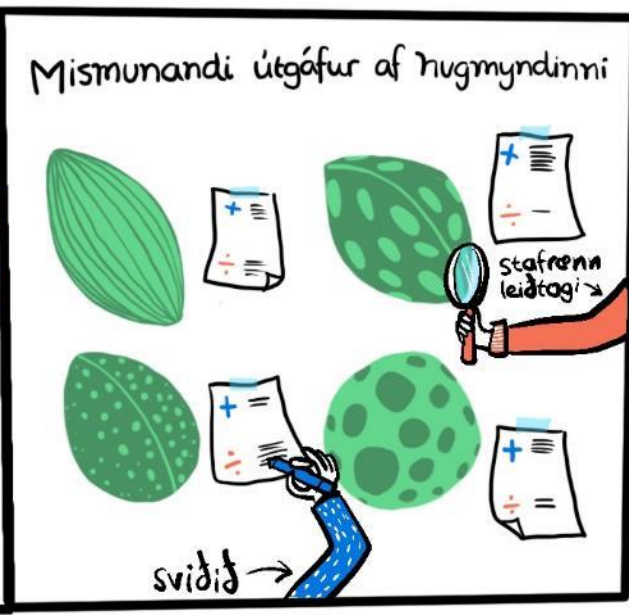
Development/
Procurement,
Implementation
Product lifecycle



- Digital leader – service owner
- Employees from the department
- Top leaders prioritize

- PON – discovery with department
- Choose methods and resources

- Appropriate team takes over and runs projects
- Implementation across city or department
- Continuous improvement



NÚ SKULUM VIÐ
TALA VIÐ ÞON

Tjékið á þessari hugmynd ÞON

'AHUGAVERT!
↓
NÆSTA SKREF
ER AÐ ATHUGA
HVER HEPPILEGUSTU
VAXTARSKILYRÐIN ERU
T.D. HVE OFT
AÐ VÖKVA
& HVADA PLÖNTUR
ERU SKYLDAR
TEGUNDIA

Vitum samt ekki
alveg hvað við
eigum að
gera næst?

Ónefnt svið hjá Reykjavíkurborg

Hvaða útgáfa er best?

Skoðum málið!



Málið skoðað með ÞON

ÚTKOMAN



LOFAR GÓÐU



Sviðið tekur við & heldur áfram



Leaders part of discovery



Create an overview of challenges and prioritize

Mission : Vision and digital roadmap

Secret mission: Facilitate discussions, visualize and collective understand

Deliverables: ideas to develop further, strategic focus, establish ownership



Process for investment projects

- **Two gates – documents that should follow and idea**

- **Gate 1 Analysis**

- Challenge mapped out and researched
- Defined value and outcome
- Score system
- IT-architects proposal
- Legal / government implications

Led by digital leaders

- **Gate 2 Discovery phase**

- All of the above
- About 5 days discovery sprint with stakeholders
- Impact analysis
- Cost estimation / timeframe

Led by project managers, product managers, service designers



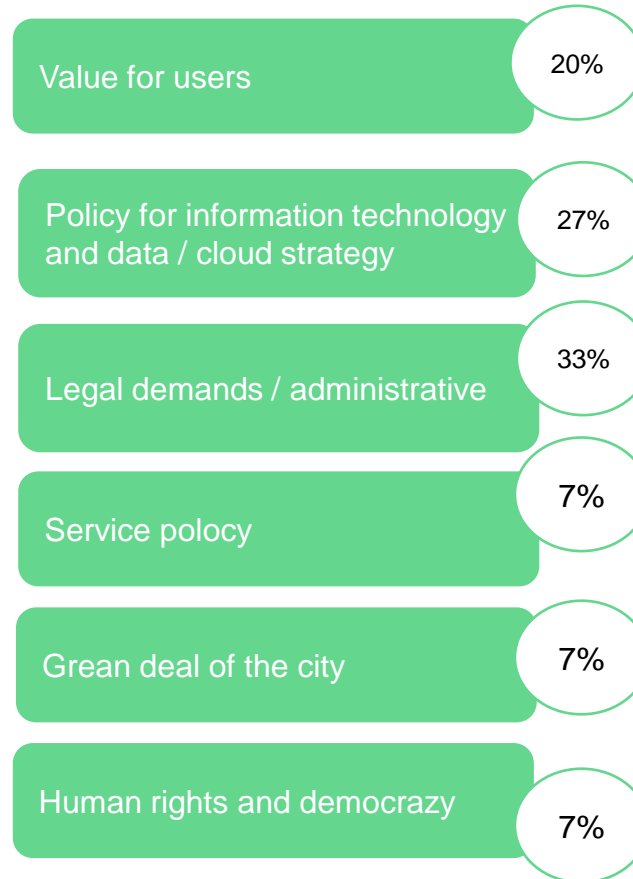


Strategic portfolio management

- Strategic portfolio management is the process an organization uses to select, prioritize, and control resources within its portfolio of programs, projects, and initiatives used to meet strategic goals and objectives.
 - A method for decision making and prioritizing based on a shared set of reasoning
 - Follows the main policies for the city, but adjusted regularly
 - **6 policies**
 - Calculated score
 - Prioritizes projects from idea to delivery, based on score – unless otherwise decided and argued for by project council

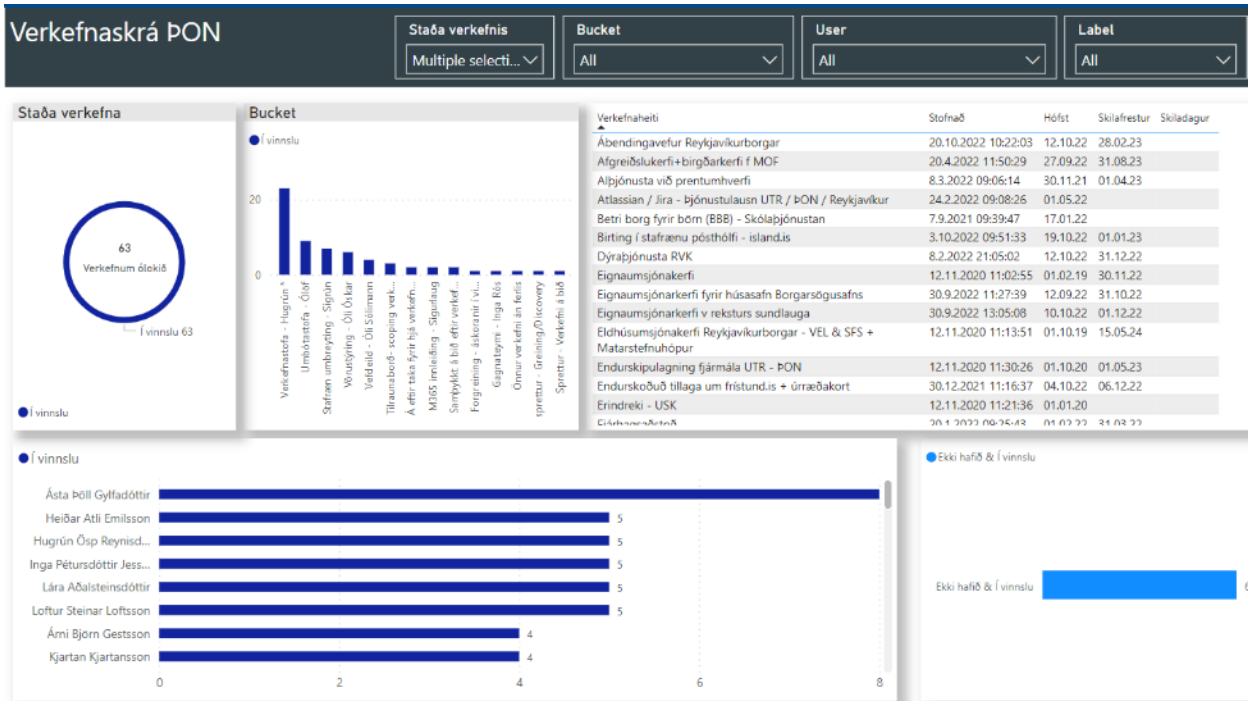


		1	2	3	4	5
W	W	W	W	W	W	W
W	W	W	W	W	W	W
W	W	W	W	W	W	W
W	W	W	W	W	W	W
W	W	W	W	W	W	W





Project Governance

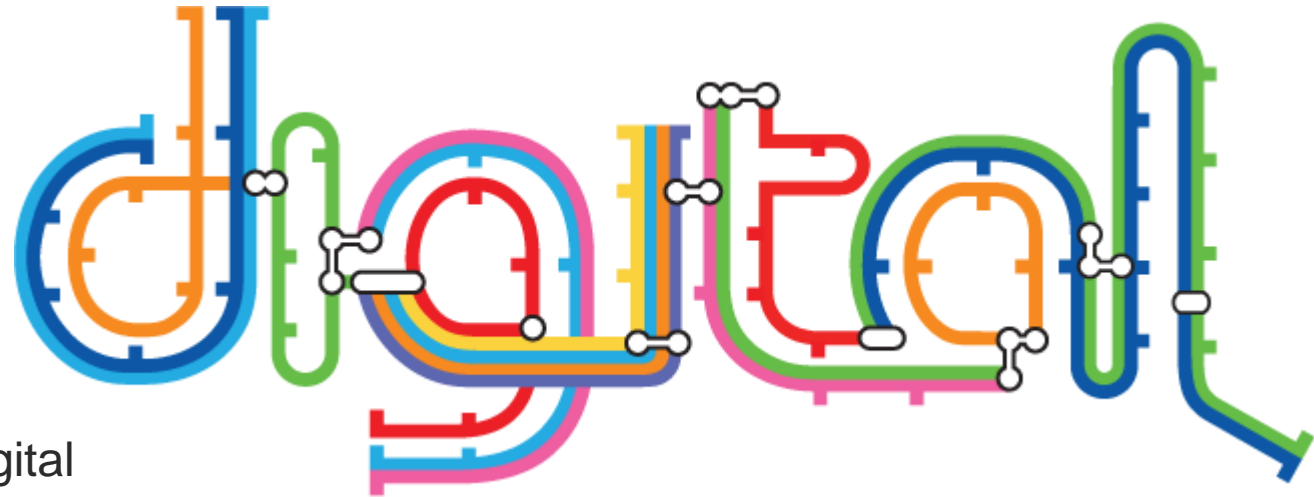


- Since the special efforts to speed up digital transformation started we have completed 79 projects
- Currently working on 63 digital projects
- IT projects, big transformation projects, implementing off-the-shelf software solutions, running discovery phases and basic web projects.
- Assisting core-departments implementing organizational change projects
- Implemented formal project processes
- Project council with two-gated decision making
- Project portfolio management
- Projects are scored and weighed against the city's policies for prioritization in an evaluation matrix



How is the digital journey going

- ✓ Implemented a Service Strategy
- ✓ Implemented Ideology of Service Design
- ✓ Implemented Ideology of Product Development
- ✓ Introduced Digital Leaders to Every Department
- ✓ Wholistic Approach on Web Development
- ✓ Centralized Web and User's Platform
- ✓ Digital Front on All Application Forms
- ✓ Digital Design System
- ✓ Centralized Information System
- ✓ Targeted Investing and Implementation of Digital Solutions
- ✓ Targeted Outphasing of Legacy Systems
- ✓ Data Warehouse
- ✓ Centralized Project Governance and Project Council





Agenda for today



1.

Big picture

Digital transformation

2.

Leading change -

Culture hack vs. processes

3.

Examples of transformation projects

Applying service design

4.

Learnings and challenges

Never stop daring



Transformation teams

Cross disciplinary projects with front line, specialists, leaders, service designers, UX/product managers, tech leads, legal team

Applying service design and agile methods

Learn by doing - culture hacking





Adapting Team Approach

Alone you can go fast, but together we'll go far





Team roles – depends on the challenge

- Front line staff
- Specialists
- Service owner
- Service designer
- Legal specialist
- Product designer / UX
- Producer / scrum / coach
- Tech lead + programmers





When is it a transformation project

- instead of project/product management

- New or transformed service
- Where a co-creation effort is needed
- Complex projects or many stakeholders
- Many possible ways to deliver value – no clear direction + standard solution
- Service design and agile methods serve a purpose
- Digital inclusion, digital rights and legal requirements





Examples

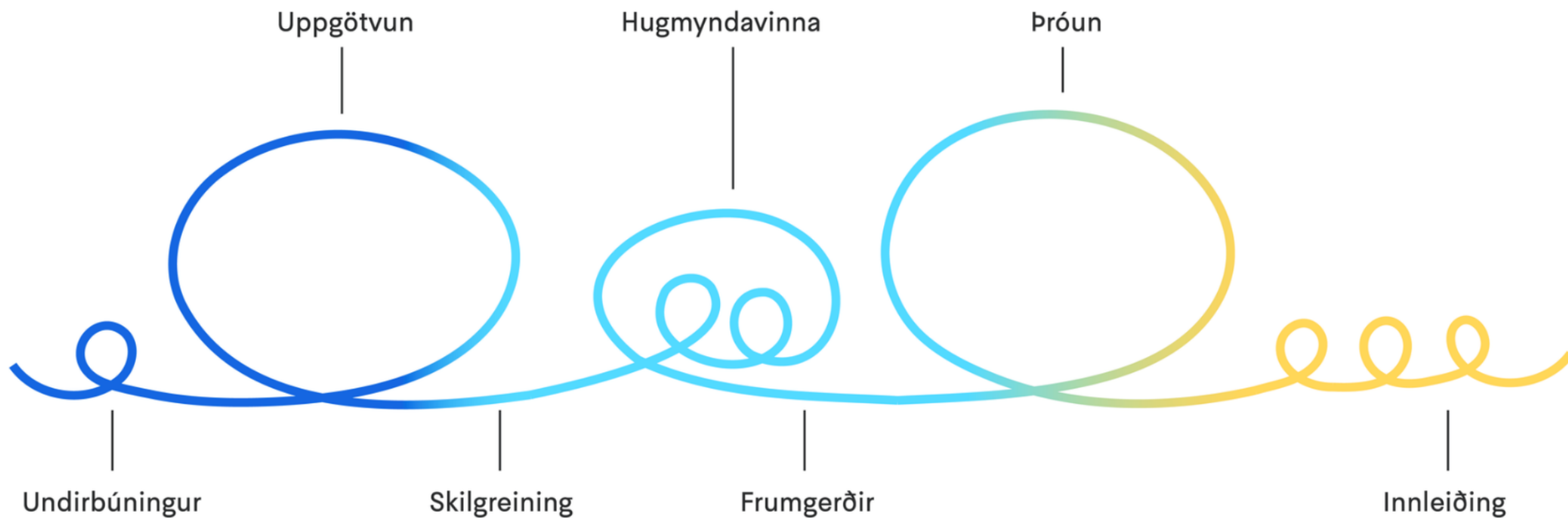
- Simplify financial aid application
- School enrollment
- System for managing welfare services and communication around applications
- Child services (school and welfare together)
- Kindergarden enrollment and method for waiting lists
- Support and services for bilingual families
- Applying for a building permit and all related processes
- City card for admission to swimming pools, museums, family park.
- "My pages" collaboration and discovery with citizens and business owners
- Internal processes for various staff applications, onboarding and processes
- Discovery of challenges and prioritization within departments





Transformation teams

Yfirlit yfir ferlið okkar





Transforming school enrollment

School enrollment (2021)

- Building up a new student database and backoffice (Bjargey)
- School exchange (to other schools)
- Signing up for school orchestra
- Subscription to meal service
- Signing up for after school program (SFO)





Team PON+SFS



Eyrún Ellý Valsdóttir
Producer PON



Eva Jakobsdóttir
Service designer PON



Björg Flygenring
Service designer PON



Helgi Páll Einarsson
Product designer



Halla María Ólafsdóttir
Specialist from SFS



Helga Gunnarsdóttir
Specialist from SFS



Gísli Ólafsson
Specialist from SFS



The Challenge and teamwork





Challenge

How might we...

**... simplify the school enrollment process
so that all users will have and positive
experience without uncertainty?**



User interviews

13

Employees within
school system

3 skólastjóra
2 ritara
2 skrifstofustjóra
2 leikskólastjóra
1 skólastjóra
sjálfstætt starfandi
1 félagsráðgjafa á
þjónustumiðstöð
2 sveitarfélög

8

Parents or
guardians

With different background,
Various needs and different
Children.

5

Organizations

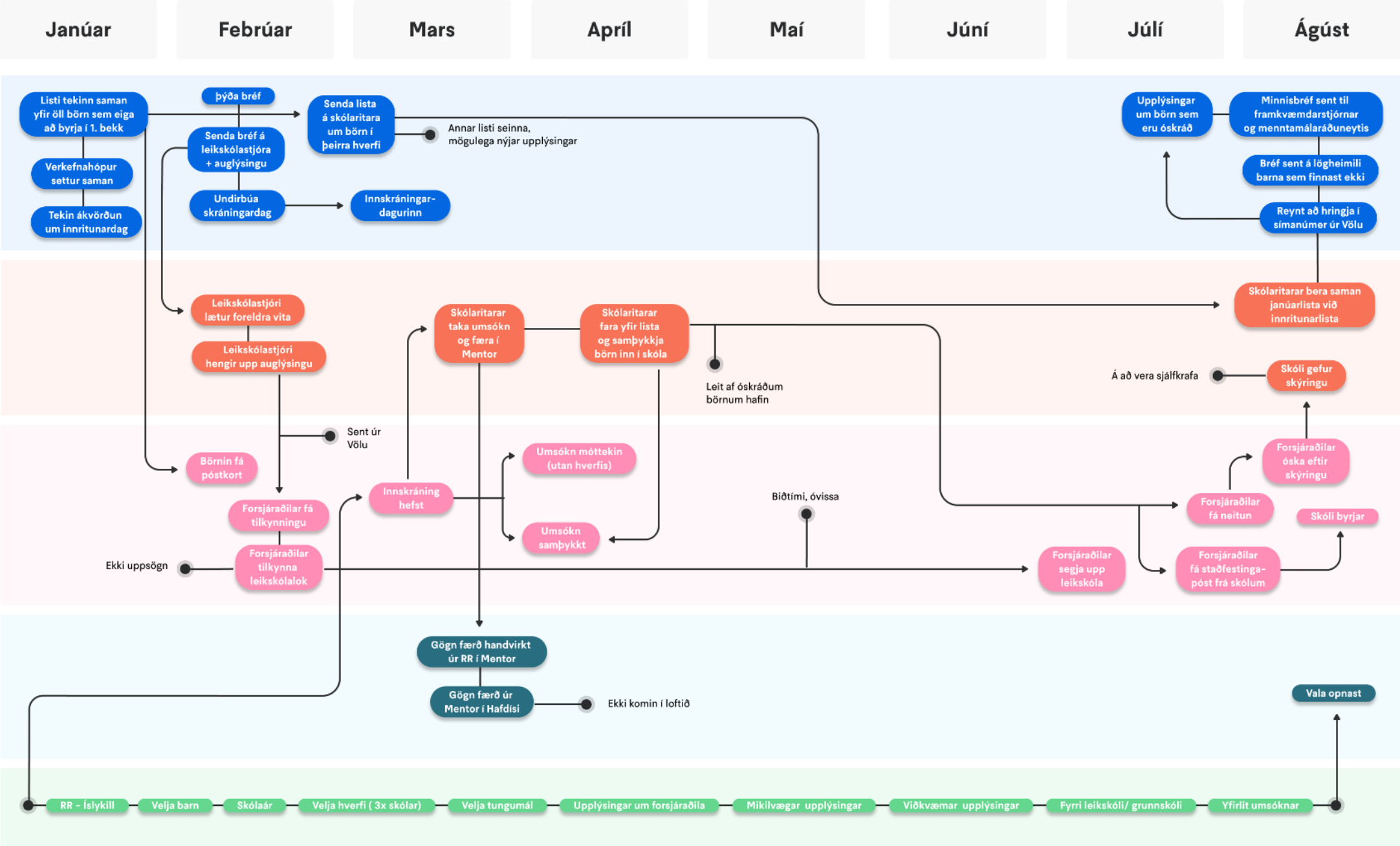
ADHD samtökin
Sjónarhól
Einhverfusamtökin
Samtökin '78
Einstök börn



Workshop with 5 year olds



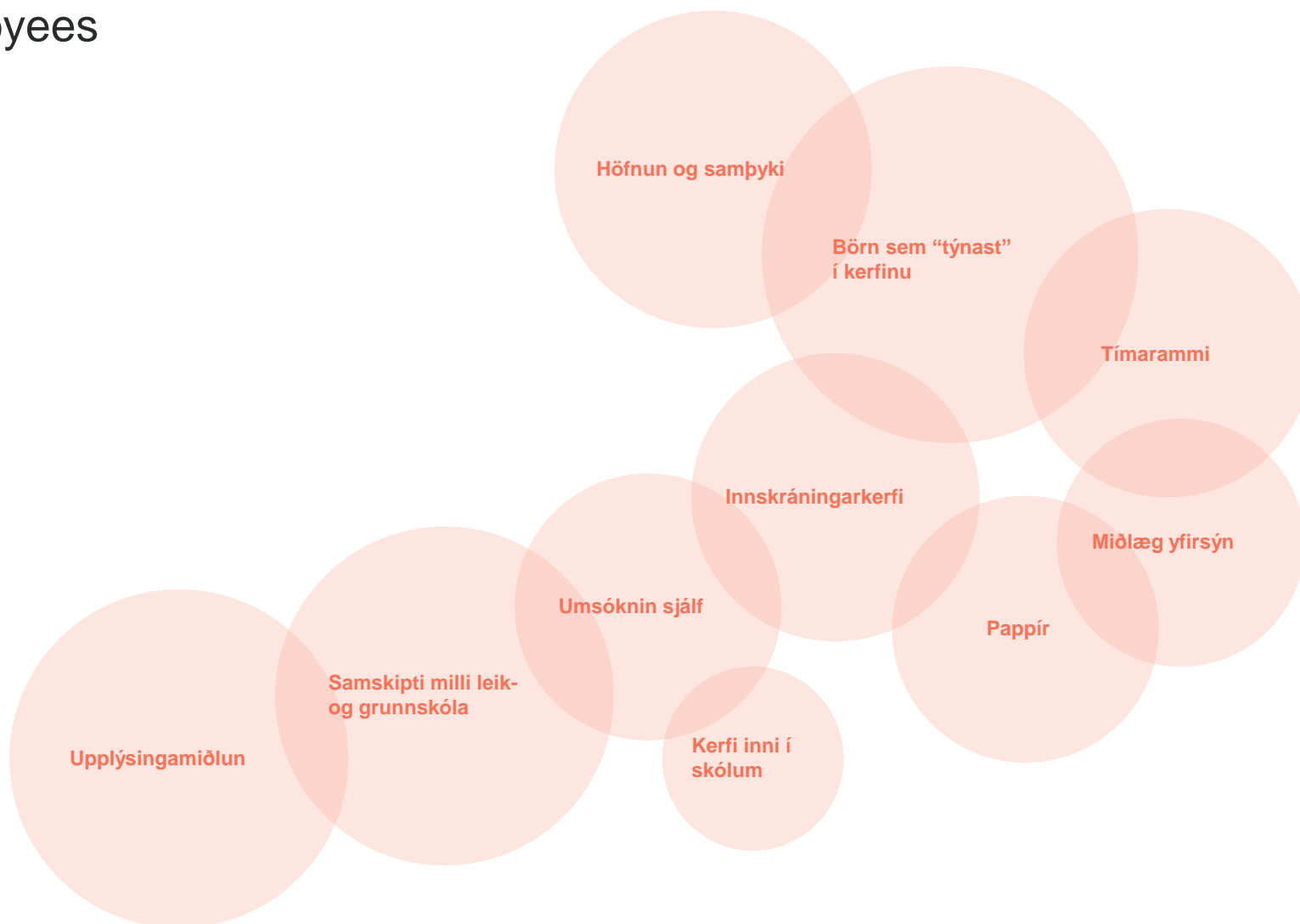
„ Það verður kannski ekki það sama í næsta skóla og í þessum skóla, við vitum það ekki alveg. Ég er búin að læra að lesa svo að kannski sleppi ég bara að læra það“





Key take aways

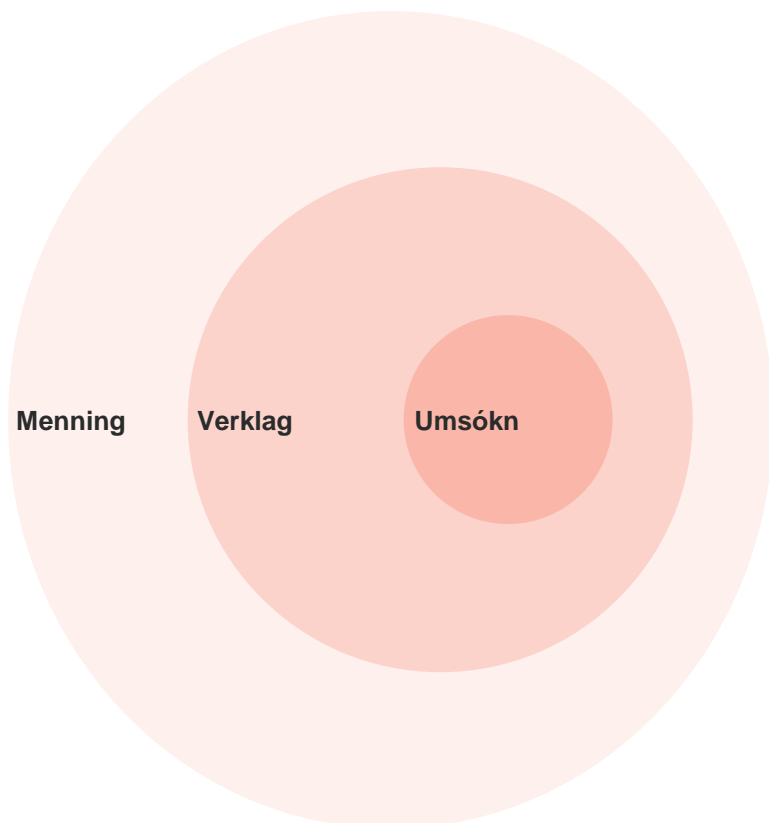
Employees





How might we...

Employees



Umsókn

Það vantar viðeigandi upplýsingar í umsókn til að undirbúa skóla

Það þarf að afmarka innskráningar tímabilið svo ferlið sé skilvirkara

HGV fært skólanum viðeigandi upplýsingar á þeim tíma sem skólinn þarf?

Verklag

Það vantar örugga flutningsleiðir fyrir upplýsingar um börn milli leik- og grunnskóla

Það vantar skilvirka leið til að leita af börnum sem skila sér ekki í hverfissskólann

HGV tryggt örugga leið fyrir upplýsingar milli leik- og grunnskóla?

HGV komið í veg fyrir að börn „týnist“?

Menning

Menning í skólum er mismunandi varðandi innritunarreglur

Skólasamfélagið þarf heildarmynd af ferlinu og upplifa sig sem eitt skólakerfi

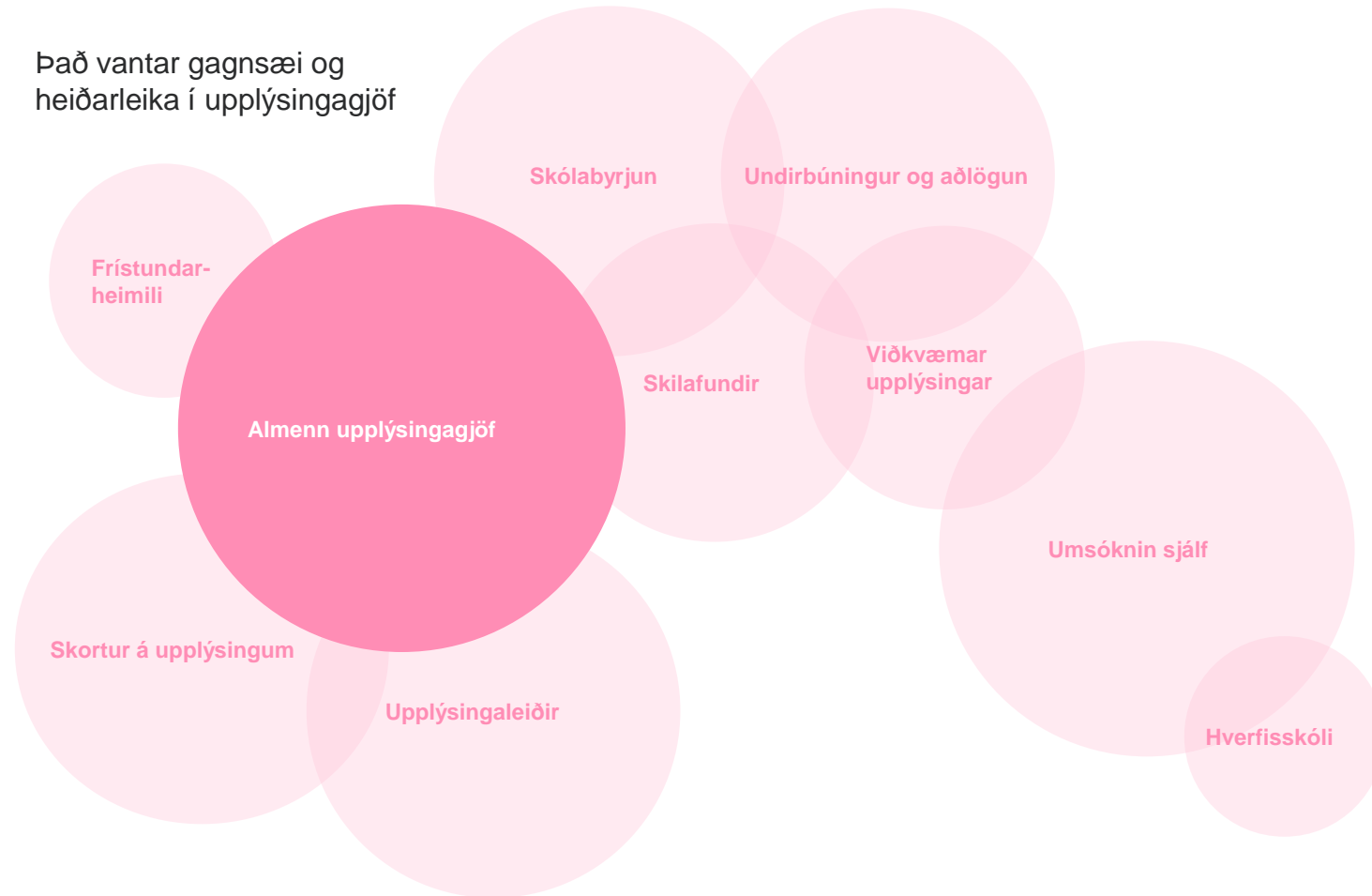
HGV gefið skólastarfsfólki yfirsýn yfir ferlið og látið því líða eins og það sé hluti af stærri heild?



Key take aways

Guardians / parents

Það vantar gagnsæi og heiðarleika í upplýsingagjöf





Results from the discovery phase

Guardians/employees

Upplýsingar um skólann, innskráningu og skólabyrjun

HGV tryggt að praktískar upplýsingar um skólann séu aðgengilegar og skili sér til foreldra þegar þau þurfa á þeim að halda?

HGV ýtt undir þjónustuhugsun og frumkvæði í upplýsingagjöf frá SFS til foreldra og þannig stýrt samtalinu um skráningu barna í grunnskóla?

Hugarfar og yfirsýn

HGV gefið skólastarfsfólki yfirsýn yfir ferlið og látið því líða eins og það sé hluti af stærri heild?

Umsóknin og flæði upplýsinga á milli leikskóla, grunnskóla, og foreldra

HGV gefið foreldrum pláss til að koma upplýsingum um börnin sín á framfæri við skóla?

HGV færð skólanum viðeigandi upplýsingar á þeim tíma sem skólinn þarf?

HGV tryggt örugga leið fyrir upplýsingar milli leik- og grunnskóla?

Ótýpískar aðstæður og hvernig við dílum við það

HGV komið til móts við ólíkar aðstæður í umsóknarferlinu þmt umsókn um sérúrræði?

HGV komið í veg fyrir að börn “týnist”?



Our solutions

Hæ, Ragnheiður

Hér finnur þú allar umsóknir borgarinnar. Sumar eru rafrænar, en aðrar á eyðublöðum. Eyðublöð má fylla út og senda með tölvupósti eða prenta út og skila á pappír.

Innritun í grunnskóla fyrir börn fædd 2016

Nú er opið fyrir innritun í grunnskóla Reykjavíkur fyrir skólaárið 2022–2023. Hér getur þú staðfest innritun í þinn hverfisskóla, sótt um skóla í öðru hverfi eða afþakkað skólaláss.

[Klára innritun](#)

Mín mál

— [Sjá öll mál](#)





New and improved process for elementary school enrollment


Reykjavík

Innritun í grunnskóla
Rögnvaldur Björn Magnússon

- 1. Börn og foreldrar
- 2. Skóli
- 3. Tungumál
- 4. Aðstandendur
- 5. Skólasmáttíðir
- 6. Ólíkar þarfir
- 7. Yfirlit og staðfesting

Hverfisskólinn ykkar

Hverfisskólinn fyrir Leynimel 48 er Melaskóli. Börn eiga rétt á skólavist í sínum hverfisskóla en hægt er að sækja um í öðrum skólahverfum Reykjavíkur.



Melaskóli

1.-7. bekkur 1. bekkur 2022-23

Fristundaheimili
1.-2. bekkur er í Selinu á lóð Melaskóla og 3.-4. bekkur í Frostheimum, Frostaskjöldi 6.

Þú getur sótt um á fristundaheimili eftir 1. apríl. Við sendum þér póst með nánari upplýsingum þegar nær dregur.

Næst → Yfirlit og staðfesting — Til baka **Áfram**

Vanar þig aðstoð?
Hafðu samband við þjónustuver í síma
411 1111

Sækja um utan skólahverfis — **Velja annan skóla**

Þú getur sótt um fyrir barnið þitt í skóla utan þíns skólahverfis, en ekki er vist að skólinn geti tekið á móti barninu.

EN | PL

Loka x



Innritun í grunnskóla

Hætta x

Hæ Ragnheiður, þá hefst innritunarferlið!

Skráning
Staðfesting á skráningu í hverfisskóla eða umsókn í skóla utan hverfis.

Upplýsingar til skóla
Skráning í skólamat og upplýsingar sem skólinn þarf á að halda til að undirbúa komu barnsins.

Fristundastarf
Sótt um á fristundaheimili við viðkomandi skóla.

Afbakka pláss í grunnskólum Reykjavíkur

Ef þú ætlar að skrá barn í skóla í öðru

1 — 2 — 3 — 4 — 5



Bjargey: Backoffice and student database

The screenshot displays the Bjargey backoffice interface for Melaskóli. The page is titled "Melaskóli" and "Innritun 1. bekkur". It features a summary section with three statistics: 35 confirmed students (Staðfestar innritanir í skólann), 8 students without applications (Engin innritun eða umsókn til staðar), and 3 pending applications (Umsóknir sem bíða afgreiðslu). Below this is a search bar and a "Sendi i Mentor" button. A filter section allows users to select various criteria, including "Alls 52", "Staðfest", "Óstaðfest", "Utan hverfis", "Engin umsókn", "Hafnað", and "Afbakkað". The main table lists student records with columns for Name, Advisor, Applications, Class, Date, and Status. The table contains four rows of data for Anna Sigurjónsdóttir, all associated with Sigurjón Sigurjónsson.

Nafn	Forsjáraðili	Aðrar skráningar	Bekkur	Uppfært	Staða
Anna Sigurjónsdóttir 010116-1230	Sigurjón Sigurjónsson 698-4868 • sigurjondigri@hotmail.com	Óskað eftir samtali	1. bekkur	24.03.'22	Staðfest Sent i Mentor
Anna Sigurjónsdóttir 010116-1230	Sigurjón Sigurjónsson 698-1658 • sigurjondigri@hotmail.com	Engin íslenska töluð e heimilinu	1. bekkur	24.02.'22	Staðfest Sent i Mentor
Anna Sigurjónsdóttir 010116-1230	Sigurjón Sigurjónsson 698-4868 • sigurjondigri@hotmail.com		1. bekkur	24.03.'22	Staðfest
Anna Sigurjónsdóttir	Sigurjón Sigurjónsson		1. bekkur	24.02.'22	Staðfest



Communication with class teacher

Reykjavík

Innritun í grunnskóla
Rögnvaldur Björn Magnússon

EN | PL

Loka x

Ólíkar þarfir

Aukasamtal við umsjónarkennara

Þér verður boðið að hitta umsjónarkennara í fylgd barnsins áður en skólinn hefst. Ef þú vilt ræða við kennarann um eitthvað sem tengist barninu geturðu óskað eftir aukasamtali hér.

Óska eftir aukasamtali við umsjónarkennara

Stuðningur

Ef barnið þitt er með greiningu um fötlun, þroskafrávik, langvinn veikindi eða alvarlegan sjúkdóm sem gætu haft áhrif á skólagöngu þess sér leikskóli barnsins um að skila þeim upplýsingum áfram til grunnskólans áður en skólinn hefst.

Ef þú telur að grunnskólinn þurfi nánari upplýsingar um þarfir barnsins skaltu hafa samband við skrifstofu skólans þegar skólavist hefur verið staðfest.

Næst → Yfirlit og staðfesting

Til baka

Áfram

Vantar þig aðstoð?
Hafðu samband við þjónustuver í síma
411 1111

Innritun í grunnskóla

Hætta x

Ólíkar þarfir

Aukasamtal við umsjónarkennara

Þér verður boðið að hitta umsjónarkennara í fylgd barnsins áður en skólinn hefst. Ef þú vilt ræða við kennarann um eitthvað sem tengist barninu geturðu óskað eftir aukasamtali hér.

Óska eftir aukasamtali við umsjónarkennara

Stuðningur

Ef barnið þitt er með greiningu um fötlun, þroskafrávik, langvinn veikindi eða alvarlegan sjúkdóm sem gætu haft áhrif á

Ólíkar þarfir 7



Information with storytelling





Agenda for today

1.

Big picture

Digital transformation

2.

Leading change -

Culture hack vs. processes

3.

Examples of transformation projects

Applying service design

4.

Learnings and challenges

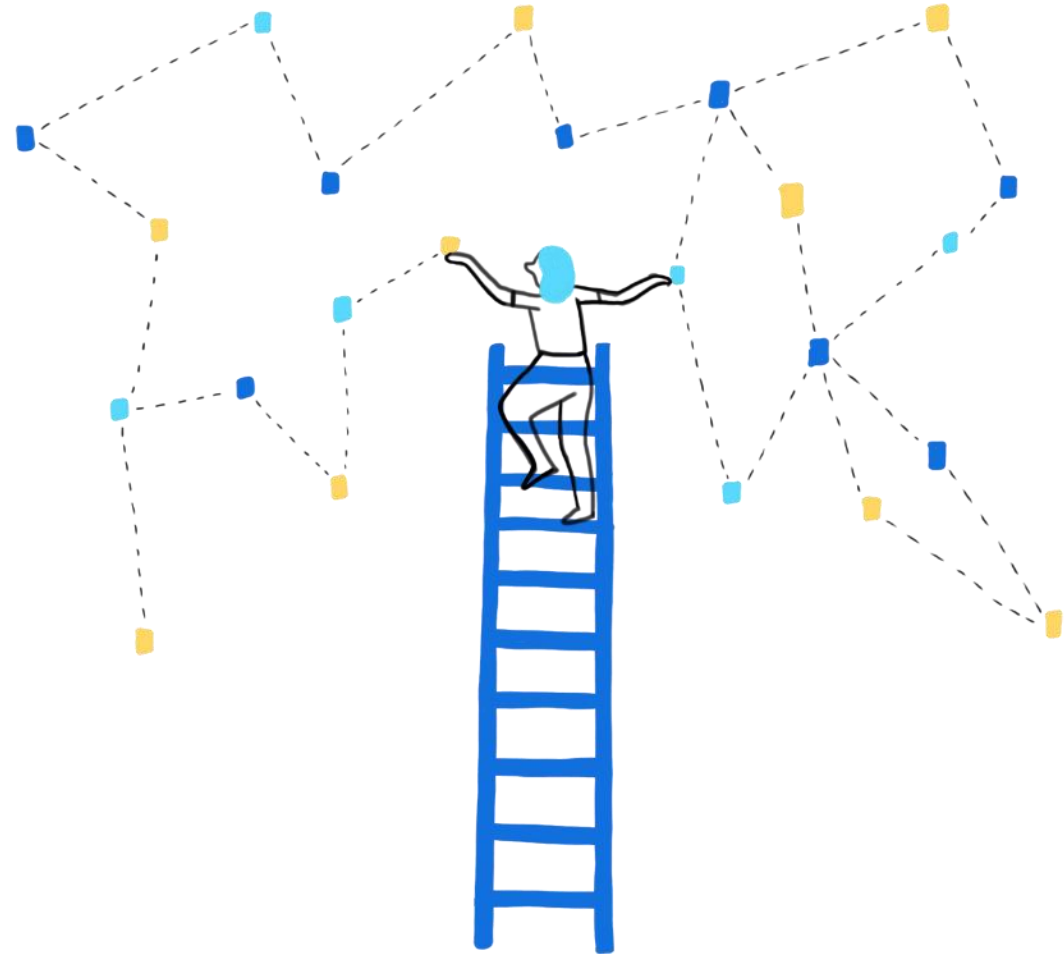
Never stop daring





What we wish we knew

- Long term vision.
- Not just a short term effort.
- Define your North Star ✨
- Achievable roadmap.
- Onboard stakeholders ASAP – empower service owners
- Methods:
 - Service design.
 - Storytelling.





What to keep in mind

- Take one step at a time – small achievable tasks.
- Is your infrastructure ready?
- Map out your technological debt.
- Get key stakeholders on board.
- Product development and continuous Improvements is key
- Be courageous.
- Just start.





Never stop daring

Reykjavík City's digital transformation journey





Reykjavík