



International Conference
»Occupational Safety and Health in the Changing World of Work«
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European Policy: Workplace Innovation for better jobs and performance

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**VSE AVTORSKE PRAVICE SO
PRIDRŽANE.**

**GRADIVA NI DOVOLJENO
RAZMNOŽEVATI ALI
RAZPOŠILJATI V KAKRŠNIKOLI OBLIKI
BREZ PREDHODNEGA PISNEGA
DOVOLJENJA AVTORJA IN
MINISTRSTVA ZA DELO,
DRUŽINO, SOCIALNE ZADEVE IN
ENAKE MOŽNOSTI.**



Contents

- What do we mean by workplace innovation
- Relation with OSH: Wellbeing at Work
- Policies
- Evidence
- Theories
- Scenarios
- Organisational choice
- Conclusions





Definitions

- **Workplace innovations** are new and combined interventions in work organisation, human resource management and supportive technologies.
- **Workplace innovation**
 - is a process of productive reflection as part of everyday working life,
 - derives from interaction between stakeholders within and outside the organisation,
 - builds bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organisational design knowledge of experts,
 - Works towards win-win outcomes as a creative convergence rather than a trade-off

Table 9: Skills and discretion index: proportion of workers in EU28 (%) and mean index scores (0–100), 2005–2015

			2005	2010	2015
<i>Proportion of workers in EU28 (%)</i>					
Dimensions of workplace innovation, EWCS 2015		Included in trend version of the index			
Cognitive dimension	Solving unforeseen problems	Yes	81	82	84
	Carrying out complex tasks	Yes	60	58	61
	Learning new things	Yes	69	68	71
	Working with computers, smartphones and laptops, etc. (at least a quarter of the time)	Yes	36	44	56
	Ability to apply your own ideas in work ('sometimes', 'most of the time' and 'always')	Yes	77	75	78
Decision latitude	Ability to choose or change order of tasks	Yes	63	66	68
	Ability to choose or change speed or rate of work	Yes	69	70	71
	Ability to choose or change methods of work	Yes	67	67	69
	Having a say in choice of work colleagues ('always' or 'most of the time')	Yes	24	27	30
Organisational participation	Consulted before objectives are set for own work ('always' or 'most of the time')	No		47	46
	Involved in improving the work organisation or work processes of own department or organisation ('always' or 'most of the time')	No		47	50
	Ability to influence decisions that are important for your work ('always' or 'most of the time')	No		40	47
Training	Training paid for or provided by employer over the past 12 months (or paid by oneself if self-employed) (%)	Yes	26	34	37
	On-the-job training over the past 12 months (%)	Yes	26	32	33



How to deal with robotisation/digitalisation?

- Workplace Innovation claims simultaneous improvement of organisational performance (in particular productivity and innovation capabilities) and quality of working life (learning opportunities, wellbeing, stress prevention).
- Making new technology work through innovative work organisation
- Workplace innovation explains a larger part of innovation success than technological innovation does
- These claims are supported by a number of theories and research projects Unfortunately there is little time today to refer to those.

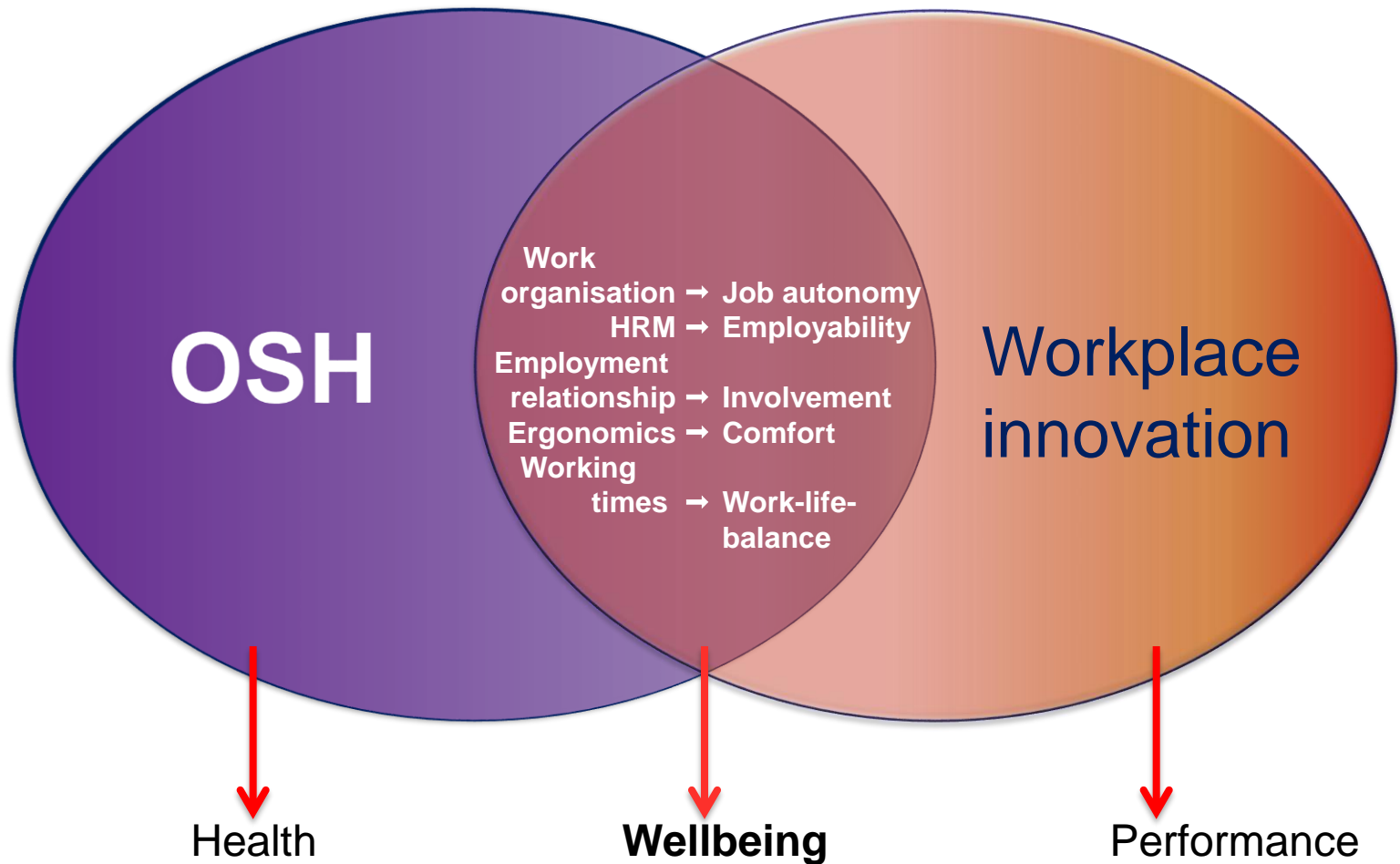


Productivity and innovation capacity

- Prevention of absenteeism reduces productivity loss
- Promoting of workplace innovation
 - Enhances productivity
 - Creates a learning organisation
 - Produces wellbeing at work



Overlap of OSH and workplace innovation





Workplace innovation in European OSH-policy

- EU-OSHA commissioned a literature review on the relation between workplace innovation and OSH (EU-OSHA, 2012)
- Consequently workplace innovation was connected to ‘wellbeing at work’ in the research priorities of OSH (EU-OSHA, 2013a)
- as well as in the policy to extend OSH to ‘*wellbeing at work, creating a positive work environment*’ (EU-OSHA, 2013b).
- In the biannual ‘Wellbeing at Work’ conferences of the Partnership for European Research in OSH (PEROSH), ‘workplace innovation’ became a separate track (Manchester 2012; Copenhagen 2014, Amsterdam 2016).
- DG EMPL 2015: “*Complementing technological innovation with workplace innovation*”



Workplace innovation used in and by

MNENJE

Evropskega ekonomsko-socialnega odbora

o

Inovativnih delovnih mestih kot viru produktivnosti in kakovostne
zaposlitve

(mnenje na lastno pobudo)

Poročevalka: Leila KURKI

Bruselj, 15. marec 2011



Concept workplace innovation used by

- Eurofound (since 2005 – recent EWCS, ECS, cases)
- European Economic and Social Committee opinion 2011
- European Commission (DG GROW 2012, DG EMPL 2015)
- European Workplace Innovation Network (EUWIN 2013)
- EU OSHA (since 2012)
- European Parliament (18 December 2013)
- IndustriAll European Trade Union (Manifesto 2014)
- English of Finnish, Flemish and Dutch programmes
- National tripartite initiatives in UK, Scotland, Basque Country and Ireland, smaller initiatives in Poland, Romania, Bulgaria, Lithuania



Working Smarter and Performance (NL)

Performance criterion	% change in performance last 2 years	
	SMEs without working smarter	SMEs with working smarter
Company results	2	18
Company turnover	7	15
Productivity	5	14
Employment	6	11

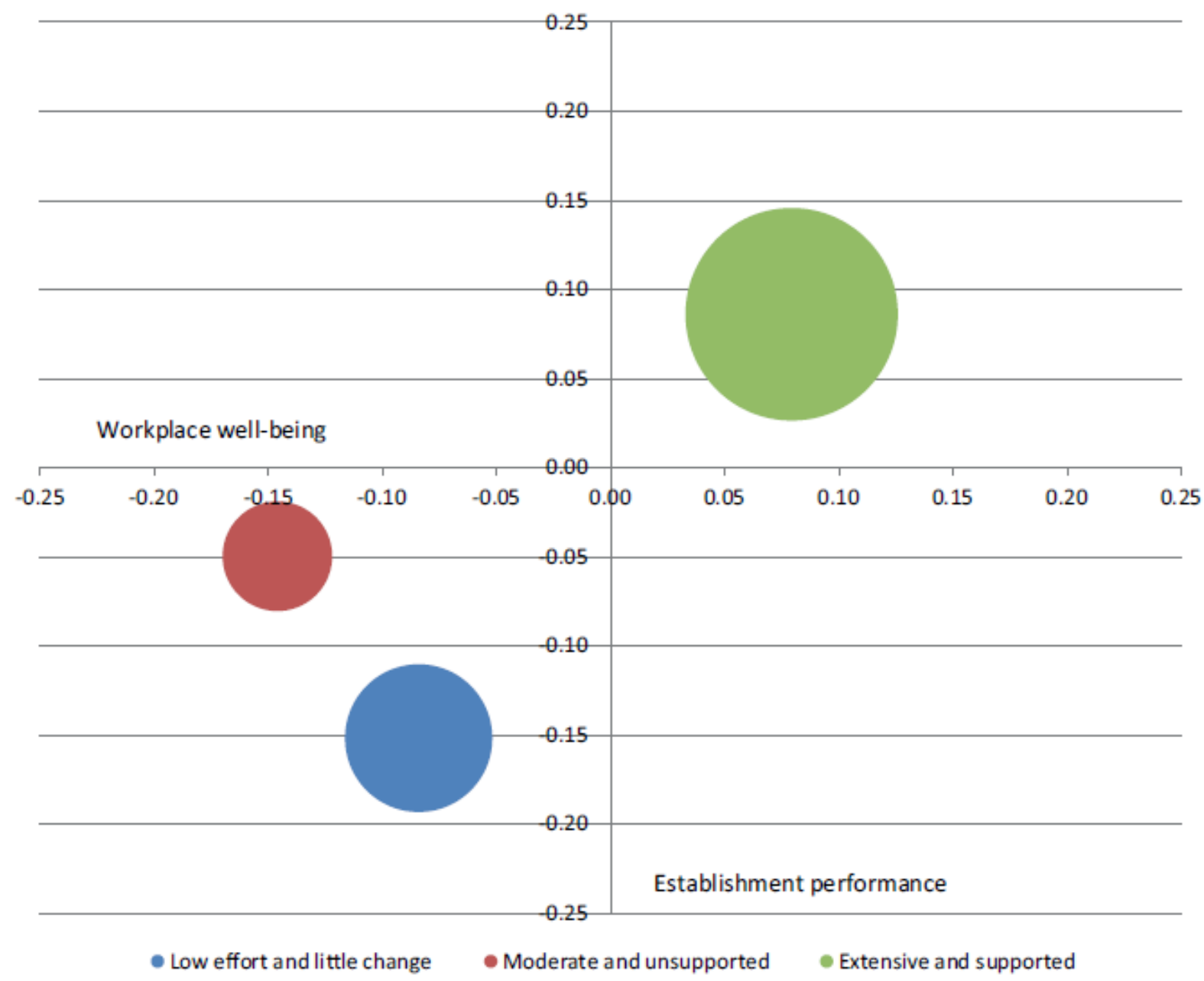
Economic Institute for SMEs. Source: Hauw et al., 2009; n = 650



Best and poorest performers in Finland (409 self assessments)

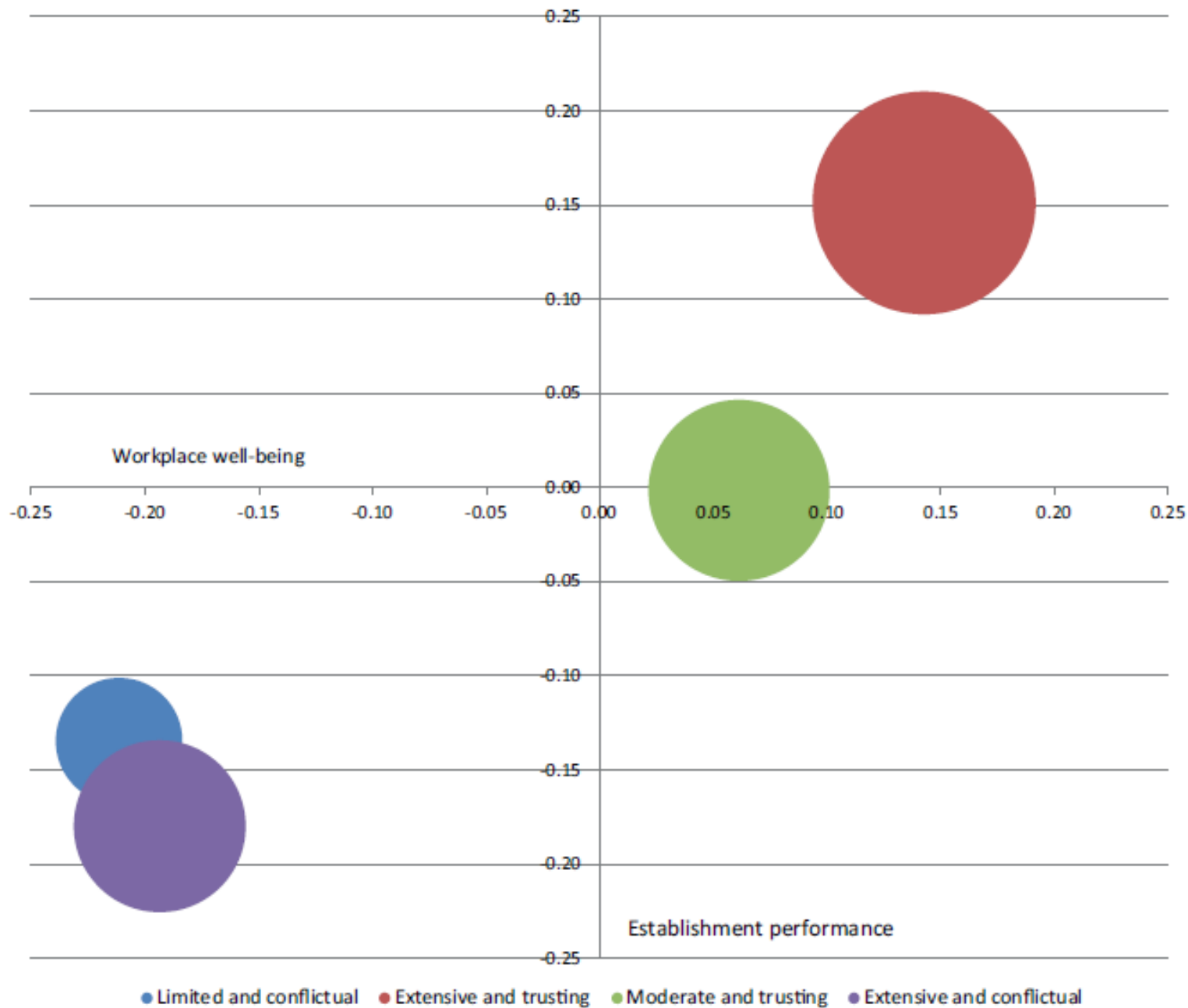
		Quality of working life	
		+	-
Performance	+	Best group 152 projects participation internal collaboration	
	-		Poorest group 31 projects top-down interventions

Figure 4: Establishment-level outcomes by establishment type and direct employee participation



Source: ECS 2013 (Eurofound, 2015)

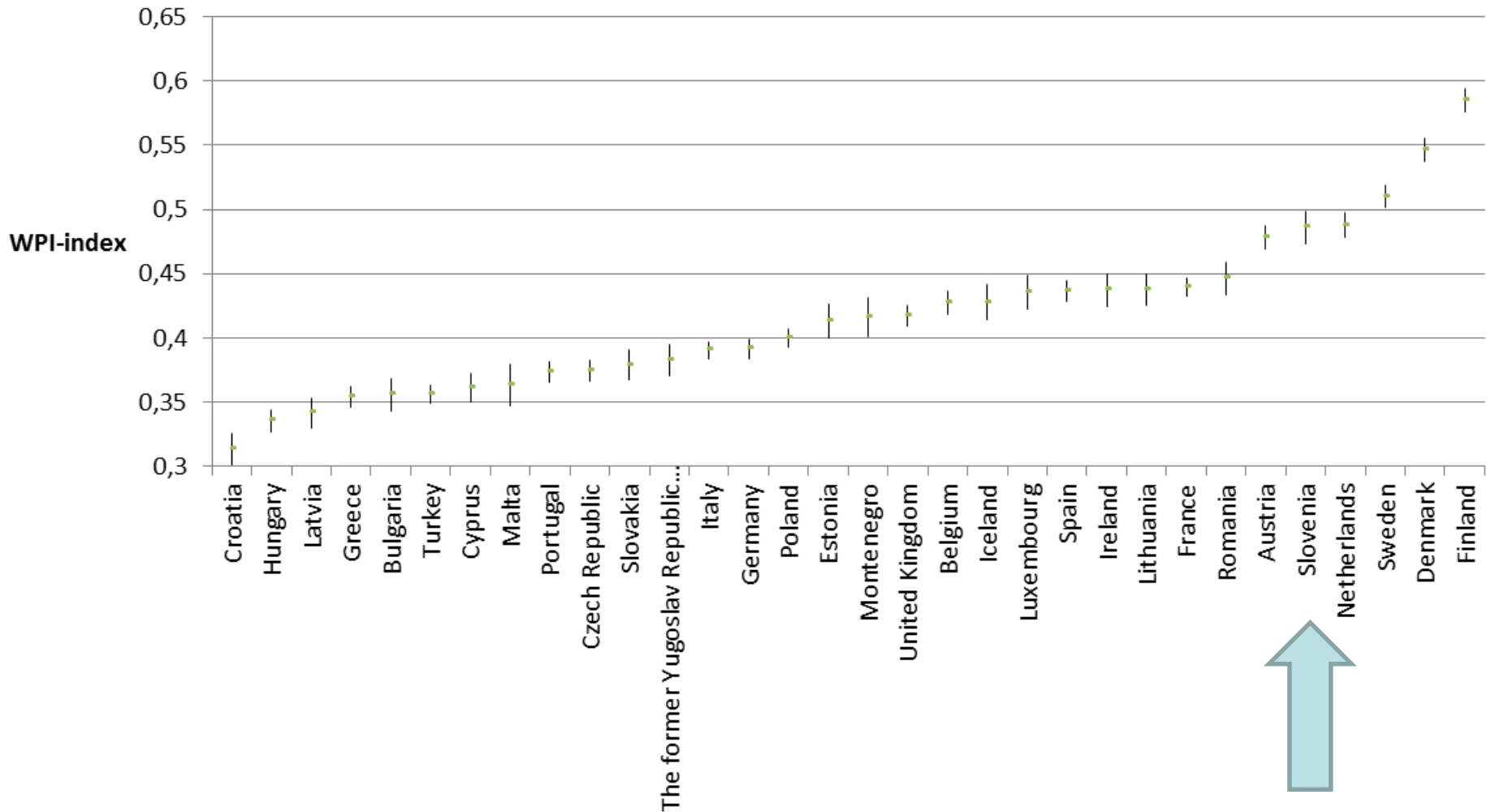
Figure 3: Establishment-level outcomes at EU level by type of social dialogue



Source: ECS 2013 (Eurofound, 2015)



Workplace Innovation Index - Comparison means 32 countries and 95%CI, source: ECS 2013 in Dhondt et al., 2014





4:0 für uns – die neue Arbeitswelt



4:0 for us –
The new world of work

Arbeit 2020 in NRW ist ein vom nordrhein-westfälischen Arbeitsministerium mit ESF-Mitteln gefördertes Gemeinschaftsprojekt der IG Metall NRW, IG BCE, NGG und des DGB NRW, das zur konsequenten Beteiligung der Sozialpartner, betrieblich Verantwortlichen und der Beschäftigten an der Mitgestaltung der bestehenden Herausforderungen rund um „4.0“ beitragen soll.

Mit finanzieller Unterstützung des Landes Nordrhein-Westfalen und des Europäischen Sozialfonds



EUROPÄISCHE UNION
Europäischer Sozialfonds

Ministerium für Arbeit,
Integration und Soziales
des Landes Nordrhein-Westfalen





Zukunft der Arbeit
Innovationen für die Arbeit von morgen

Future of Work
Innovations for work of tomorrow



Smart Industry (4.0): Fieldlab Social Innovation



- Fortuin (union), Asscher (minister), Dezentjé (employers), Lugthart (union) 25 August 2015 Launch 'Fieldlab Social Innovation'



VERKENNING | oktober 2016

SEER

October 2016

- Social Economic Council (NL employers and unions)
- Agenda 'People and technology: working together'
- Workplace innovation recommended for skills and performance

Mens en technologie
Samen aan het werk





Employee-driven innovation (EDI)

- Some companies develop specific employee-innovation skills and facilities
- Idea creator: Transforming employee creativity into practicable ideas: Xerox Venray, KPN, and Shell suggestion systems; Google “Innovation Time Off”
- Importing outside ideas (idea scout) and leveraging the internal network to adopt those ideas (idea connector): Procter & Gamble’s idea scouts
- Employee may behave as user-innovators within the firm by modifying or creating processes, products or services
- Norway: tripartite EDI policy and EDI Manual (2008)
- EDI-network EU was connected to the European programme ‘Lifelong Learning in Europe (LLinE)’.

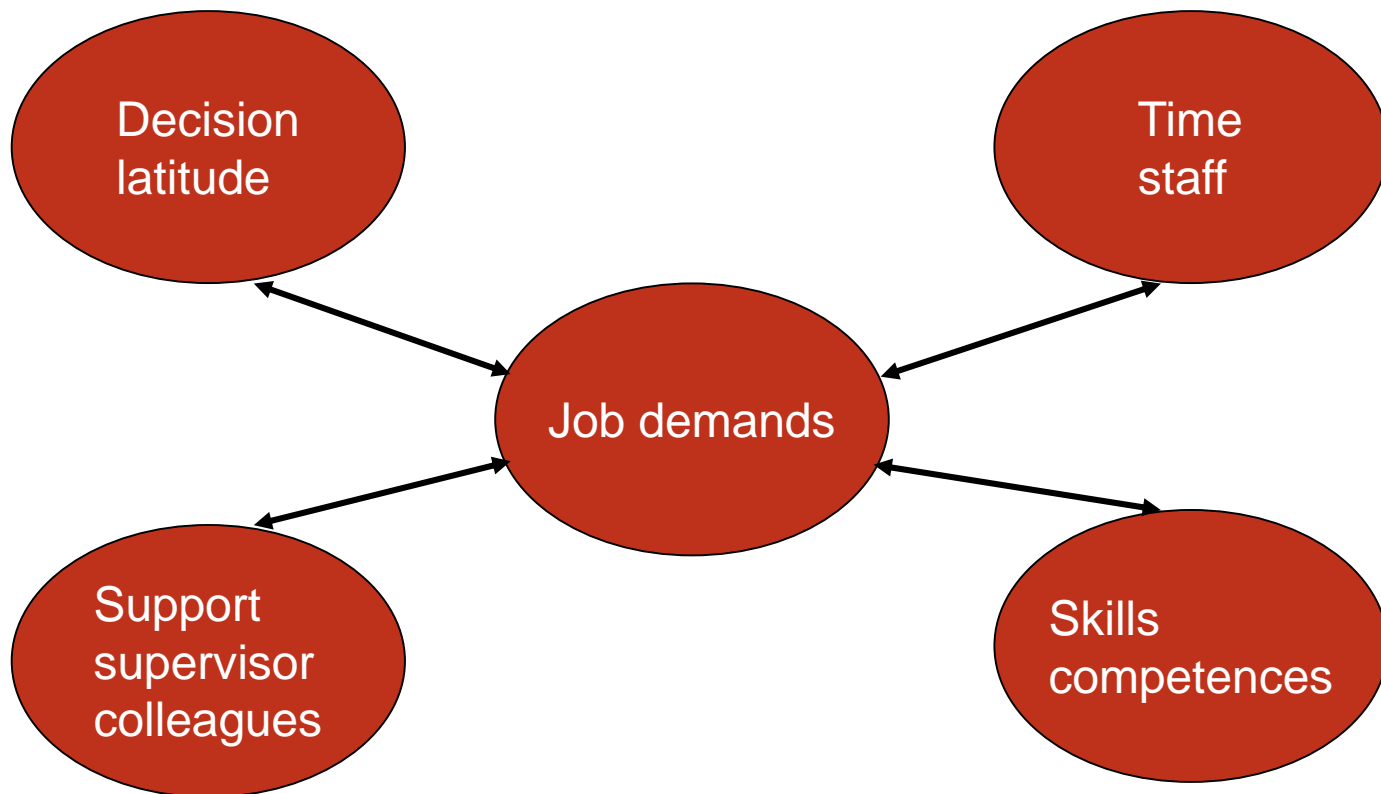


Core theories to support WPI-claims

- Job demands-control-support model (Karasek): active jobs, high strain jobs; mainly on individual task level
- Sociotechnical Systems Design (De Sitter), included JDC-model in 1981. From complex organisations with simple jobs to simple organisations with complex jobs. Job autonomy and organisational participation
- Quick Response Manufacturing (Suri). Production cells and autonomous teams
- Single-loop learning (autonomy on individual task level) and double-loop learning (participation on department/organisation level) (Argyris & Schön)
- Action regulation theory (Hacker, Volpert): sequentially and hierarchically complete jobs; mainly on individual task level
- Democratic dialogue (Gustavsen)

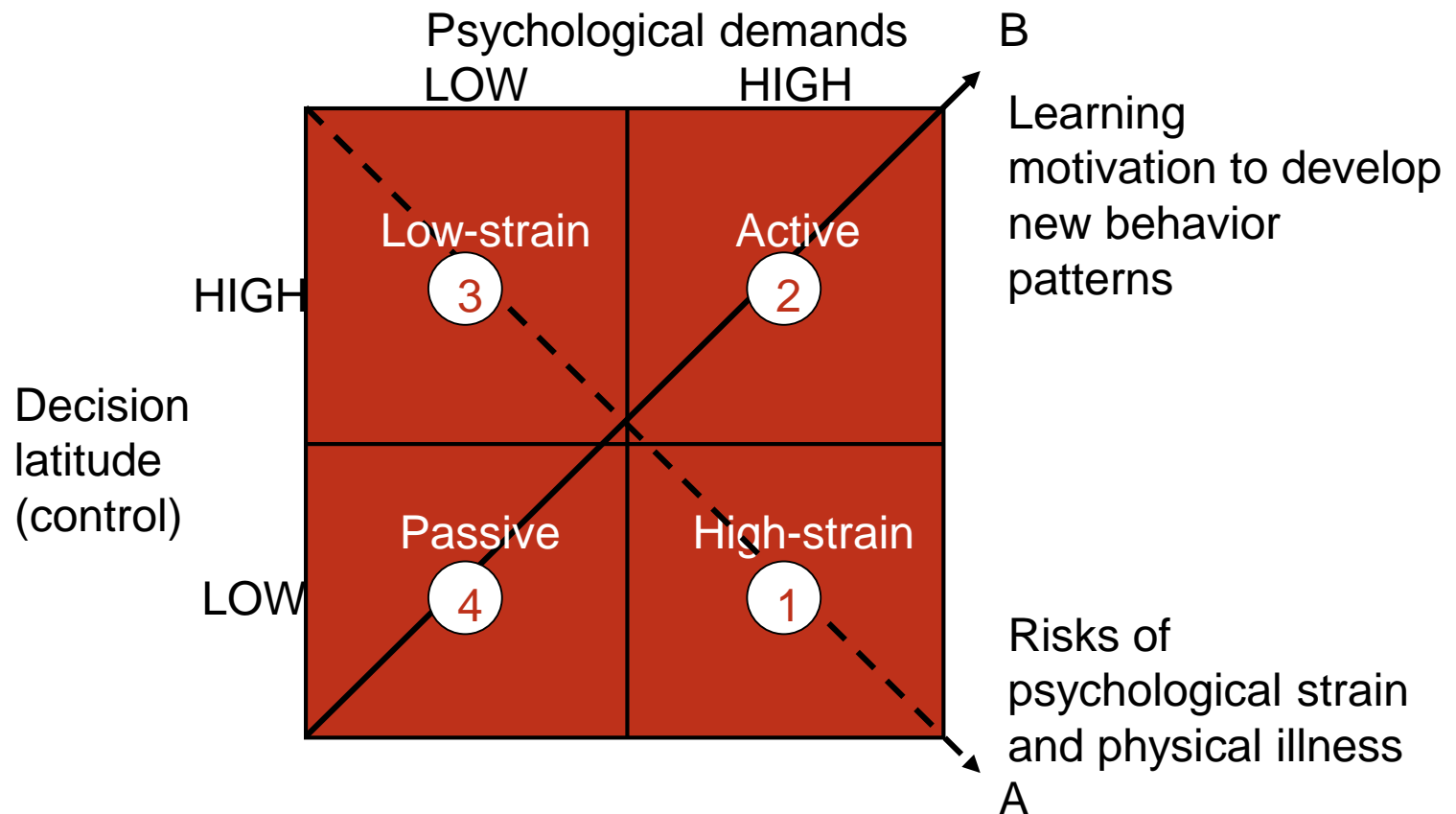


Discrepancies in the work organisation: stress risks and impediments to performance





Psychological demands/decision latitude model





Workplace innovation at all job levels

- The concepts of 'active jobs' or 'complex jobs' or 'complete jobs' apply to all job levels, academic as well as street sweeper



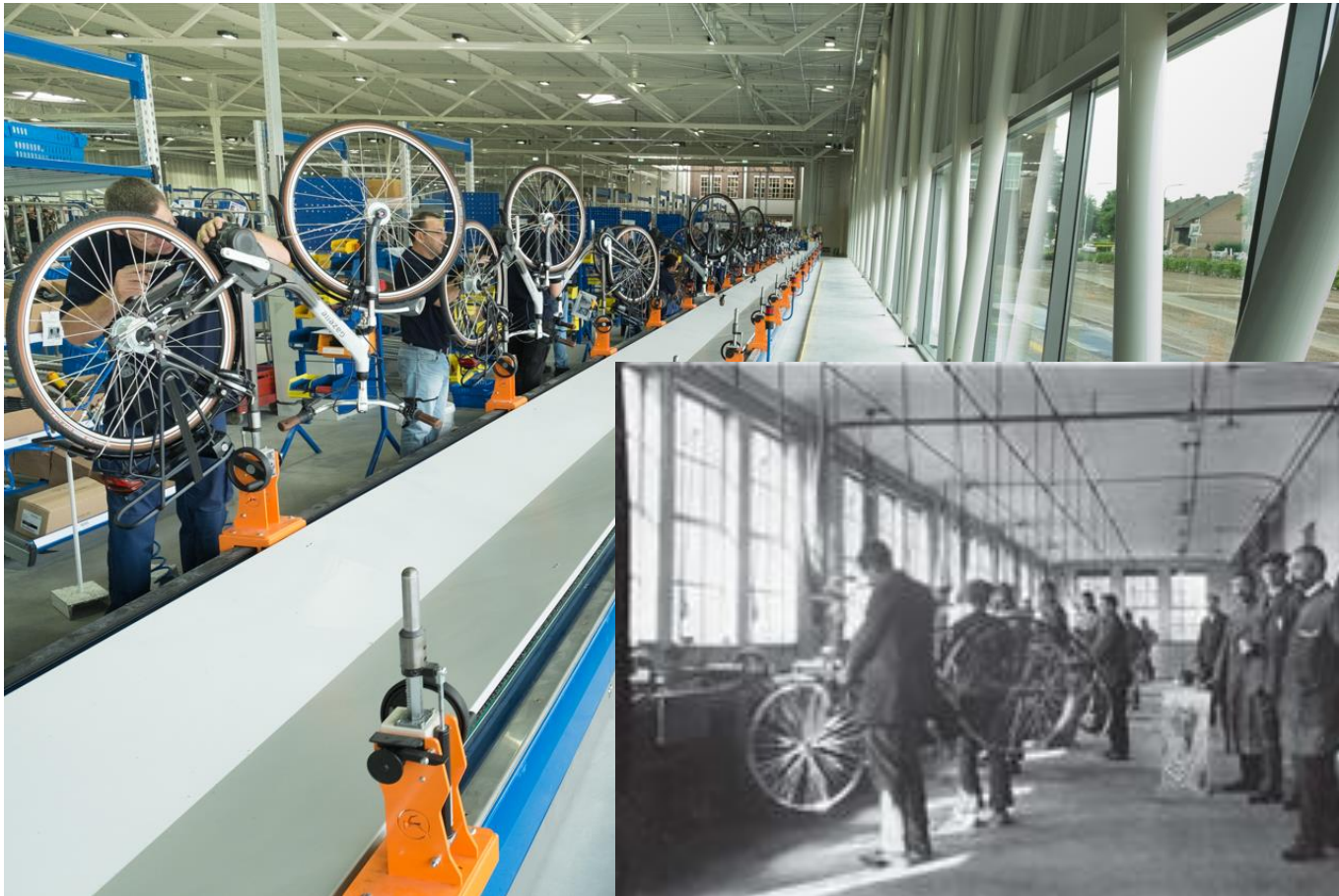


21th century skills: it's not that easy

- Such as digital skills, intrapreneurship, flexibility, continuous learning
- EU, governments and employers expect the formal education system to deliver students with those skills
- But:
- Those skills can only be used to the full in organisations with a 'participation & trust regime', including workplace innovation.
- In 'command & control regimes' the new employees will become demotivated and stressed soon.
- 21th century skills require 21th century organisations!



Organisational choice: Gazelle, 90 seconds





KOGA. One worker manufactures a whole bicycle and co-designs his workplace





European Pillar of Social Rights, 28 April 2017

- Commission Recommendation:
- 5.c. Innovative forms of work that ensure quality working conditions shall be fostered. Entrepreneurship and self-employment shall be encouraged. Occupational mobility shall be facilitated.
- 10.b. Workers have the right to a working environment adapted to their professional needs and which enables them to prolong their participation in the labour market.



Conclusions

- To create better jobs and organisational performance:
- Technological innovation should be complemented by workplace innovation
- Occupational safety and health should be extended to ‘wellbeing at work’
 - Collaboration of all stakeholders is a precondition
 - Examples of organisations:
- <http://portal.ukwon.eu/euwin-knowledge-bank-menu-new>