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.

GRADIIVA 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

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

OSH

Work organisation $\rightarrow$ Job autonomy
HRM $\rightarrow$ Employability
Employment relationship $\rightarrow$ Involvement
Ergonomics $\rightarrow$ Comfort
Working times $\rightarrow$ Work-life-balance

Workplace innovation

Health

Wellbeing

Performance
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)

<table>
<thead>
<tr>
<th>Performance criterion</th>
<th>% change in performance last 2 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SMEs without working smarter</td>
</tr>
<tr>
<td>Company results</td>
<td>2</td>
</tr>
<tr>
<td>Company turnover</td>
<td>7</td>
</tr>
<tr>
<td>Productivity</td>
<td>5</td>
</tr>
<tr>
<td>Employment</td>
<td>6</td>
</tr>
</tbody>
</table>

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

Source: Ramstad, 2009
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
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
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’
October 2016

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

- 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

- Decision latitude
- Time staff
- Support supervisor colleagues
- Skills competences

Job demands
Psychological demands/decision latitude model

Source: Karasek, 1979; 1990
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.
Scenarios

Occupational safety and health in 2040

Workplace Innovation between Participation & Trust and Command & Control Regimes

Source: European Trade Union Institute, 2017
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: