

'OSH knowledge and innovation' CIOP Warsaw 7 November 2011

Social innovation, workplace innovation and quality of working life

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Definitions

- **Social innovation of work and employment** is about new responses to pressing social demands, which affect the process of social interactions. (aims: human well-being), including labour markets, social security, industrial relations
- **Workplace innovation** is the implementation of new and combined interventions in the fields of work organisation, HRM and work relations. (aims: org. performance **and QWL**)
- **Non- technological innovation** also covers dynamic management, new business models and marketing practices and external collaboration. (aims: org. performance)



‘National’ ‘programmes’

- Finland: workplace development
- Germany: Initiative neue Qualität der Arbeit; innovative Arbeitsgestaltung; Arbeit und Lernen...Innovationsfähigkeit
- Belgium: sociale innovatie
- Netherlands: sociale innovatie
- Norway: value creation
- UK: workplace innovation
- Ireland: workplace innovation
- Sweden: management and work organisation renewal



Urgency

- Decreasing workforce – increasing labour productivity
- Global competition and knowledge based economy – development of competences and skills
- Making new technology work through innovative work organisation
- Workplace innovation explains a larger part of innovation success than technological innovation



Concepts used in documents EU

- **Social innovation**: BEPA July 2010; Social Innovation Europe 2011; Marginal reference in Flagship Innovation Union 2010+ accompanying document 2010 and Flagship Skills and Jobs 2010; draft guidelines employment policies 2010; Resolution EP Innovation Union 2011
- **Workplace innovation/innovative workplaces**: opinion EESC 2007, 2011; workshop launch event SIE 2011; OECD 2011
- **Non technological innovation**: Eurostat; marginal in FS Innovation Union
- **New/innovative forms/patterns of work organisation**: FS Innovation Union; FS Skills and Jobs; draft guidelines employment policies 2010; ESF 2010; OSH 2007-2012
- **Job quality and OSH**: FS Skills and jobs; marginal in employment guidelines; OSH 2007 - 2012

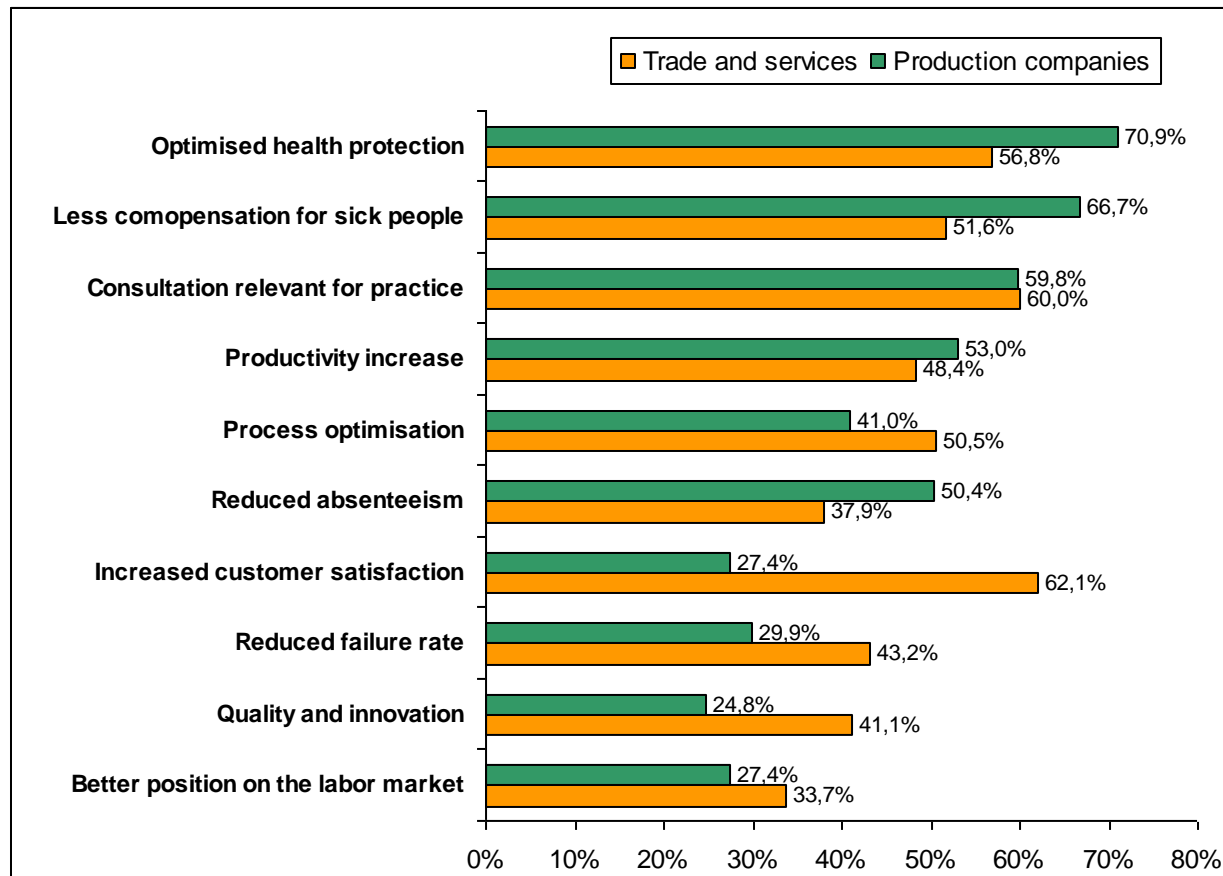


Best and poorest performers in Finland (409 self assessments)

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



Performance effects of better working conditions and work organisation as assessed by management (DE)





Social innovation and performance (NL)

Performance criterion	Performance social innovative versus not social innovative organisations
Increase in turnover	16% higher
Increase in profits	13% higher
Innovation	31% higher
Productivity	21% higher
New clients	17% higher
Reputation	12% higher
Contented employees	12% higher



OSH interventions and performance (NL)

intervention	sector	benefits per year/costs of intervention	return on investment (in years)	OSH benefits	Core business
1 ergonomic screwdrivers	many	299%	0,3	4%	96%
2 ergonomic workplaces	assembly grass mowers	64%	1,6	29%	71%
3 ergonomic workplaces	quality control microchips	66%	1,5	16%	84%
4 ergonomic workplaces	assembly emergency lights	1281%	0,1	54%	46%
5 smaller bricks	brick laying for melting ovens	171%	0,6	63%	37%
6 ergonomic cabin	public transport (streetcar)	103%	1,0	78%	22%
7 job enrichment	painters	108%	0,9	1%	99%
8 job enrichment	plasterers	42%	2,4	8%	92%
9 ergonomic tools	window pane mounting	95%	1,1	21%	79%
10 mechanical paving	road construction (paving)	57%	1,8	2%	98%
11 mechanical transport	road construction (paving)	154%	0,6	3%	97%
12 rolling carpet in van	parcel delivery	84%	1,2	5%	95%
13 ergonomic vacuum cleaners	professional cleaning	211%	0,5	6%	94%
14 sit-stand office desk	office work	69%	1,5	32%	68%
15 integral health program	hospital	424%	0,2	52%	48%
16 safe road blocking	road construction	38%	2,6	0%	100%
17 lifts for patient handling	care of handicapped	60%	1,7	3%	97%
18 Detection of wandering patients	care of demented elderly	99%	1,0	1%	99%

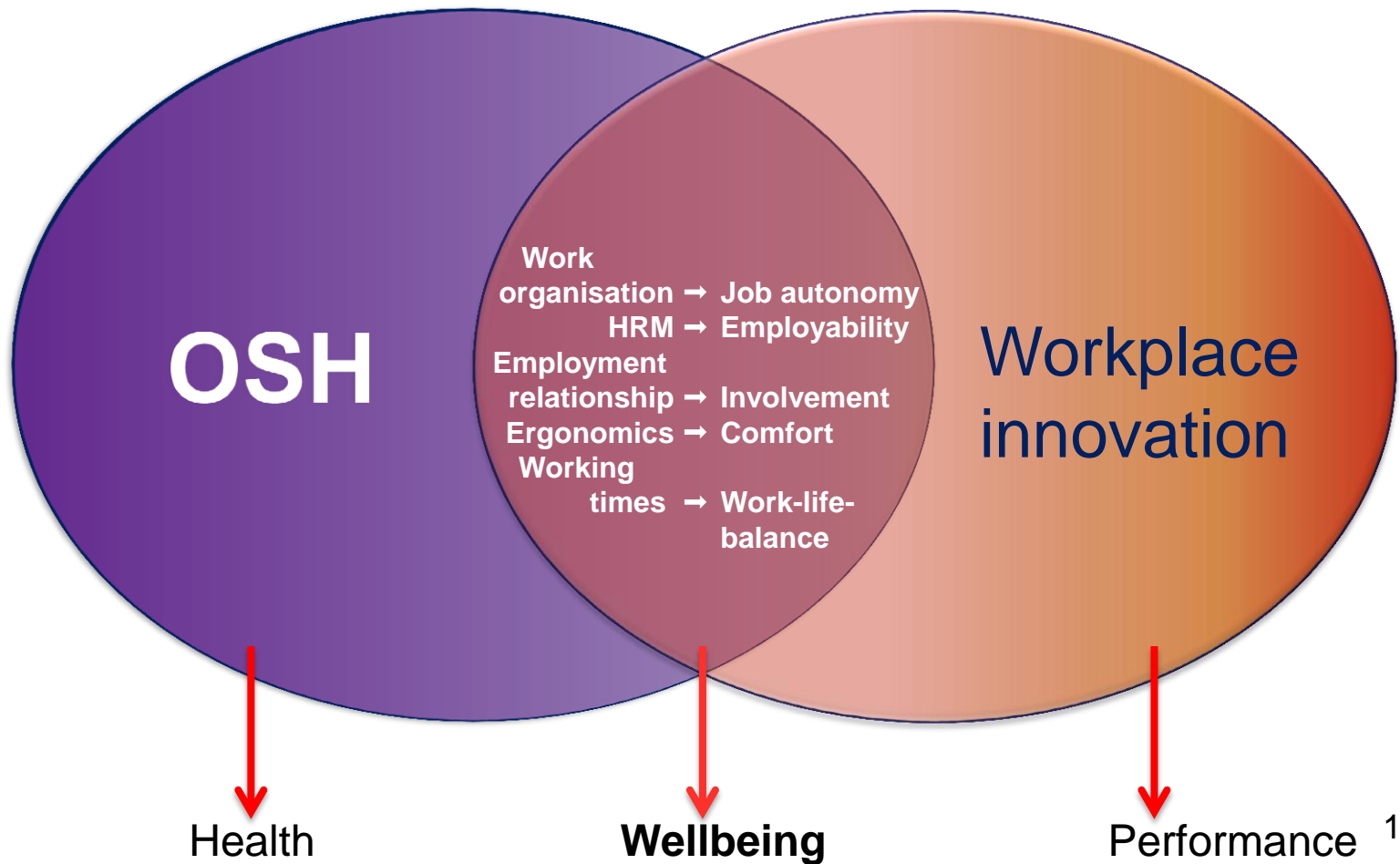


Conclusions evidence

- Urgency to increase labour productivity by working smarter
- Difficult to draw general conclusions
- Simultaneous improvement of performance and quality of working life is possible but not always achieved
- National programmes are supportive
- Involvement of government differs between countries
- Key role social partners
- Conditions:
 - Commitment of management
 - Participation of employees and their supervisors



Overlap of OSH and workplace innovation



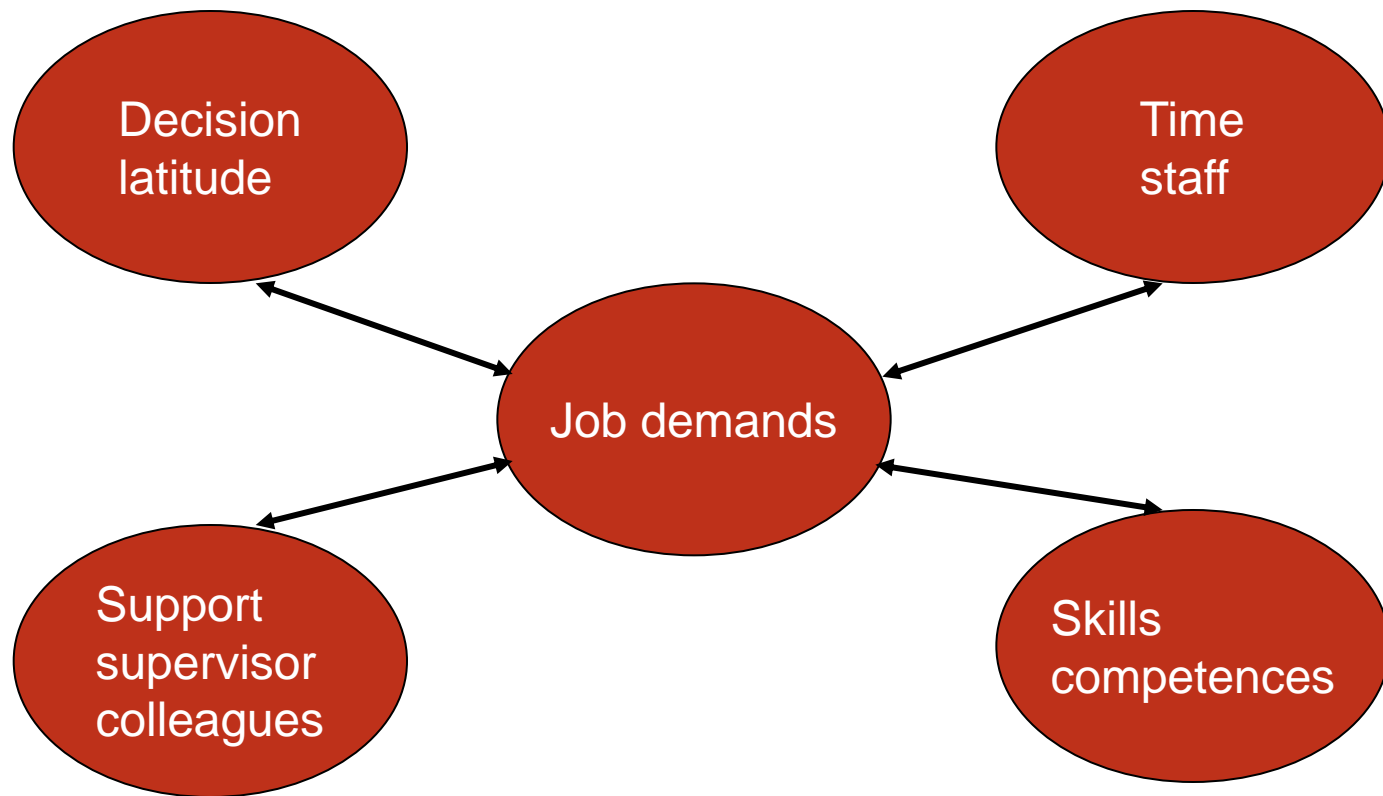


Workplace innovation and OSH: goals and theories

- Workplace innovation and OSH are different policies with different objectives and instruments. Do not mix up.
- Workplace innovation is not directed at fewer occupational diseases or accidents or less absenteeism but it might help
- The overlap between workplace innovation and OSH regards ergonomics, work organisation and well-being.
- OSH policies refer to healthy and productive jobs (EC current policy, Agency project, PEROSH priority)
- Workplace ergonomics. This serves not only as the objective of reduction of physical workload (allowing better postures and movements; reducing lifting) and health improvement (physical exercise) but also that of productivity (easier and faster handling and processing; better lay-out)



Stress risks: discrepancies in work organisation



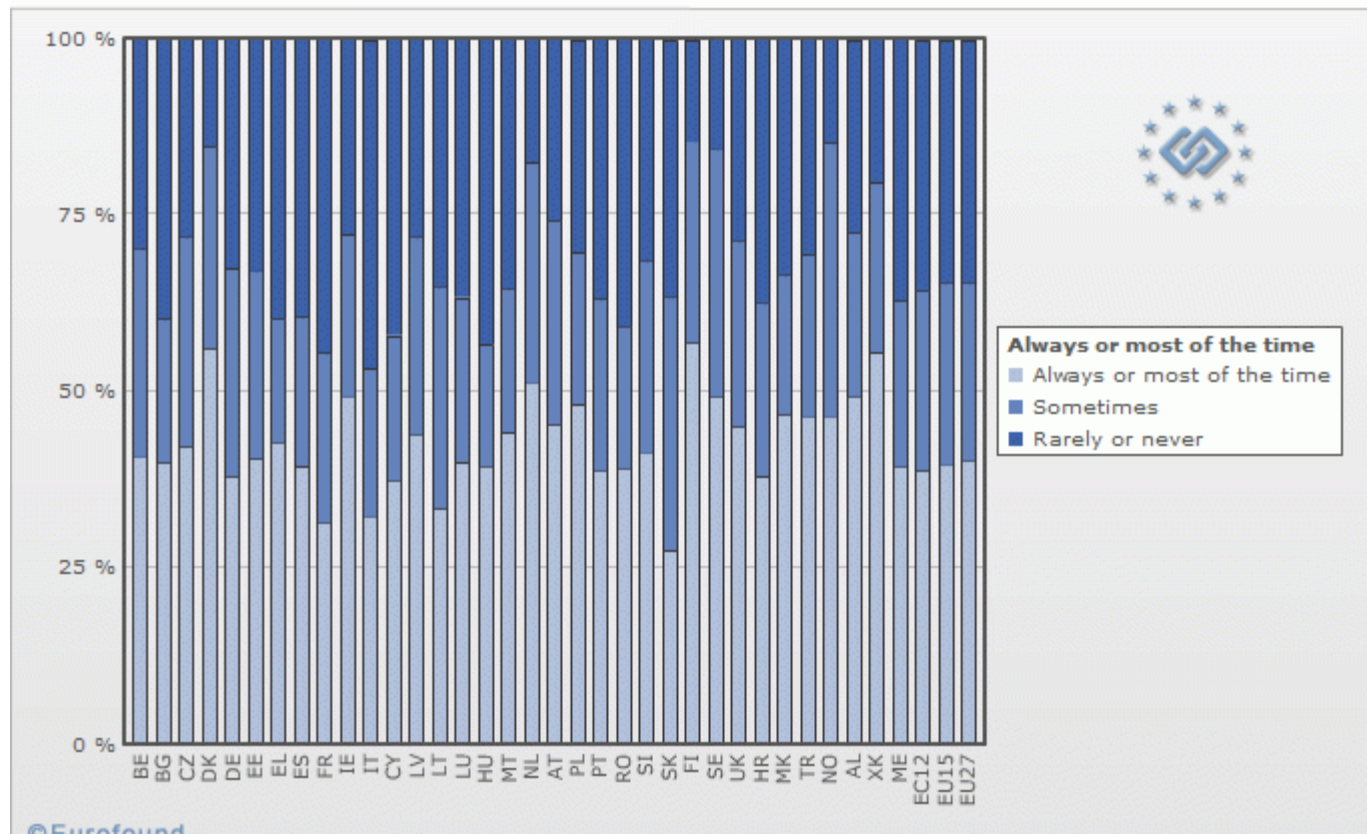


Work organisation and learning

- Concept 'active jobs' in job demands/control-model implies job autonomy (internal control capacity) related to single loop learning: are we doing things rightly
- Even more important is external control capacity (decisions about work organisation and targets) related to double loop learning: are we doing the right things
- Sources: modern sociotechnology, JDC-model, Argyris & Schön 1978



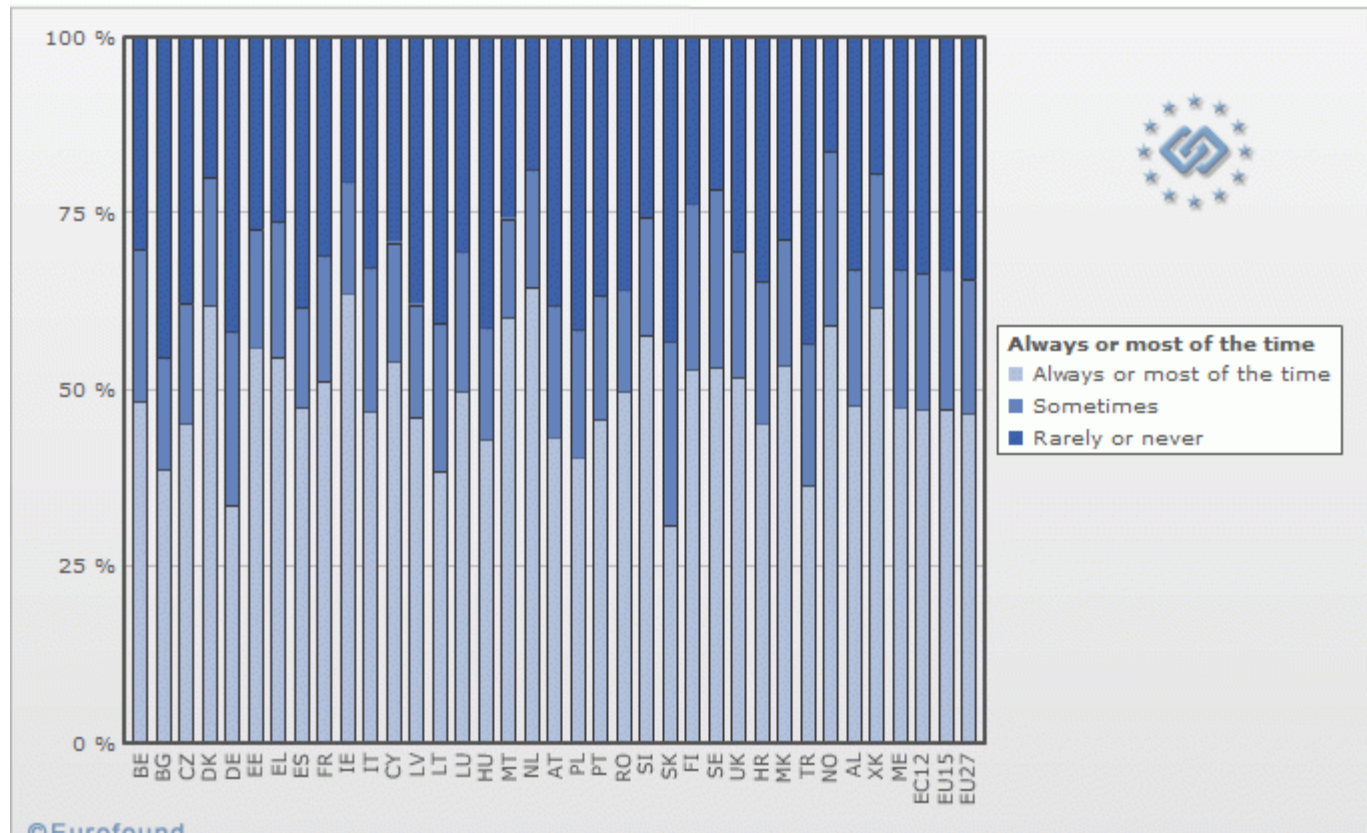
Can you influence decisions that are important for your work? EWCS 2010



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Involved in improvement work organisation or work processes? EWCS 2010



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European policy 1

- Workplace innovation missing dimension in Lisbon strategy and in strategy EU2020
- Because:
 - Regarded as a private matter for employers
 - Focus on individual workplaces
 - Focus on technological innovation
 - Focus on formal education
 - Confusion about concepts



European policy 2

Opportunities:

- Draft new integrated guidelines for the employment policies
- EESC Opinion on these guidelines: job quality, internal and external flexibility
- Flagship on innovation and Flagship on skills and jobs
- EESC own initiative opinion 'innovative workplaces'
- Forthcoming ESF policy next period
- Resolution EP on Innovation Union
- Social Innovation Europe (European Commission)
- 'Healthy and productive job' policies
- Project workplace innovation and OSH, EU OSHA
- Workplace innovation projects EUROFOUND

Conclusions

- European policy would help
- Choose definitions
- Develop policy for ‘social innovation of work and employment’ which includes ‘non-technological innovation’ and ‘workplace innovation’
- National programmes can be supportive
- Do not mix up workplace innovation with ‘OSH policy’ and/or the ‘decent work’ agenda (minimum requirements)
- Because of the interesting overlap of OSH and workplace innovation these policies can reinforce each other if they are purposefully combined

