



NIJMEGEN SCHOOL OF MANAGEMENT

EU social partners. Training to support innovation 11-12-2020

'Skills to support innovation'

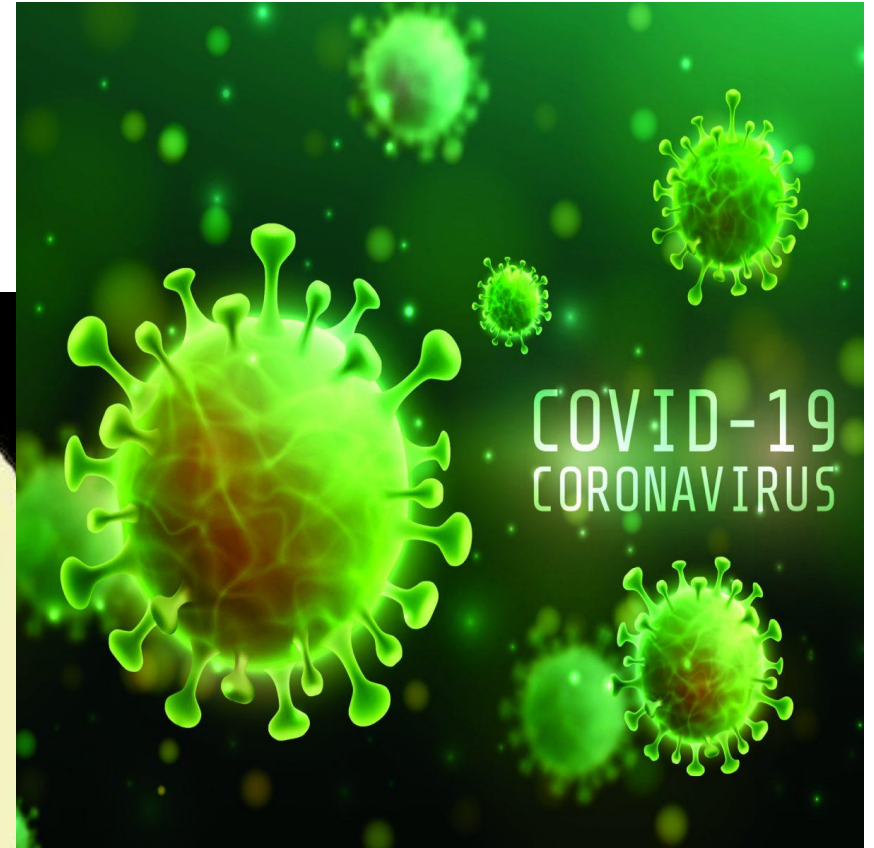
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Radboud University Nijmegen



High road or low road?





Comments on the debate on skills

- Underutilisation: 39% in 2014 (Cedefop 2018)
- 15 % of learning time is during courses, 85% is informal learning on the job (ROA 2018). Much attention for schools etc., too little attention for learning on the job
- Learning on the job requires work organisation that provides task autonomy, job complexity and direct employee participation (also called high job quality)
- Only 21st century organisations with a 'participation & trust' management regime can benefit from workers with 21st century skills
- Workplace innovation is as important as formal education, choosing the high road of investing in people.

Figure 2: Workplace well-being and establishment performance, by establishment type – job complexity and autonomy (z-scores)

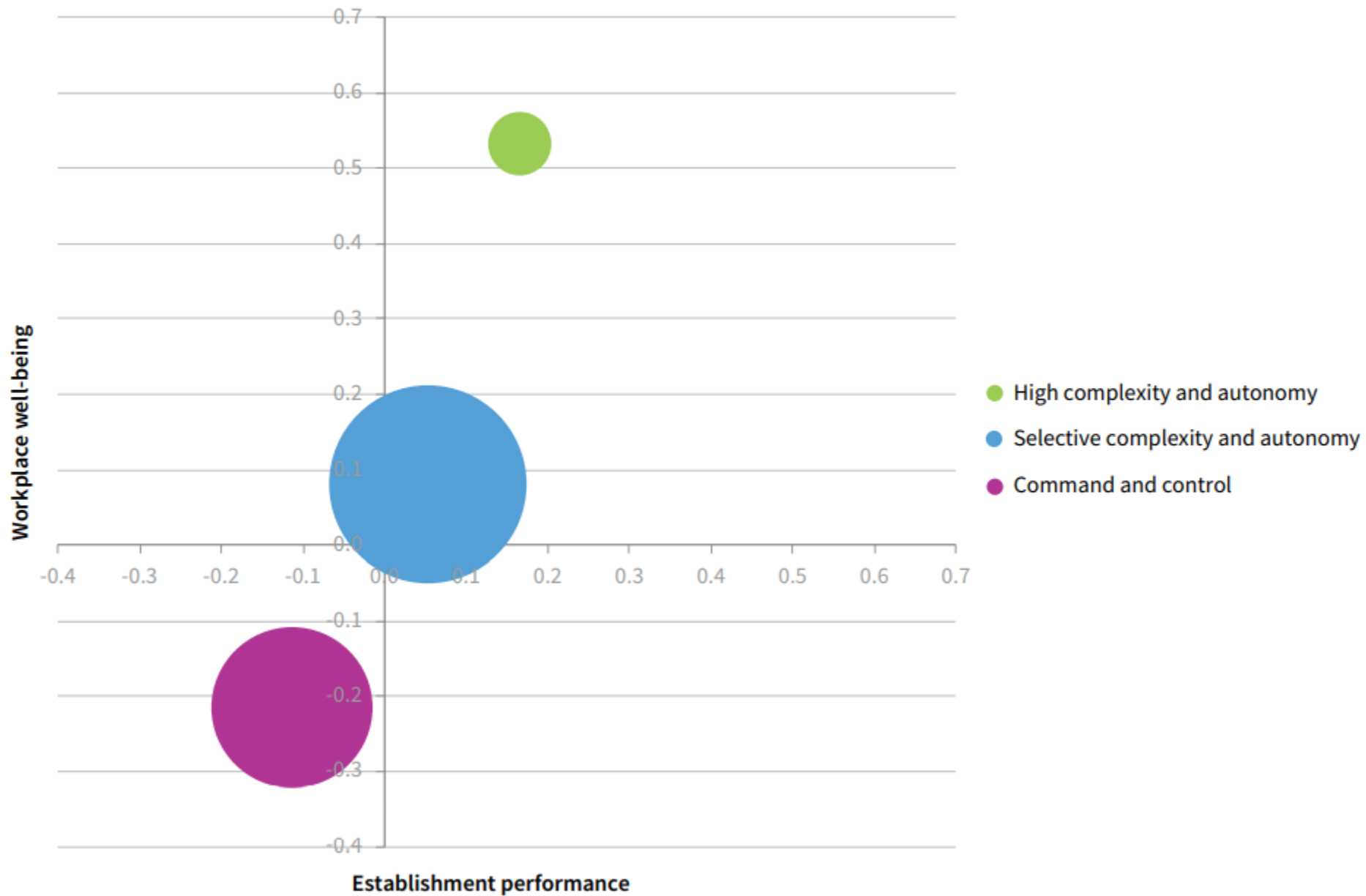
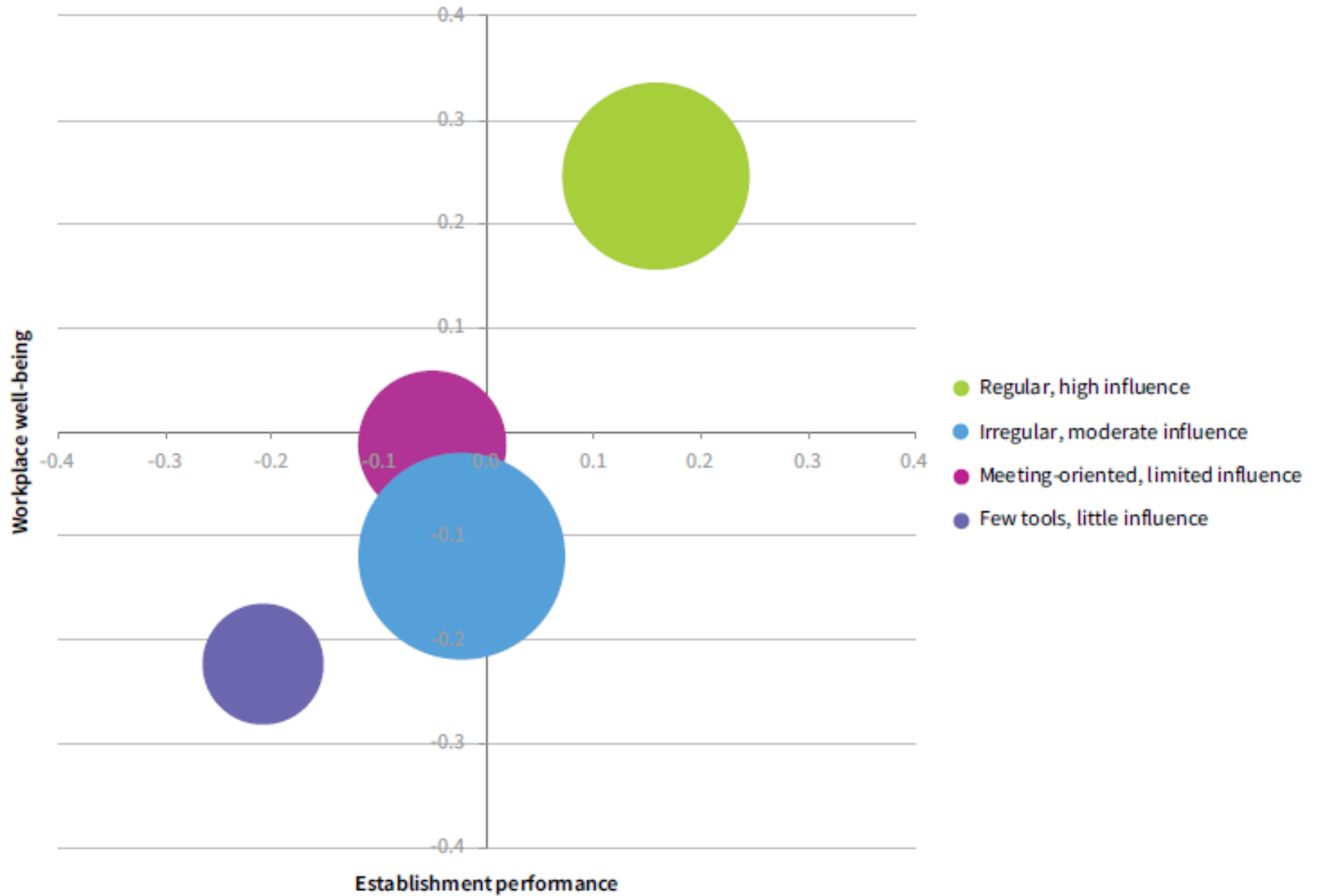


Figure 70: Workplace well-being and establishment performance, by establishment type – direct employee participation (z-scores)

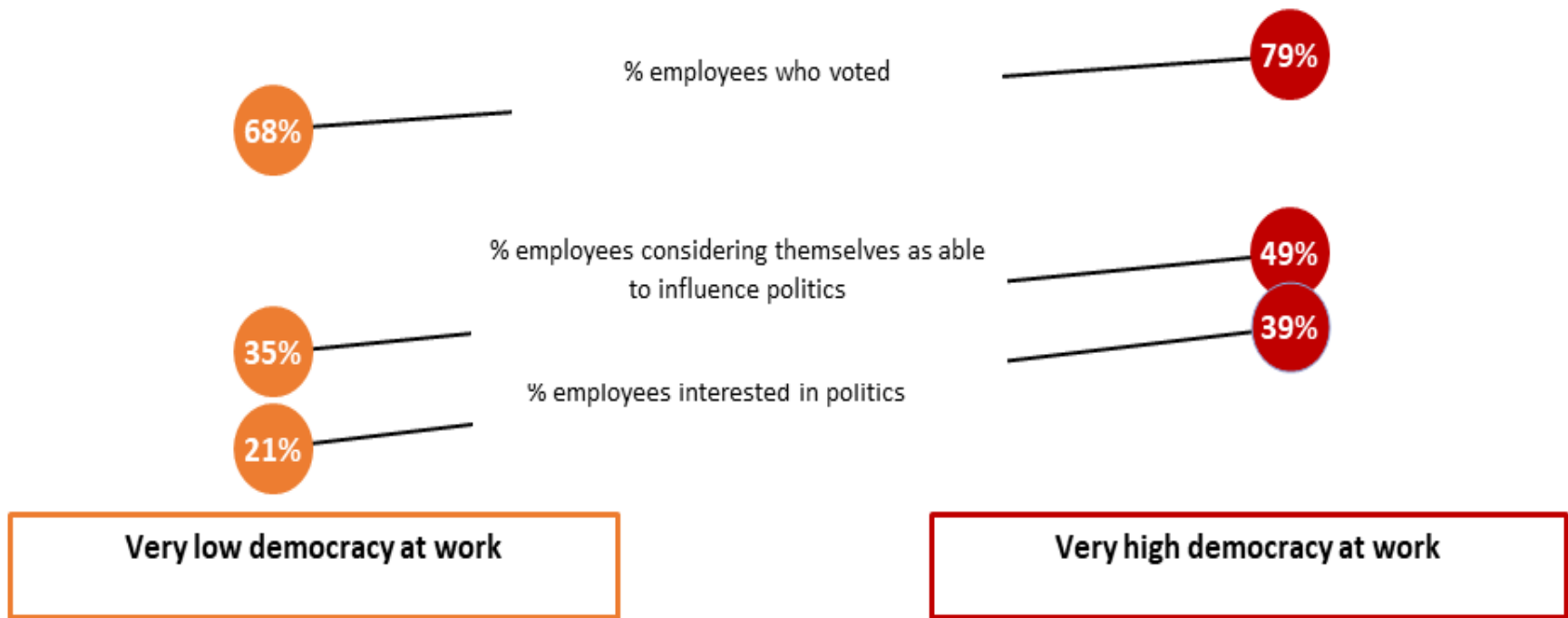


Source: ECS 2019 management questionnaire

Spill-over effect of job quality on politics

democracy at work: autonomy and organisational participation

Benchmarking working Europe 2019 (p. 72). **etui.**



Automation or repetitive work ?

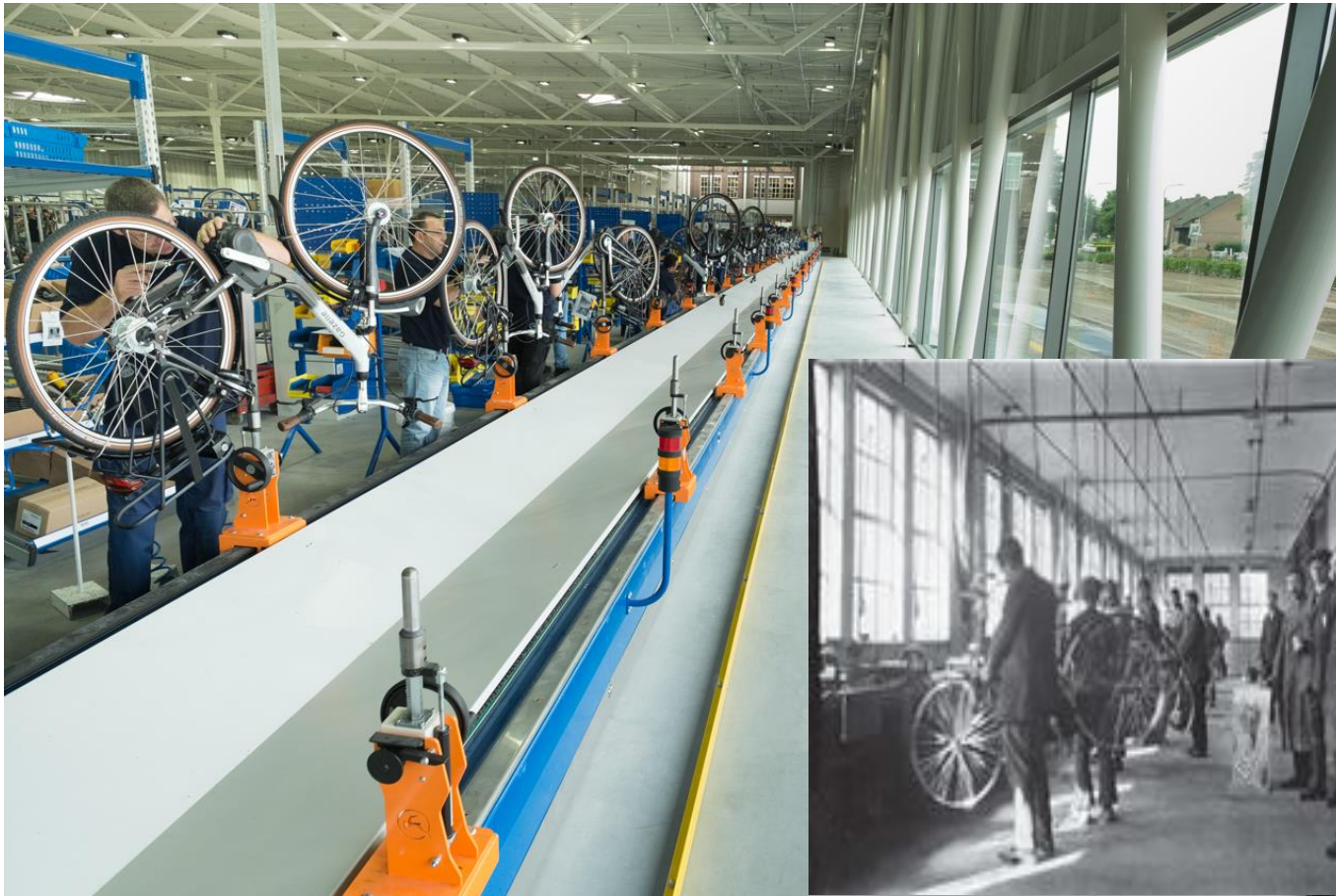


Vision picking DHL Bergen op Zoom, NL, productivity and intensification





Gazelle (NL): Repetitive work, 90 sec, 2015, 1925





KOGA (NL): Manufacturing the whole bicycle





- EESC:
 - 2011 opinion innovative workplaces
 - 2019 opinion social dialogue for innovation
- SER:
 - 2006 social innovation
 - 2016 en 2019 man and technology
 - 2020 minister's request for advise social innovation



Agreement European social partners

- June 2020. cross-sectoral social partners (Business Europe, SMEUnited, CEEP and the ETUC) public and private sectors and all economic activities



It covers the following issues:

- Digital skills and securing employment
- Modalities of connecting and disconnecting
- AI and guaranteeing the human in control principle
- Respect of human dignity and surveillance



Sector approaches Netherlands

- Roadmap social innovation logistics
- Construction industry
 - Employers: social innovation and chain management
 - FNV: job quality and social innovation award
- Technical installation sector: examples social innovation
- Collective agreement metal: only intentions
- Education, some schools
- Health care: innovative work organisation, teams
- Ministries: inspiration document 'work and technology'
- Etc.
- But no programmes, except for logistics



4:0 für uns – die neue Arbeitswelt



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





Solvay global agreement on digitalisation, 2020

- Includes agreement on training and competence development
- For all significant projects, a 'technology assessment' must be carried out in the preparatory phase
- CEO Ilham Kadri
- EWC and Global Forum Albert Krufft



Developing and benefitting from 21st century skills requires 21st century organisations



WORKPLACE INNOVATION EUROPE



<http://www.workplaceinnovation.eu/>

information and tools

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EUWIN