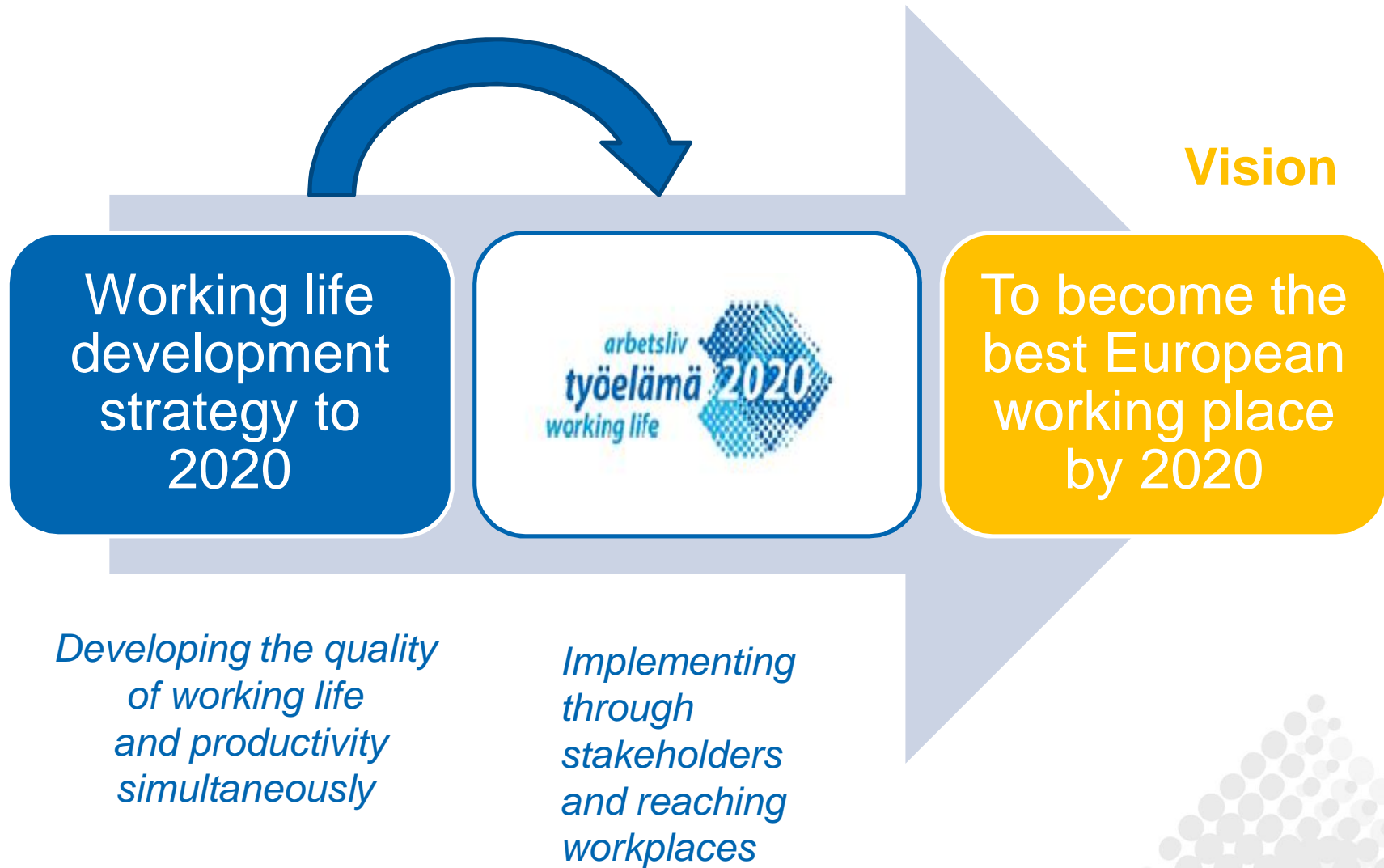




To become the best European working place by 2020

17.10.2014

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Ministry of Employment and the Economy, Finland



Programme of the Government 2011

Labour legislation and development of working life

- The MEE will set up a working group to prepare a strategy for the development of working life, which will be completed in early 2012.
- **The aim is to simultaneously improve the employment ratio, productivity of work, quality of working life, and wellbeing at work.**
- An extensive national cooperation project will be launched in public and private sector workplaces in order to implement the strategy. As part of the project, Tekes will commence a separate development programme for work organisations.

Why this “best working place” vision?

- To support Finnish people’s opportunities to continue working for longer. This compensates for the loss of Finland’s competitive position due to the weakening, disadvantageous dependency ratio.
- To attract work-related immigration, in order to alleviate the problems caused by the diminishing supply of labour and increase innovation.
- **To become a brand** that Finland will use to attract investments and that businesses can take advantage of when creating a positive corporate image globally.
- To create export opportunities for Finnish working life expertise and new Finnish export businesses in this area.

Broad stakeholder cooperation as a building block

- Finland has a long tradition in both bipartite cooperation, between labour market organizations, and tripartite cooperation between labour market organizations and public authorities in various policy areas.
- This has been realized in many publicly funded programmes to develop working life during the last 20 years.
- Generally speaking, all the main stakeholders in Finland share the unanimous view of the importance of high-quality working life for Finland's future success

Tradition of Workplace Development

- The first publicly funded programmes to develop productivity and the quality of working life in workplaces began in 1993 and 1996, with the launch of the **National Productivity Programme** and the **Finnish Workplace Development Programme TYKE**.
- Kansallinen ikäohjelma (1998-2002); Aging workforce
- Työssä jaksamisen -ohjelma (2000-2003) Wellbeing at work
- Veto-ohjelma (2003-2007)
- Noste-ohjelma (2003-2009) Education, Skills
- Kesto-ohjelma (2004-2007)
- Kaiku –programme, Wellbeing at work in public sector (2002-)
- ESF –funded programmes, PROTEK (2007- 2013)

Tradition of Workplace Development

TYKE funded 688 projects (1996 – 2002).

A continuation programme TYKES (2004–10) funded 1164 projects, covering 2265 enterprises and 3872 workplaces.

About 70% of TYKES-funded projects achieved improvements in

- work productivity,
- quality of products and operations,
- customer service and work flow.

More than 50% of the projects brought about improvements in different indicators concerning the quality of working life.

All projects were based on cooperation between management and labour in workplaces.

National innovation strategy 2008, broad-based innovation policy

- The strategy was based on the idea that the focus of innovation policy should be shifted increasingly to demand and user-driven innovations and the promotion of non-technological innovations.
- As part of the implementation of the new strategy, TYKES was transferred from the Ministry of Labour to Tekes, the Finnish Funding Agency for Technology and Innovation. This transfer signified an important milestone in Finland, because the Finnish innovation policy framework, though systematic, had previously been rather narrow one due to the fact that it mainly emphasized technical innovations, was science and research-based, and laid weight mainly on engineering and natural sciences alone.

Focus areas of Working Life 2020 Programme

- Internal (within workplaces) and external (customers and partners) cooperation.
 - Practices strengthening trust
 - Labour-management cooperation in good and bad times
- good cooperation practices in changing working life*

- Perception of development
 - Engagement of/and participation by personnel development programmes
 - Utilisation of new technology
- user- and employee-driven innovations at workplaces*



- Promotion of well-being at work
 - Management of workload and risks
 - Occupational health care
 - Development of the workplace community
 - Change management
 - Meaningfulness of work
 - Management and promotion of working capacity
- zero-accident performance through safety management*

- Competence development at workplaces
 - HR management
 - Cooperation between education and working life
- learning at work and at workplaces*

FINLAND'S WORK LIFE WILL BE THE BEST IN EUROPE IN 2020

Government Programme

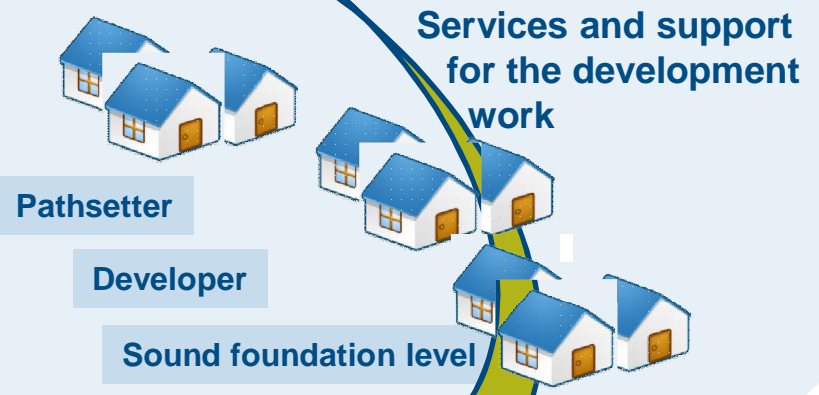
WORKING LIFE STRATEGY

IN THE WORKPLACE OF THE FUTURE

- The culture there provides support for innovation.
- New technology is utilized.
- New products, services and ways to act are collaboratively created.
- Activities are based on trust, mutual appreciation, openness and reciprocity.
- Changes are met with anticipation and in a controlled manner.
- Efforts are directed to make the work communities function smoothly.
- Customers are well served.
- Agile and welcoming attitude shown towards personnel needs.
- Top-class management.
- New employment is created.

• Productivity and working life quality are improved by integrating the key success factors in a balanced manner.

- Innovation and productivity
- Trust and cooperation
- Work wellbeing and health
- Competent workforce



Workplaces developing their activities from their own starting points



TRUST



COURAGE



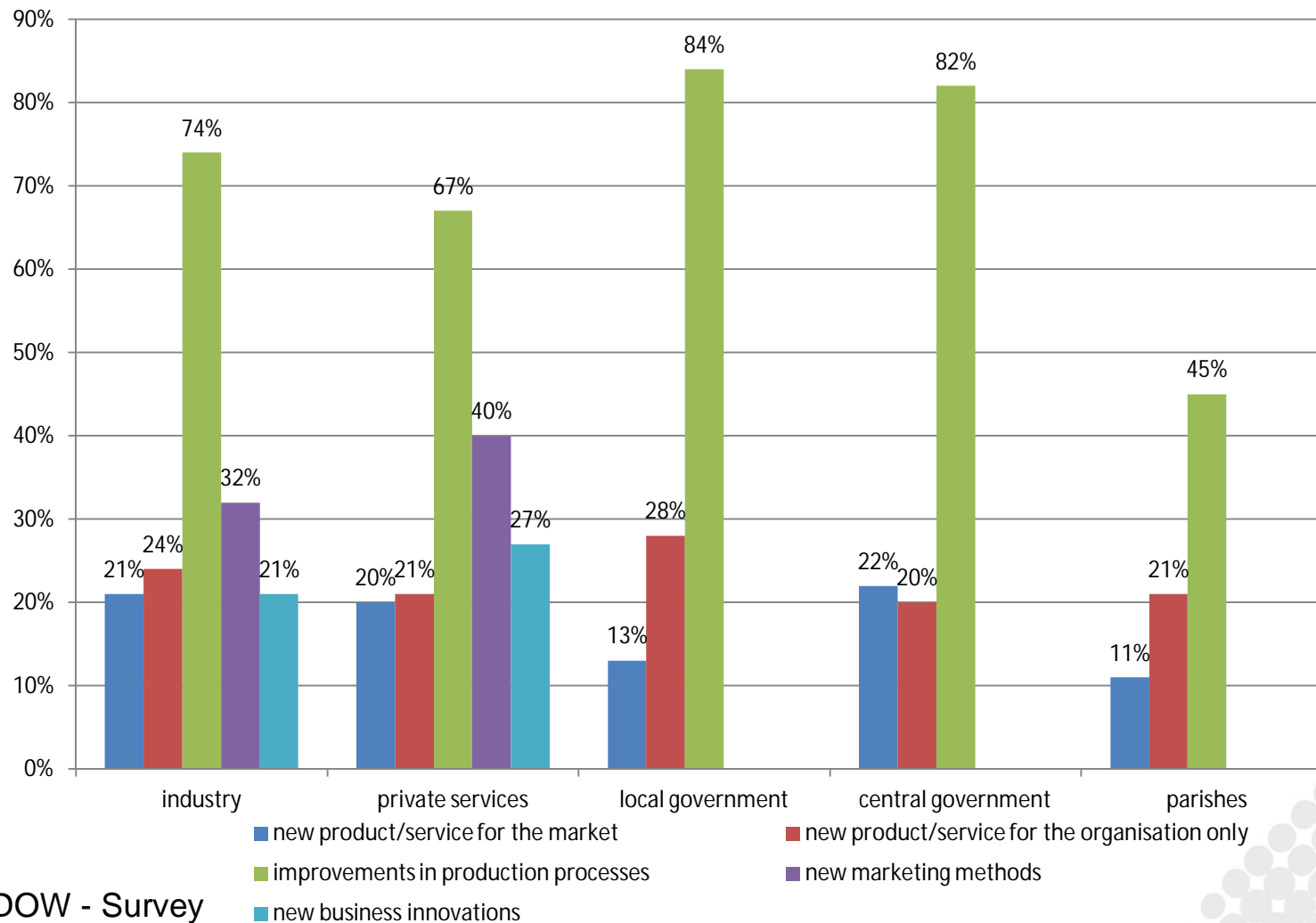
PERSISTENCE



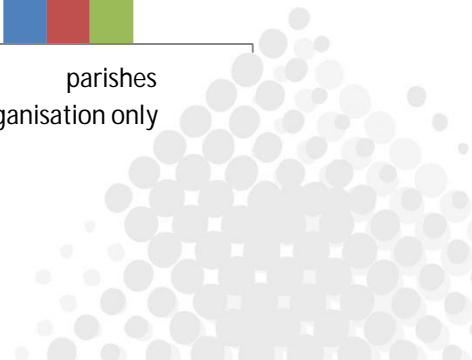
PURPOSE

The value base for Finnish working life

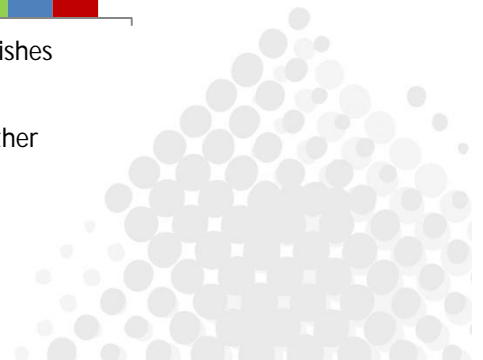
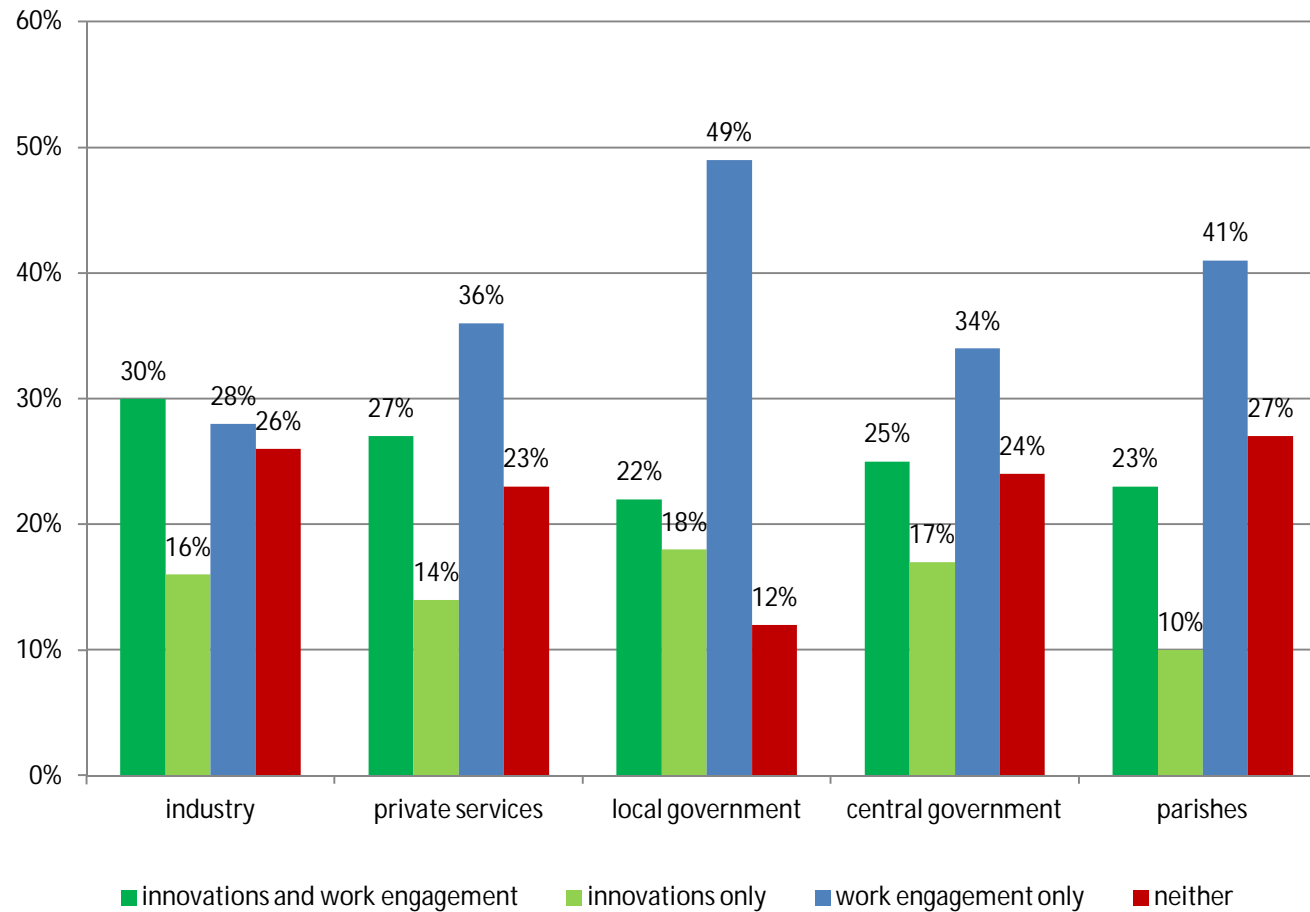
Innovations and renewals between 2010 and 2012 according to sector



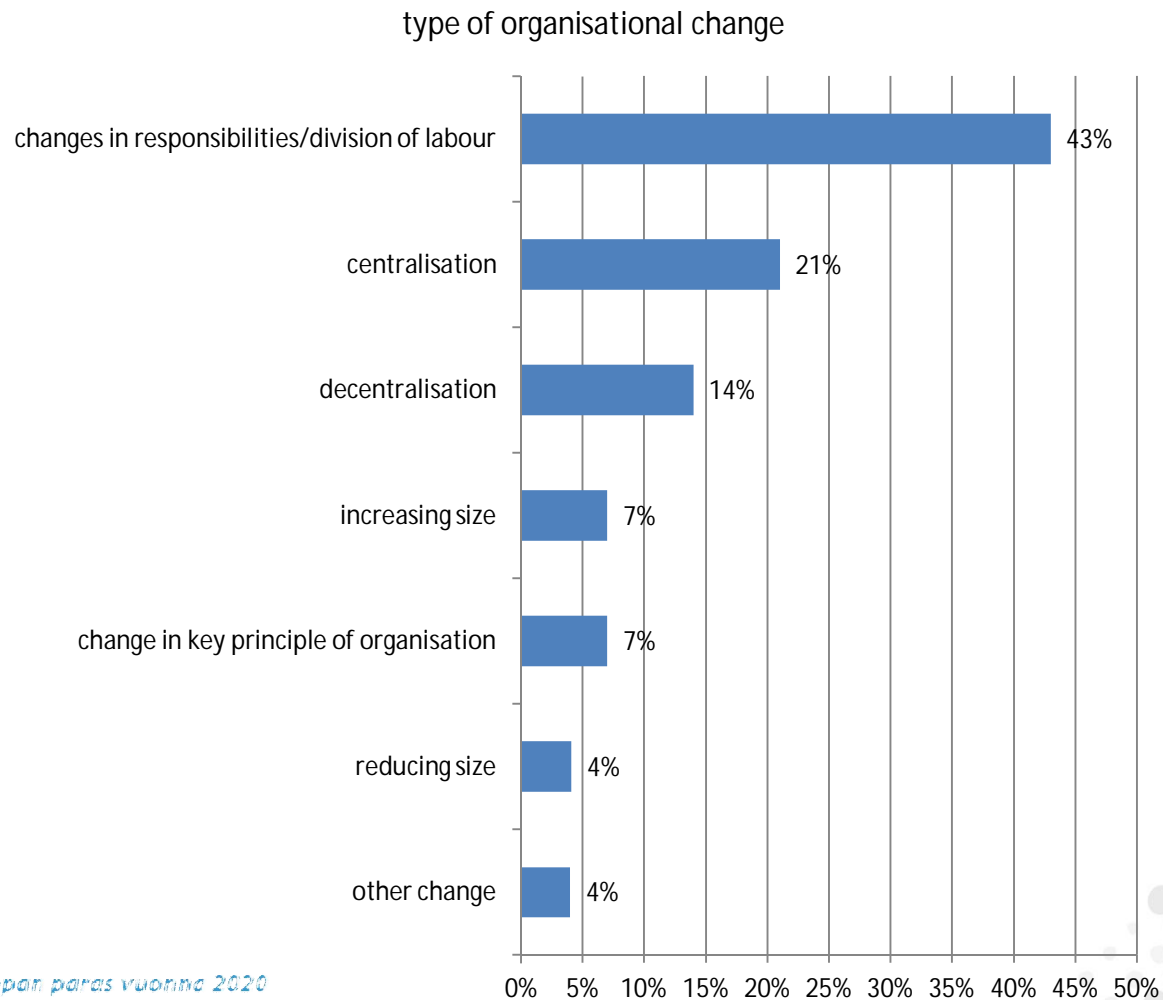
MEADOW - Survey



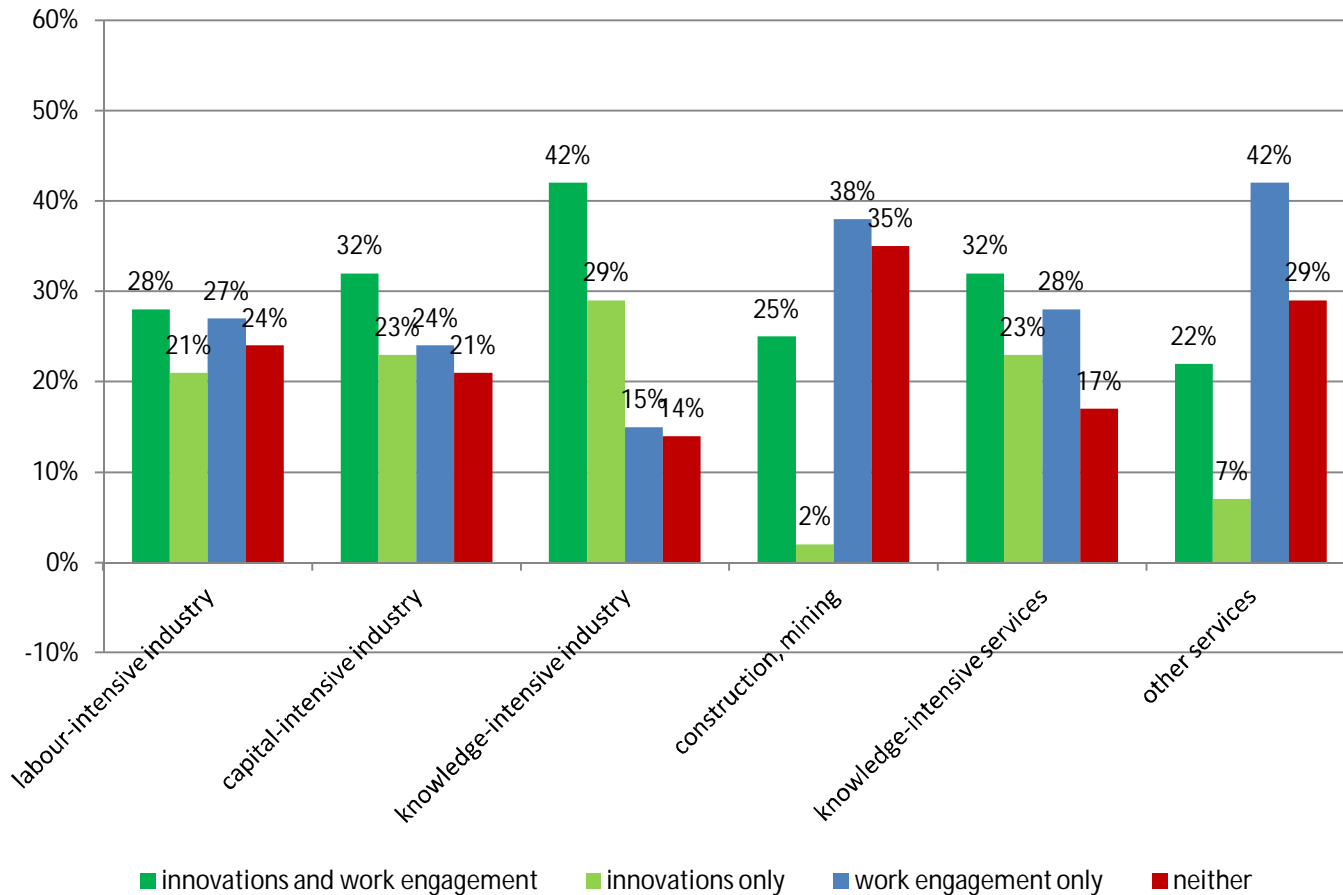
Innovative organisations according to sector (employer and employee interviews)



Type of organisational change in 2010 to 2012 (employer interviews)



Innovative organisations according to industrial branch of companies (employer and employee interviews)



Working Life 2020 Programme as an umbrella



To build common orientation for the development of working life

To create public discussion on working life issues in positive perspective

To generate discussion on future of work and changing operational environment; need for updating the mindset

To challenge and motivate workplaces for the organisational development, focus in the workplace level



Organization of the 2020 Working Life Programme

Advisory board

Chairpersons

Mr George Berner

Mr Henrik Ehrnrooth

Ms Anna-Kaisa Ikonen

Their duty is to act and influence as advisers to the management group in the implementation of the working life strategy

Management group

Chair

Mr Lauri Ihalainen

Minister of Employment and the Economy

Their duty is to ensure implementation of the working life strategy. Acts as the decision-making body.

Preparation group

Chair

Ms Margita Klemetti

Director of Working Life 2020 -project

Their duty is to plan the implementation of the working life strategy according to the decisions of the management group.

The network of actors

The programme's implementation paths

Working life actors

- To bring about broad-based strength and momentum for working life development

Cooperation networks

- To create permanent structures for cooperation

Development programmes

- To provide workplaces with new practices and tools based on knowledge of working life

Knowledge management

- To increase working life knowledge at workplaces and to promote employment

Communication

- To inspire and encourage working life development

Nearly 50 stakeholders at three levels

(in October 2014)

- **17 core actors**, i.e. ministries, central labour market organizations and certain related public or semi-public working life expert organizations who have committed to implementation of the programme through their signed cooperation agreement and key goals and actions.
- **20 other actors**, i.e. mainly NGOs who have committed to promote the success of the programme through their own actions (e.g. helping to reach workplaces).
- **13 partners**, i.e. a diverse group of organizations who want to be involved through their own mission or innovations.

Cooperation networks

Regional network

Contact persons for workplaces in working life-related issues in 15 governmental ELY centres



International network

Reps of 7 core actors who exchange information on innovative developments in working life between other countries and the programme

Science network

Reps of 29 research units in universities, research institutes and universities of applied sciences who convey information on working life research and new research needs to the programme

Unions network

Employers' associations and trade unions through their central organizations who are involved in joint development projects

Development programmes

Liideri

Liideri – Business, Productivity and Joy at Work programme (Tekes)

The objective is to help companies renew their operations through developing management and forms of working and actively utilising the skills and competencies of their personnel.



Leadership development network (Finnish Institute of Occupational Health FIOH & Ministry of Social Affairs and Health)

The objective is to identify, compile and distribute good management practices, to create quality standards for good management in the public sector, to improve age management and to develop the quality of and equal access to management training.



Forum for Well-being at Work (FIOH/STM)

The objective is to distribute information and good practices, to strengthen cooperation, to promote access to services and their visibility, to promote development work at workplaces and to disseminate information on well-being at work.

The Liideri programme (2012–18) in a nutshell

- The programme was prepared in close cooperation with researchers, developers, workplaces, labour market organisations and policy makers.
- Liideri is a Finnish twist of an English word “Leader”, referring here to a forerunner organisation.
- The formal name of the programme is “Liideri – Business, Productivity and Joy at Work”.
- Liideri is a programme for the development of business, in which companies renew their operations through developing management and forms of working and actively utilising skills and competencies of their personnel.
- This creates prerequisites for growth and sustainable competitive edge, improved productivity and joy at work.

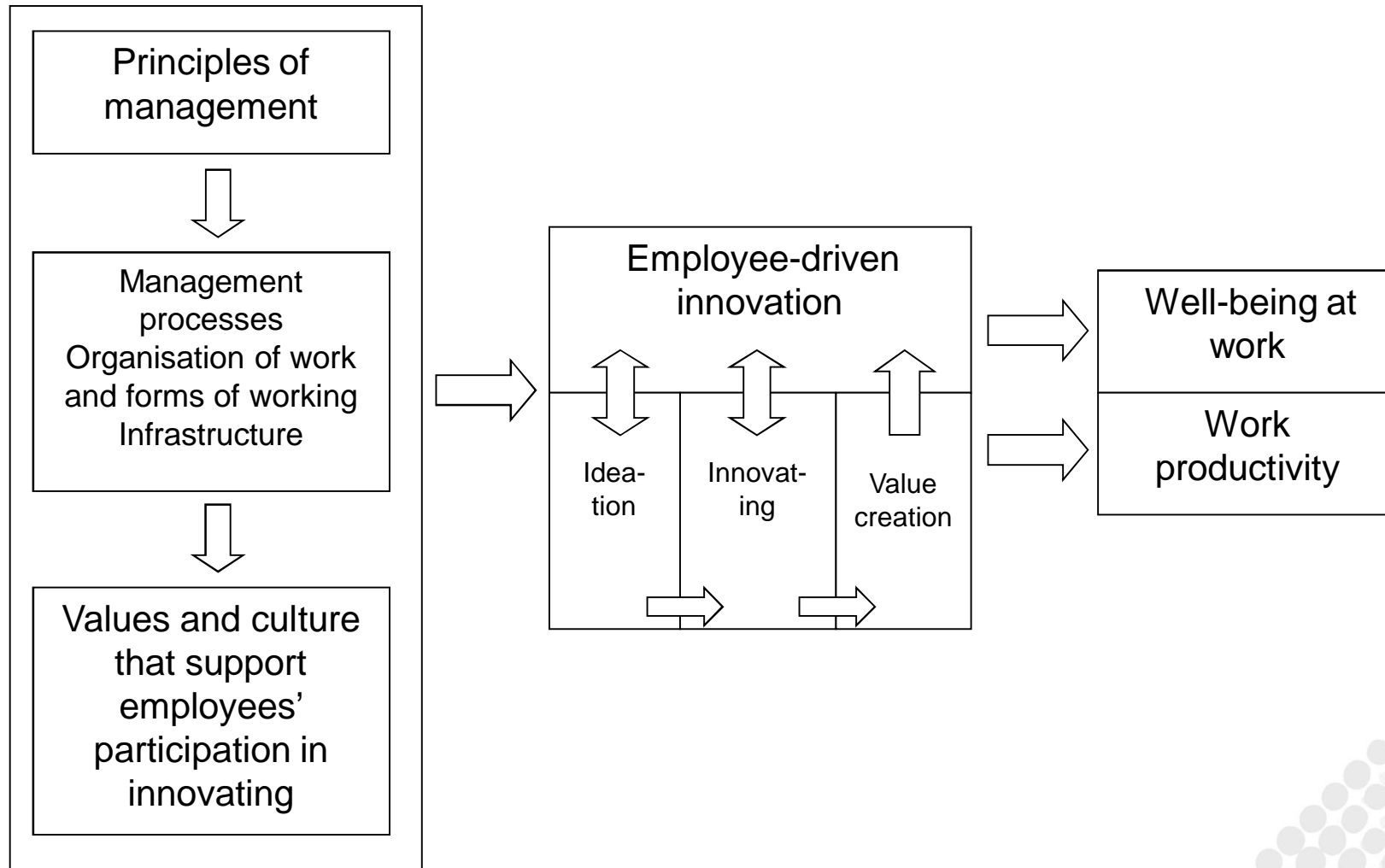
Three focus areas

- **Management 2.0** refers to management principles, processes and practices, which help an organisation to promote initiative, creativity and innovation potential of personnel, with a view to achieving competitive edge based on them.
- **Employee-driven innovation** refers to active and systematic participation of employees in ideation, innovating and renewing of products and services and ways of producing them, with a view to creating new solutions that add value to customers
- **New ways of working** refer to work, which transcend boundaries of time-honoured temporal, spatial and organisational patterns and forms of work OR which in some other recognised way embody principles of management 2.0.

Why is employee-driven innovation (EDI) an issue for Tekes?

- Innovations are becoming an increasingly important source of competitive edge to Finnish companies in the globalising economy.
- In the future, a growing number of innovations will be intangible and service-oriented.
- In generating innovations of this kind, knowing the wishes, expectations and needs of users and customers will become increasingly important.
- As a result, the group of innovation actors will grow and become more versatile.

Employee-driven innovation: framework



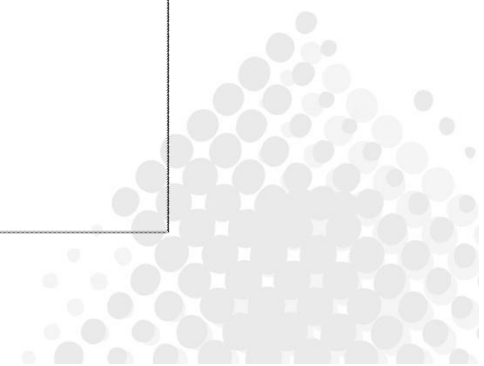
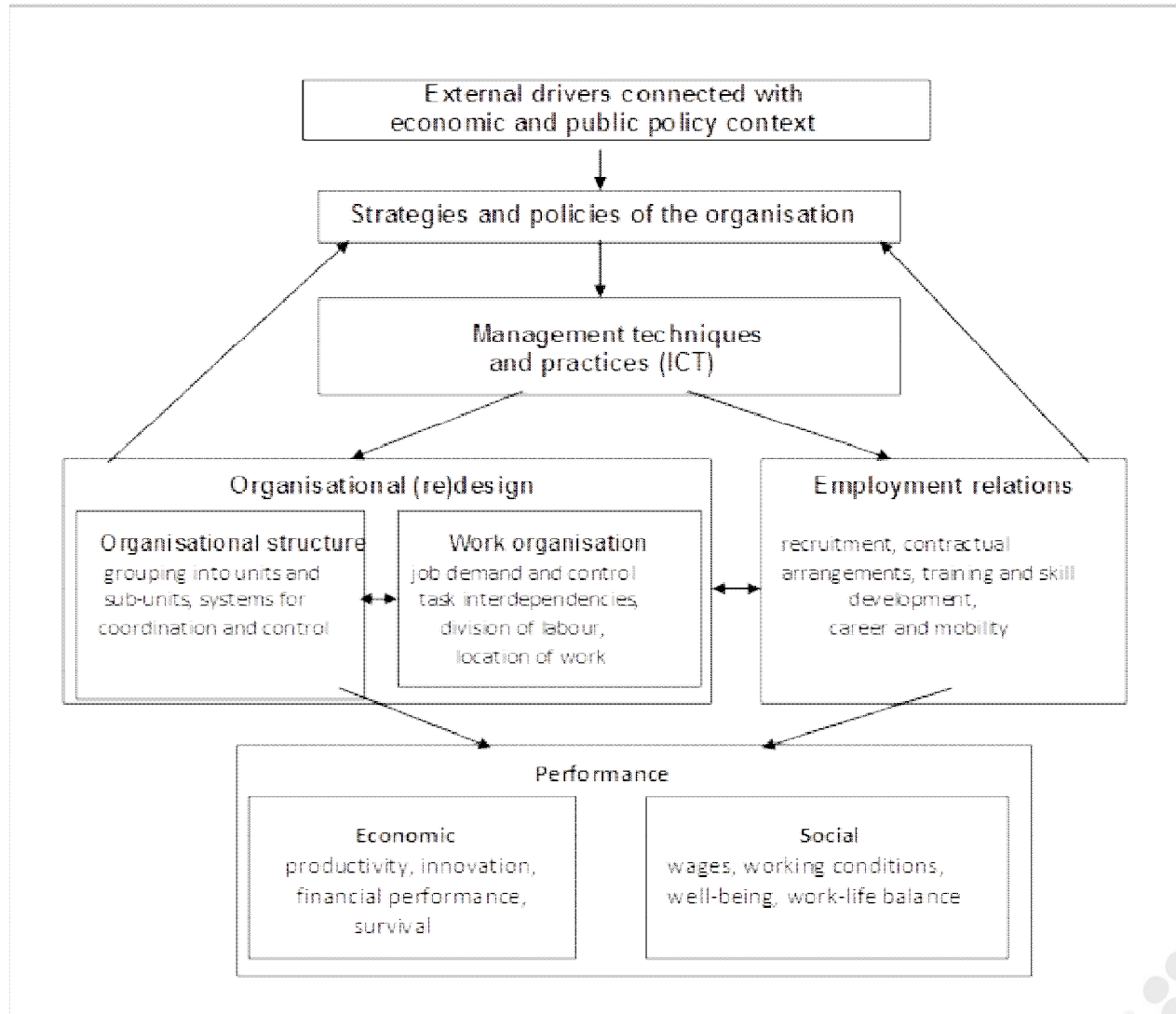
Increasing importance of employees' role in innovation owing to three reasons

- **The market will change at a faster pace:** Market changes will take place faster and they will become more difficult to predict. Being able to react to changes rapidly requires continuous feedback from customers and users. Employees working at the customer interface have an important role in producing this information.
- **The economy will become networked:** Due to networking and outsourcing, producing innovations will be increasingly spread out within the business field from big corporations to smaller businesses which do not have the same kind of specialised R&D personnel as larger companies. They have to innovate by encouraging their ordinary personnel to participate on a broad front.
- **The skills and competencies of employees will improve:** The general level of education and know-how of employees in industrial countries has improved and companies employ more and more people with the ability to see larger entities and participate in solving even complex problems. Many employees already perform knowledge-intensive work that essentially includes problem-solving.

Innovativeness in Finnish Workplaces Meadow survey

- The total number of interviews amounted to 1,711 (industrial companies 591, service companies 502, local government 315, central government 170 and parishes 133).
- Tekes has launched a research call (Sep-Oct 2014) "Further analysis of the MEADOW data" with an aim to contribute to the development of Tekes' proactive operation and innovation funding activities, to the development of the Tekes Liideri – Business, Productivity and Joy at Work programme and the Working Life 2020 project coordinated by the Ministry of Employment and the Economy.

The MEADOW framework



Subjects dealt with in the policy report

- How actively are companies generating innovations in Finland?
- Organisational change and reasons for it
- Changes in the work of personnel
- Personnel as developer
 - The role of employees in development
 - The role of teams in development
 - Regularity of employees' participation in development
- The importance of work engagement
- Innovative organisations in Finland
- Development areas and proposals



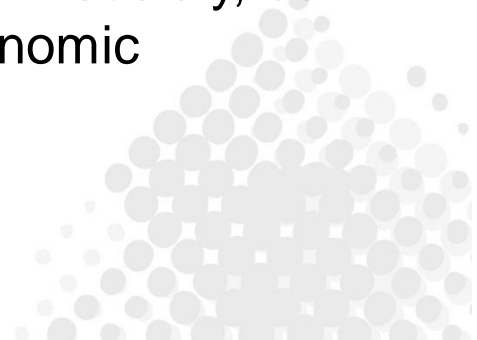
Ten development areas distinguished

1. Companies actively renew their processes and organisations, but do not invest sufficiently in product and service innovations and marketing innovations to support them.
2. Small-scale development is common in workplaces, but an increasing number of breakthrough innovations are needed alongside it.
3. Organisations are undergoing major changes, but there is still room for improvement in the areas of change management and expertise concerning changes.
4. Public-sector organisations exhibit plenty of work engagement, but it is not sufficiently channelled into innovativeness.
5. The significance of leadership is highlighted in the changing working life, but it should be increasingly shared.

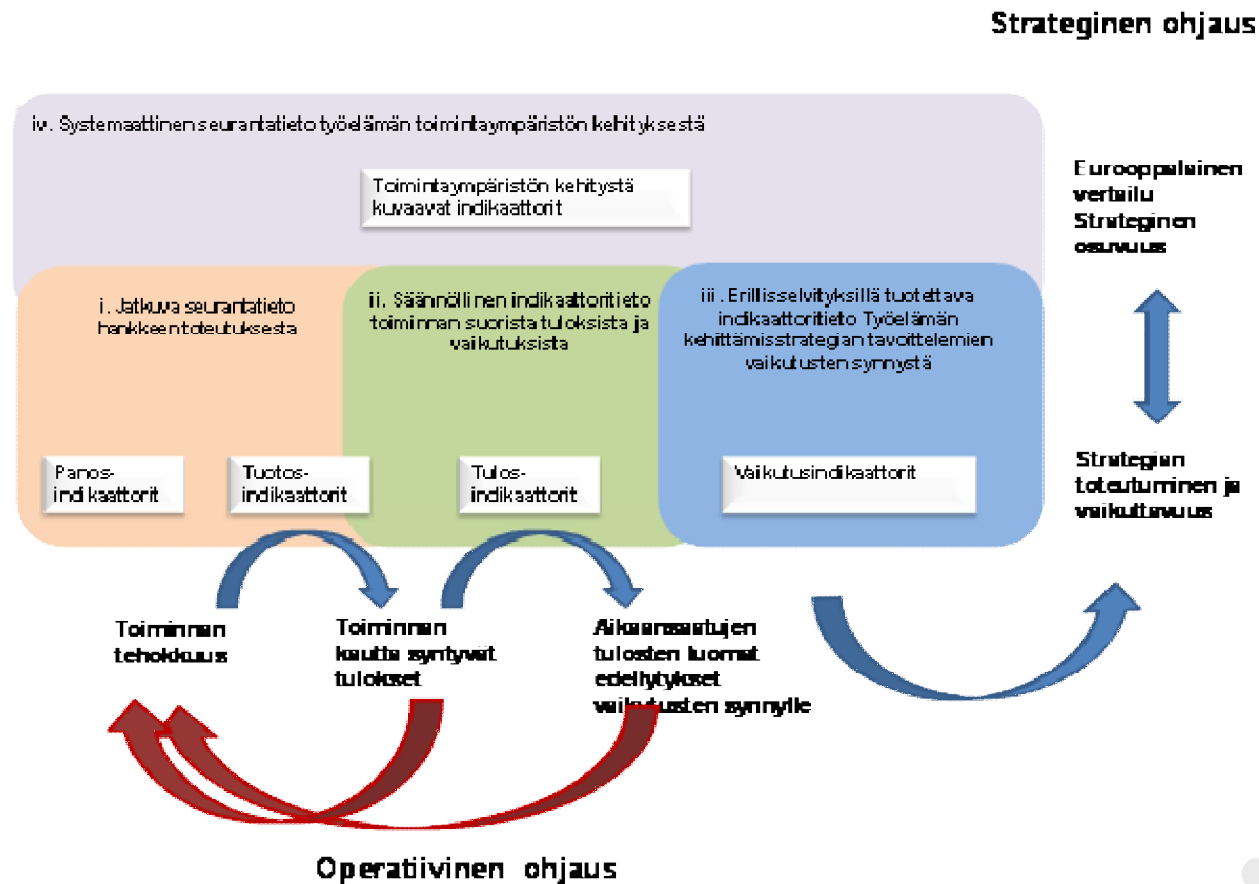


Ten development areas distinguished

6. The role of employees in the development of operations is recognised, but not yet in nearly all workplaces.
7. The digital transformation is here, but the different actors in society have been slow to wake up to this reality.
8. Finns have a good level of digital skills and competencies, but the utilisation of these skills and competencies by companies is less than effective.
9. In recent years, Finnish workplaces have undergone a large number of changes, but improvements in the quality of working life have not been sufficient.
10. Finns are committed to the values of the industrial work society, but these alone are not sufficient to renew industrial and economic structures.



Seurantajärjestelmän viitekehys



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