

En fælles indgang for alle?

- Et casestudie af Jobcenter Mors' fusion

Aalborg Universitet

Kandidatuddannelsen i Politik & Administration
10. semester – oktober 2008

Vejleder: Thomas Bredgaard

Antal anslag: 187.174



Forord

Dette speciale bygger i høj grad på den velvillighed og åbenhed mine respondenter har vist mig. Jeg ønsker derfor at rette en særlig tak til dem: Niels Otto Degn, Kirsten Fiil, Jane Ravn, Bodil Holst og Karina Sørensen fra Jobcenter Mors. Derudover ønsker jeg at takke Karen Breidahl for kyndig sparring under specialeforløbet. Endvidere vil jeg gerne takke Susanne Bendtsen og Trine Rasmussen for rettelse af korrektur.

Endelige vil jeg gerne rette en tak til min vejleder Thomas Bredgaard, som under specialeforløbet har bidraget med kyndig vejledning.

English Abstract

Since the 1990s, in Denmark, there has been a tendency of companies establishing larger and larger units, also within the public sector. The structural reform of January 1st 2007 may be seen as contributing to this tendency, which has caused great changes in the distribution of the public sector's tasks, both on state-, region- and municipal level. At the same time, an enormous merger is happening, involving many organisations that are engaged in the creation of the new municipals and regions.

This thesis only revolves around a limited part of this enormous merger process, which was launched along with the structural reform, namely the merger between the former AF (Danish Employment Service) and the municipal's effort against unemployment, which, before January 1st 2007, was gathered in so-called employment centres in every municipal. The two former systems worked more or less autonomously and represented different working methods, practices, cultures etc. in relation to employment. They also represented two various ways of running an organisation, where AF was led by the state, and the municipal part was more locally led by elected politicians.

The reform is enacted at a bad time, since severe changes in organisations, resolutions and administrative systems are implemented, while there is enormous pressure on the Danish labour market, i.e. the reform must be enacted while all resources are needed in creating an efficient well-functioning employment political system combating imbalances and bottlenecks. All things being equal, this must result in further pressure on the employment centres and at the same time, they have to implement a new organisation focussing on integrating team work and coordinating across systems.

An employment centre is characterised by the fact that it is a public organisation, which is governed politically. Nevertheless, it is possible to investigate its structural form, management and processes using organisation theory, which is not directly meant for public organisations. Mergers are different from organisational changes in their all-embracing and multidimensional character, since it involves two or more organisations that merge.

My contribution to this field of investigation focus on the organisational level, striving towards integrating this merger successfully, i.e. how may it be characterised? How is it affecting team work and the coordination in the joint employment centres?

It is interesting to see whether these two systems can be united compared to the political expectations and goals set by the government, and in this case, how this unit function in practice. I want to investigate this based on a case study using the merger of Employment centre Mors. The study consists of document studies and qualitative research in form of interviews with employees from Employment centre Mors.

It proves to be a complex area to clarify because there are different experiences among the respondents and since the picture is not clear when talking about integration. Compared to Nahavandi & Malekzadehs integration model it is in the present project argued that type of integration must be characterised as separation.

This is justified by Employment Centre Mors being organised according to the former division, where the employees mainly maintained their previous duties. This means that the internal organisation is still divided between state and municipal functions. The various laws on active employment measures and partly the different economic conditions connected to the state and municipal employees are the factors that have had the greatest influence on the Employment Centre still being divided according to tasks.

The performance-oriented organisation also results in the fragmented culture between state and municipal departments where tasks determines culture. This does not provide the best conditions for integrating cooperation and coordination throughout Employment Centre Mors. In practice the work of the municipal part and the state part are seen as being divided and therefore there is no common identity in the employment centre, which would otherwise have allowed for increased cooperation and coordination in the organisation.

“Matrimony as the origin of change was always disagreeable”

Jane Austen