Work organisation and innovation

Annexes

Annex 1: Summary of some major public policy initiatives related to innovations in HPWPs

Annex 2: Interview guides

Annex 1: Summary of some major public policy initiatives related to innovations in HPWPs

Name of initiative	Research Programme on The Future of Work and Well-being
Sponsor (s)	The funding agencies of the programme are the Academy of Finland, the Ministry of Education and The Finnish Work Environment Fund.
Country involved	Finland
Nature of initiative	Problem-driven basic research
Purpose	The traditional model of employment and welfare is under pressure from a number of changes. Increased structural unemployment and fixed-term employment, increasing job demands, the reorganisation of social care services and expectations of equal participation by men and women in both wage employment and in the care of children and other family members all have an impact on reconciling work and welfare, among others, are putting today's welfare and health policies under mounting pressure. All these trends in development in work and welfare pose a significant challenge for research. According to several preparatory reviews there is extensive research into questions of work, welfare and well-being in many different disciplines today. However, the challenge involves transcending the boundaries between research in the humanities, social sciences, economics, psychology and health areas, and strengthening multidisciplinary research into work and well-being. The objective of the programme is to reinforce interdisciplinarity and focus research on new problem areas. (Source: Programme Memorandum)
Scope of activity	The programme consists of five larger consortia projects and 14 smaller projects carried out by a single research group. The research challenge involves transcending the boundaries between research in the humanities, social sciences, economics, psychology and health, as well as strengthening interdisciplinary research into work and well-being. Basic research with a strong potential for applications (policy guidance, health policy). Implementation includes: • steering committee prepares, manages, supervises and evaluates the programme; • research groups do research; • joint seminars, workshops and so on; • international cooperation, mobility; • public visibility: to activate public discussions on work and well-being; • final evaluation.
Level of (any) funding and sources	€9.1 million
Any follow on/sustained activity	Not yet
Numbers of participants (organisations and employees affected)	Unknown. Consists of higher education centres/research units, and non-profit research organisations.
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	None yet
Published reports or evaluations	According to ERA_WATCH: As the programme started in 2008, no evidence of programme results is yet available.

Name of initiative	The improvement of human resources in enterprises
Sponsor (s)	EU and Ministry of Finance
Country involved	Lithuania
Nature of initiative	Project
Purpose	The initiative 'Improvement of human resources in enterprises' aims to improve the qualifications of the employers and managers of the enterprises, and increase their abilities to adapt to the enterprises needs and labour market changes. The list of sectors that will be given a priority in providing assistance can be approved by the Decision of the Government of the Republic of Lithuania. It is planned to support special initiatives aimed at training workers at micro and small enterprises and to promote training of low-skilled and older workers.

Name of initiative	The improvement of human resources in enterprises
Scope of activity	The actions of support are: training and improvement of qualifications (that is, education activities that led to the acquisition of new formal qualifications); improvement of skills and abilities; the development of individual plans for the qualification development, related to the training course implemented in the enterprise; the development of modern personnel management systems; implementation of new forms of work organisation, including flexible time, part time and the like; and sectorial studies on the demand of qualifications. In order to ensure effectiveness of assistance, systematic investment that can prove its long-term continuity will be supported (that is, investment that is clearly connected with the plans of business development and personnel of the enterprise). Priority will be given to the training programmes that form the basis of sectors, and the initiatives of industrial and business associations aimed at promoting development of human resources and quality changes in the whole sector.
Level of (any) funding and sources	€126,666,666 €95 million will be provided from the EU funds; the remaining funds will be attracted from the private and other legal entities.
Any follow on/sustained activity	Not yet (programme completion date is 2013)
Numbers of participants (organisations and employees affected)	Unknown
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	The following result criteria were selected ex ante for the implementation (quantitative indicator for the end of period 2015): • application of acquired knowledge, skills in workplace six months after training – 75% (based on surveys, evaluation) • number of participants who completed training successfully (certificates of acquired qualification or courses of informal training) – 180,000 (reports of projects); • proportion of companies that organise in-service training – 60%; • number of people who participated in training – 200,000; • proportion of those who participated in training who raised professional qualifications, specific professional knowledge and skills – 120,000.
Published reports or evaluations	Not yet

Name of initiative	INNOFLEX
Sponsor (s)	Centre Européen de Ressources sur les Reconversions et les Mutations (CERRM) and Social Science and Humanities programme (EU)
Country involved	Denmark, France, Italy, Netherlands, Spain, Sweden, UK
Nature of initiative	Project
Purpose	INNOFLEX believes that companies can enhance competitiveness through improvements in the quality of working life. Its overall objective was to identify the conditions under which convergence can be achieved between quality of life and business competitiveness through the design and implementation of new forms of work organisation, and to identify how public policymakers, social partners and research-based institutions can reproduce these conditions.
Scope of activity	It organised learning visits by selecting three employers from Denmark, Sweden and the UK. Each formed an investigative team comprising three people from management and three from the workforce. Their brief was to identify workplace practices in each company that enable employees to make full use of their skills and creative potential, and so contribute to organisational agility and innovation. These companies visited each other's facilities, examining job and organisational development. Each time, the visiting team presented its findings to the host company, prompting dialogue and further exchange of experiences. INNOFLEX also tested a new method for reporting and discussing work organisation by using digital technology (the 'Digital Photo Safari'). In addition, it organised what it called case-based dialogue workshops in which a selected employer presented their company and participants then compared, discussed and built visions. The European Hospital Workshop, hosted by Nottingham City Hospital NHS Trust in 2001, was the first of such workshops. Two Car Network Workshops followed. Audi hosted the first one in 2002 and SEAT the second in 2003. Finally, each country set up learning networks to exchange knowledge and experience on organisational innovation. They launched them in specially designed national dialogue conferences. The networks brought together large companies, SMEs, business support organisations and public policymakers.
Level of (any) funding and sources	European Commission contribution €906,000

Name of initiative	INNOFLEX
Any follow on/sustained activity	No
Numbers of participants (organisations and employees affected)	A consortium of 11 European institutes including seven countries
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	INNOFLEX found that workplace innovation is intimately related to the company's external environment – the semi-public infrastructure of institutions, networks and other resources which provide it with opportunities to access knowledge, exchange experience and share resources. Identified major constraints to the modernisation of work organisation included: • Limited awareness of new ways of organising work and the potential benefits in terms of adaptability, innovation and competitiveness. Many business-support organisations lack this expertise and knowledge. • Poor access to evidence-based approaches to change. Although there are numerous 'products' available such as 'off-the-shelf cookbooks', managers complain that it is difficult to access hard evidence of successful approaches or gain a clear analysis of the different approaches they can use. 'Innovation decay' is often the consequence of poor preparation and/or the uncritical adoption of a formula approach to change without sufficient workforce involvement, dialogue, experimentation and organisational learning. • The distance between research and practice exacerbates the knowledge gap. Academic knowledge can offer real insight but much of this knowledge is not translated into practical and usable tools. • Many European managers and employees have few opportunities for shared learning with their peers in other organisations. Business support organisations and consultants typically operate on a 'casework' basis, treating each client separately. INNOFLEX concluded there is an overall failure in Europe to build an effective knowledge landscape for enterprises seeking evidence-based approaches to change. Public intervention needs to work at different levels: • change in the individual workplace; • inter-company learning; • enhancement of infrastructure at EU and national level. It called on governments and the EU to build networks facilitating inter-organisational learning and provide an environment abundant in learning resources, giving companies and their employees the knowledge base to stimulate innovation, creating collective solutions to common problems.
Published reports or evaluations	Yes: CEERM (2003), *Innovative firm's performances and internal/external workforce flexibility and personal/social consequences (INNOFLEX) Final Report*, CERRM, Longwy, France.

Name of initiative	Skills for innovation and research
Sponsor (s)	OECD
Country involved	n/a
Nature of initiative	Research
Purpose	To explore the wide range of skills needed for innovative activity, including technical and 'soft' skills as well as the capability to learn.
Scope of activity	The study presents data and evidence on OECD member countries' stock of skills and analyses the relationship between skill inputs and innovation outputs. It investigates the policy issues of skill supply, education, workplace training and work organisation. The report highlights the importance of enabling people to acquire the appropriate skills which then must be optimised in work.
Level of (any) funding and sources	n/a
Any follow on/sustained activity	No
Numbers of participants (organisations and employees affected)	n/a
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	OECD states that 'soft' skills like communication and teamwork may gain importance as the demand for knowledge sharing and learning increases. Globalisation may also increase the need for adaptability, and the ability to work in multidisciplinary teams and to collaborate across companies and countries. Furthermore, growing awareness for environmental concerns and sustainability issues will have an impact on the set of skills needed for innovation and research. Nevertheless, 'traditional' technical skills will not lose their important role in many types of work. OECD strongly recommends lifelong learning; people should make efforts to upgrade their skills throughout their adult lives. Training at work should play a key role as it builds work-related competencies and helps workers cope with change. It also contributes to the technological capabilities of companies and is positively related to innovation. According to OECD data, appearance of training varies widely across countries, which raises the question of whether enough training is provided and taken up by employees.
Published reports or evaluations	Yes: OECD (2011), *Skills for innovation and research*, OECD Publishing, Paris.

Name of initiative	Workforce skills and innovation
Sponsor (s)	OECD
Country involved	n/a
Nature of initiative	Research
Purpose	The paper provides an account of the main approaches, debates and evidence in the literature on the role of workforce skills in the innovation process in developed economies. It draws on multiple sources including the innovation studies discipline, neoclassical human capital theory, institutionalist labour market studies and the work organisation discipline. Extensive use is also made of official survey data to describe and quantify the diversity of skills and occupations involved in specific types of innovation activities.
Scope of activity	The principal debates within the literature are outlined and evaluated. These debates centre on: • the definition of 'skill'; • the idea of generic 'skills for innovation'; • the contribution of skills supply in promoting innovation; • the apparent paradox of simultaneous skill shortages and 'over-qualification' in the workforce; • the notion of 'high or low-skill equilibrium'; • how industry and training systems balance the demands for workers to acquire company-specific skills of immediate value in the market against more general skills and knowledge that may be relevant to a broader range of firms and technologies over a working life; • the role of different work organisation systems in promoting and utilising workforce skills; • whether technical change is fundamentally biased towards demanding higher level workforce skills.
Level of (any) funding and sources	n/a
Any follow on/sustained activity	No
Numbers of participants (organisations and employees affected)	n/a
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	The paper identifies a number of major findings in the literature. First, the predominant form of innovation in companies is incremental, and this points to the central role of the broader workforce in the generation, adaptation and diffusion of technical and organisational change. Second, achieving high academic standards within a country for the largest proportion of school students not only supports high participation in post-school education and training, but creates a workforce with greater potential to engage productively with innovation. Third, the extent to which a company's workforce actively engages in innovation is strongly determined by particular work organisation practices. Finally, there are large differences across advanced nations in workforce skill formation systems, especially for vocational skills. Such differences result in large disparities across nations in the share of their workforce with formal vocational qualifications, and in the level of these qualifications. The resulting differences in the quantity and quality of workforce skills are a major factor in determining the observed patterns of innovation and key aspects of economic performance.
Published reports or evaluations	Yes: Toner, P. (2011), *Workforce skills and innovation: An overview of major themes in the literature*, OECD Education Working Papers No. 55, OECD Publishing, Paris.

Name of initiative	Innovative workplaces: Making better use of skills within organisations
Sponsor (s)	OECD
Country involved	n/a
Nature of initiative	Research
Purpose	Innovation is widely recognised as an important engine of growth. The underlying approach to innovation has been changing, shifting away from models largely focused on research and development (R&D) in knowledge-based globalised economies and giving more emphasis to other major sources of the innovation process. Understanding how organisations build up resources for innovation has thus become a crucial challenge to find new ways of supporting innovation in all areas of activity. This report supports and contributes to this widened approach to innovation analysis and policy by showing the importance of work organisation, interactions within organisations, as well as individual and organisational learning and training for innovation. The analytical tools and empirical results it provides are designed to open the black box of what a learning organisation is, that is, a work organisation supporting innovation through the use of employee autonomy and discretion, supported by learning and training opportunities.

Name of initiative	Innovative workplaces: Making better use of skills within organisations
Scope of activity	This report begins with a survey of the literature on learning organisations in order to provide greater definitional clarity. Although the literature is highly disparate and there is nothing like a unified definition or concept of the learning organisation that has been developed and empirically tested in a cumulative manner, some common definitional ground has been identified. A key feature of the literature is that much of it is normative and concerned with the promotion of management tools that are designed to improve the learning capabilities of an organisation and its members.
Level of (any) funding and sources	n/a
Any follow on/sustained activity	n/a
Numbers of participants (organisations and employees affected)	n/a
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	The results show first that while a large share of European workers have access to work settings that draw on their discretionary capacity for learning and problem-solving, there are important variations in the spread of learning forms of work organisation across EU Member States, with the percentage of salaried employees involved in 2005 ranging from a high of over 65% in Sweden to a low of about 20% in Spain and Bulgaria. Moreover, in the nations where work is organised to support high levels of employee discretion in solving complex problems, the evidence shows that companies tend to be more active in terms of innovations developed through their own in-house creative efforts. In countries where learning and problem-solving on the job are constrained, and little discretion is left to the employee, companies tend to engage in a supplier-dominated innovation strategy._x000D_ _x000D_ Second, the results show that in many European nations, and for the EU15 on average, there has been a slight downward trend over 1995–2005 in the percentage of employees having access to work settings characterised by high levels of learning, complexity and discretion. When structural factors are taken into account in a multilevel model involving an individual level and a country level, this decreasing trend in work complexity grows in size and significance. This result is surprising given the emphasis placed in the EU on policies for constructing knowledge-based economies, and notably on those designed to increase the level of R&D expenditure, to augment the supply of persons in the labour market with tertiary science and technology degrees, and to promote the wide diffusion of information and communication technology (ICT).
Published reports or evaluations	Yes: OECD (2010), Innovative workplaces: Making better use of skills within organisations, OECD Publishing, Paris.

Name of initiative	New sources of growth: Intangible assets
Sponsor (s)	OECD
Country involved	n/a
Nature of initiative	Project
Purpose	In many OECD countries, investment in intangible assets is growing rapidly. In some cases this investment matches or exceeds investment in traditional capital such as machinery, equipment and buildings. Intensified global competition, ICTs, new business models and the growing importance of the services sector have all amplified the importance of intangible assets to companies, industries and national economies. The global economic crisis has placed a new focus on how policies might help the accumulation of intangible assets and provide new sources of growth. Concerns also exist that the crisis might undermine the financing of investment in intangible assets. And in many emerging economies policymakers are seeking to develop the intangible assets necessary for success in high value-added activities. This project seeks to:_x000D_ _x000D_ • provide structured evidence of the economic value of intangible assets as a new source of growth;_x000D_ _x000D_ • assess the link between intangible assets and economic crisis;_x000D_ _x000D_ • improve the understanding of current and emerging challenges for policy._x000D_ _x000D_ The project will be of direct value for OECD policymakers where there is a growing interest in intangible assets. In corporate and national accounts, efforts are underway to treat spending on R&D and software as investments. Many non-member economies also recognise the importance of knowledge networks and markets, and the need to harness their benefits.
Scope of activity	The project began at the start of 2011 and is set to conclude at the end of 2012. It will build on work being carried out across the OECD in eight committees. The precise scope of work – the specific papers, outputs and activities to be prepared – is being assessed by the Directorate for Science, Technology and Industry (as lead), the Economics Directorate, the Centre for Tax Policy and Administration, the Directorate for Financial and Enterprise Affairs and the Statistics Directorate.
Level of (any) funding and sources	Unknown

Name of initiative	New sources of growth: Intangible assets
Any follow on/sustained activity	Yes: • 16–17 May 2011, Washington DC, 'New Building Blocks for Jobs and Economic Growth', Athena Alliance, OECD, The Conference Board and The National Academies. • Second half of 2011, Rio de Janeiro, 'Innovation Policies for Inclusive Growth: New and Emerging Issues', OECD and the World Bank. • Second half 2012, Paris (tbc), 'New Sources of Growth: Intangible Assets and the Agenda for Policy'.
Numbers of participants (organisations and employees affected)	The project is being carried out across eight OECD committees.
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	None yet
Published reports or evaluations	Not yet.

Name of initiative	Finnish Workplace Development Programme (TYKES-FWDP) at the Ministry of Labour
Sponsor (s)	Finland Ministry of Labour
Country involved	Finland
Nature of initiative	Projects
Purpose	The programme supports research-assisted work organisation development based on cooperation between management and staff, which promotes qualitatively sustainable productivity growth in Finnish workplaces. The programme focuses on practical applications, but also promotes research linked with organisational development that produces new, generally applicable and useful knowledge in support of development. Workplace development projects aim to develop the modes of operation at workplaces, aiming at simultaneous improvements in performance and the quality of working life.
Scope of activity	The projects typically focus on the following areas: the organisation of work; work processes; working methods; cooperation and interaction within the work community; external networking; leadership and human resource management; pay and working time systems; and work environment. Method development projects aim to promote qualitatively sustainable productivity growth in Finnish workplaces by producing new work, organisation and management practices, and new development methods, models and tools. The emphasis is on tangible methods, practices and solutions designed for an increasingly knowledge-intensive and net-worked economy, and which are widely applicable and suitable for dissemination. Learning network projects are joint learning forums of R&D units and workplaces. Their purpose is to increase the developmental expertise of the participants, to create and experiment with new forms of development cooperation between R&D units and workplaces, and to generate new, innovative solutions for Finnish working life.
Level of (any) funding and sources	€12.5 million
Any follow on/sustained activity	TYKES-FWDP arranges conferences, seminars and workshops with a view to disseminating information, supporting dialogue between the programme's different stakeholder groups and enhancing mutual learning between workplaces, researchers and developers. In addition, the programme has two publications series (reports and working papers), comprehensive websites and activities of different kinds to strengthen communities of practice in the area of workplace development in Finland.
Numbers of participants (organisations and employees affected)	300 projects

Name of initiative	Finnish Workplace Development Programme (TYKES-FWDP) at the Ministry of Labour
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	• By focusing on social innovation and with an emphasis on network building and companies' ability for learning and innovation, the programme has followed a 'broad systemic innovation policy approach' in a national context dominated by a technology-oriented view on innovation. • The goals and the development concept of the programme reflect modern development trends in working life, workplace and work organisation development even in international comparison. • The programme has kept its actuality and its ability for strategic targeting is still high. • The programme enjoys a high legitimacy among its stakeholder groups. • The programme has a sufficiently high profile with respect to its goals, development concept and modes of operation. However, the evaluation group also raised a number of weaknesses characteristic of the programme and project design. These included: • the issue whether an individual workplace or company is an appropriate unit of development operations with a view to bringing about lasting and generative project impacts; • undeveloped links to and dialogue with regional level agencies in programme and project activities; • the modest role played by scientific and research input in a majority of the projects; • the lack of institutionalised procedures for programme and policy learning. The evaluation group also posed a question whether the profile of workplaces involved in the projects corresponds with the basic aims of the programme.
Published reports or evaluations	Arnkil, R., Rissanen, P., Pitkänen, S., Piirainen, T., Koski, P., Berg, P. et al (2003), *The Finnish Workplace Development Programme: A small giant*, Finnish Workplace Development Programme – Ministry of Labour, Helsinki.

Name of initiative	Project Management Organisation at DLR of the Federal Ministry of Education and Research Development of work and services (PT-DLR)
Sponsor (s)	Germany Ministry of Education and Research Development
Country involved	Germany
Nature of initiative	Project
Purpose	The current programme 'Innovation Competence in a Modern Working World' started in 2006 and is thematically based on the following four categories: (1) Innovative Work Development in a Demographic Changed Working World (2) Balance of Flexibility and Stability in a Changing Work Environment (3) Innovative Strategies beyond Traditional Management (4) Increase of Innovative Ability by Means of Value Added Partnerships. The programme 'Innovative Services' is related to new management processes and methods in a service economy (knowledge in a service economy, cooperation management in virtual companies, marketing, benchmarking and so on) and new initiatives in diverse sectors of the service economy (healthcare, public services, facility management, financial services).
Scope of activity	Goals to attain include: • professional and administrative expertise; • cost-effectiveness and transparency; • customer-focused organisation; • constant further training and sophisticated quality management. PT-DLR disseminates information in annual reports, an electronic newsletter, frequent workshops and biennial conferences. An expert board (Beirat) as well as ad hoc evaluators are regularly involved at a programmatic level. A joint database was established to coordinate and supervise the programmes and projects, including internet presentation with project lists, timetable for events and project presentations. Each priority area develops a specific concept for transfer and publicity. Within the projects, institutional multiplicators play a crucial role.
Level of (any) funding and sources	€26 million
Any follow on/sustained activity	Yes, more projects

Name of initiative	Project Management Organisation at DLR of the Federal Ministry of Education and Research Development of work and services (PT-DLR)
Numbers of participants (organisations and employees affected)	
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	As a 'framework concept', Innovative Development of Work can be characterised as a 'meta programme', which has adopted a highly holistic approach in terms of the scope of R&D on work-oriented innovations. In this way, it aims to establish a balance between business success and personal development. The framework concept contains four fields of action for R&D: • the development and maintenance of competence and employability; • sustainable company development; • the promotion of equal opportunities and utilisation of untapped potentials; • new ways of implementation and transfer. But globalisation, European integration and the German unification have been putting enormous pressure on German economy and the competitiveness of German companies over the past 10–15 years. This has made many companies and even public policies turn to cost-cutting and restrictive labour strategies in the pursuit of quick, visible gains in competitiveness, while reducing their interest in projects and programmes with participatory, longer-term approaches to innovation.
Published reports or evaluations	Yes, in German

Name of initiative	Innovative employment promotion company GmbH (G.I.B.)
Sponsor (s)	German limited company, owned by the Ministry for Economy and Labour in North-Rhine Westphalia (NRW)
Country involved	Germany
Nature of initiative	Project
Purpose	Objectives: • the integration of the unemployed into the labour market; • support for employees, enterprises, and regions in the event of loss of jobs; • support for employees and enterprises during the modernisation of the enterprise; • the promotion of business start-ups and young enterprises.
Scope of activity	With G.I.B., as a federal state counselling organisation, we work on the conceptual development, counselling, implementation and controlling of labour policy programmes and projects. G.I.B. takes the part of an interface between the federal state and the regions, between programme providers and project implementers, between the state and the different actors working in the municipalities, providing organisations, companies and private labour market service providers. An overview of G.I.B.'s different levels of activity is provided below: • identification of social trends and developments in technology and innovation markets; • access to expertise, in particular at the university level; • detailed analysis of industry sectors, innovation systems and fields of politics; • developing strategies and forward-looking scenarios; • conception, evaluation and testing of political agendas; • impact analysis and efficiency review; • implementation of innovation and new management structures.
Level of (any) funding and sources	Annual budget institution: €5 million Annual work-related budget of the Land's government we provide service for as an institution: €65 million Annual work related budget of the Land's government providing service for to support work-oriented modernisation: €75 million
Any follow on/sustained activity	Yes, continuous
Numbers of participants (organisations and employees affected)	
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	Unknown
Published reports or evaluations	Yes, in German

Name of initiative	Workplace Innovation Fund
Sponsor (s)	National Centre for Partnership and Performance (NCPP) and Enterprise Ireland
Country involved	Ireland
Nature of initiative	Projects
Purpose	The Irish government has established the Workplace Innovation Fund to enable the social partners and NCPP to build a stronger commitment to workplace innovation by encouraging the development of new ways of working through partnership, aim at increasing flexibility and improving performance. Support for the initiatives will be conditional on the learning and experience gained being shared with other organisations and the policy community.
Scope of activity	NCPP's mission will be fulfilled through five inter-related programmes of activity: • workplace partnership enabling change; • National Workplace Strategy and the Higher Level Implementation Group; • Workplace Innovation Fund; • research and policy development; • communication and dissemination.
Level of (any) funding and sources	€9 million
Any follow on/sustained activity	—
Numbers of participants (organisations and employees affected)	
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	An ideal model for teaching essential skills in the workplace, using the information gained from this evaluation would be one where: • learners learn in work time; • the learning was relevant to their work that is customised learning packages; • there was an ICT element to the learning ; • the tutor was experienced in essential skills; • there were initial and final assessments to monitor progress; • information, advice and guidance were available; • learning took place in the workplace ; • learning took place in an adult-friendly environment; • learning champions were used. The project represented very good value for money. To tackle the problem of poor essential skills in the workplace in Northern Ireland an investment could be made based on the learning from this project, which would create considerable changes. Such an investment would have an impact on employer/employee relationships, union/employer relationships, provider/employer relationships and contribute enormously to the development of a positive culture of learning in the workplaces of Northern Ireland.
Published reports or evaluations	

Name of initiative	Netherlands Centre for Social Innovation
Sponsor (s)	Netherlands Centre for Social Innovation (NCSI)
Country involved	Netherlands
Nature of initiative	Project
Purpose	NCSI's mission is to support and initiate innovation in the areas of management, organisation and work in private companies and public organisations by executing concrete actions and experiments, disseminating knowledge, supporting practically applied research and formulating relevant questions for academic research in order to combine efforts for better use of technology and talents. NCSI defines social innovation as a systematic attempt to develop innovative organisation principles, new management skills and high-quality work processes within work organisations.

Name of initiative	Netherlands Centre for Social Innovation
Scope of activity	NCSI activities seek to fulfil the following aims: • To collect and disseminate up-to-date information and knowledge concerning social innovation. • To stimulate practical experiments and change trajectories in (networks of) companies and public institutions. • To develop and implement educational programmes and courses for managers, consultants and employees who play a key role in social innovation. • To monitor and evaluate projects, which arise within the framework of the centre, as a result of which a visible acceleration is provided to social innovation in the Netherlands. • To promote the dialogue between the several stakeholders and organise (international) workshops, learning networks, congresses, training- and exchange programmes. • To articulate a coherent and promising research agenda in such a manner that institutions can conduct independent and (internationally) applied scientific research in the field of social innovation.
Level of (any) funding and sources	€2 million, 14 projects
Any follow on/sustained activity	Yes
Numbers of participants (organisations and employees affected)	
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	In Dutch
Published reports or evaluations	Yes: **http://www.ncsi.nl/nl/kennis/publicaties** (publications in Dutch)

Name of initiative	Value Creation 2010 (VC2010)
Sponsor (s)	Confederation of Norwegian Business and Industry Norwegian Confederation of Trade Unions Norwegian Industrial and Regional Development Fund The Research Council of Norway (NRC)
Country involved	Norway
Nature of initiative	
Purpose	The main objective of this programme is to encourage and contribute to organisational development and innovation, both within individual enterprises and in learning networks between enterprises, based on new forms of cooperation between the industrial (social) partners and other players of significance in the value creation processes. The programme also contributes to the development of regional partnerships. Norwegian industry has a solid tradition of worker participation in decision-making processes. Recognising that the role of broad knowledge is somewhat neglected in innovation policy measures, VC2010 aims to build on this former tradition in strengthening intra-company networks as a basis for knowledge creation. Norwegian industry is, however, when compared with other Scandinavian countries, characterised by relatively weak linkages between companies, and in particular weak linkages between companies and research institutions. VC2010 will thus also aim to strengthen such linkages.
Scope of activity	At a strategic level, the VC2010 programme promotes competence on themes of relevance to enterprise development and innovation in the research community. The programme contributes to a richer offer of teaching experience and teaching material based on Norwegian experience. The researchers working on VC2010 produce scientific material and publications to increase the general knowledge in the field of work–life research. The programme also runs workshops and conferences within its core field and is a contributor at regional level by involving at administrative, educational and business levels.
Level of (any) funding and sources	€3.5 million per year
Any follow on/sustained activity	
Numbers of participants (organisations and employees affected)	Five directly employed. VC2010: 11 combinations of research groups and enterprises (called 'main projects') are already involved, encompassing about 45 researchers (including part-time participants) and about 300 enterprises.
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	No evaluation
Published reports or evaluations	No evaluation

Name of initiative	Swedish Council for Working Life and Social Research (FAS)
Sponsor (s)	Ministry of Health and Social Affairs
Country involved	Sweden
Nature of initiative	Research
Purpose	The guiding principle is to support basic and applied research with a view to improving our knowledge about working life, public health and welfare. Furthermore, FAS is monitoring evaluations and policy analysis of fields of research as well as knowledge dissemination
Scope of activity	FAS funds three programmes and three FAS centres focusing on research in the working life field, covering research on working environment, work organisation and the labour market. This area concerns research on organisational theory as to how the interaction between individuals and the work organisation is changed by new technology and new, more interactive work forms by variations in forms of employment and by increased customer-orientation.

Working life today gives rise to more flexible forms of organisation, which can entail both opportunities and risks for the organisations and for their employees. The role of leadership is relevant for the management of the organisation, processing of values and efficiency, and the creation of good working conditions. This includes the role of teamworking and the interplay between competence, learning and job roles, and changes in technology, working conditions and the organisation of production.

In addition, issues concerning influence and control at work and gender relations and power positions in the workplace are relevant – for example discrimination, bullying and exclusion, including on the basis of background factors such as gender, age, ethnicity, disability and sexual orientation. |
Level of (any) funding and sources	€30 million
Any follow on/sustained activity	
Numbers of participants (organisations and employees affected)	4.5 employees, 50 projects related to work organisation
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	Unknown
Published reports or evaluations	Unknown

Name of initiative	Swedish Agency for Innovation Systems (VINNOVA) – multiple initiatives
Sponsor (s)	Ministry of Industry
Country involved	Sweden
Nature of initiative	Project
Purpose	VINNOVA has six programmes related to work organisation:

• Strategic work life development for sustainable growth

• Development for sustainable health in working life: Personnel economy and health statement

• Knowledge creation and organisation – includes work organisation and management perspectives

• Gender perspectives on innovation systems and equality

• DYNAMO: Dynamic Labour Markets and Organisations – includes employer cooperation for efficient work–life rehabilitation and a strong focus on local and regional mobility

• Efficient production development (partly focusing on work–life issues such as organisation for flexibility and a focus on design and innovation processes |

Name of initiative	Swedish Agency for Innovation Systems (VINNOVA) – multiple initiatives
Scope of activity	The programme on management and work organisation renewal focuses on the importance of strategic management and work organisation for well-functioning workplaces and thereby the efficiency and long-term development of operations. The goal is new or improved working methods and organisational solutions that safeguard and develop ideas generated within the organisation or by other actors. In the long run, it is anticipated that these will result in new or improved work processes, products or service offerings. The programme involves a number of calls for proposals and initiatives: • The call for proposals, The Competent Workplace (2007–2011), aims to increase the chances of organisations reaching their goals by improving the conditions for strategically relevant competence. The intention is to inspire a renewal of the thinking behind work organisation. This involves aspects such as division of knowledge, collective competence, relationships and networks. • The call for proposals, Managerial Task: Conditions, Ways of working and Results (2008–2012), aims to elucidate, further develop and renew the leadership that is practised in Swedish workplaces. It is thought this will benefit both the performance of enterprises and the competitiveness of Sweden. Focusing attention on the formal position of the manager emphasises the organisational affiliation and operational mission to achieve results. • The strategically targeted call for proposals, Winning Services (2009–2013), relates to R&D projects relating to the organisation and management of service activities. Its aim is to develop work organisations and strategic management so that the experience, expertise and development ideas of staff are fostered and utilised within the organisation. • Swedish Management is an initiative which aims to raise the issue of the Swedish leadership traditional advantages and its need to adapt to working globally. The initiative complements the unit's ongoing research project in this area. • The Innovative Work Organisation (2009–2012) is a joint initiative for European partners of Work-In-Net, an ERA-NET project aiming to raise awareness of the importance of research into innovations close to the workplace. The pilot project is concentrating on innovative aspects of work organisations which create sound prospects for increased productivity, competitiveness and good working conditions.
Level of (any) funding and sources	€100 million
Any follow on/sustained activity	Not yet
Numbers of participants (organisations and employees affected)	Seven employees
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	Not yet
Published reports or evaluations	A presentation of the project appears in: VINNOVA (Swedish Agency for Innovation Systems) (2009), *Research on managerial tasks: Conditions, ways of working and results*, VINNOVA Information VI 2009:03, VINNOVA, Oslo. Part of the preliminary work for the 'Working Services' call is the knowledge overview: VINNOVA (Swedish Agency for Innovation Systems) (2009), *Managing and organising for innovation in service firms: A literature review with annotated bibliography*, VINNOVA Information VI 2009:06, VINNOVA, Oslo. One of Swedish Management publications is: VINNOVA (Swedish Agency for Innovation Systems) (2008), *Leading companies in a global age – Managing the Swedish way*, VINNOVA Information VI 2008:14, VINNOVA, Oslo.

Name of initiative	Future of Work Programme
Sponsor (s)	Economic and Social Research Council (ESRC)
Country involved	UK
Nature of initiative	Project
Purpose	Spanning the full range of social science disciplines, the programme is providing the much needed evidence and theoretical advances to enhance public understanding of the critical developments most likely to impact on people's working lives. A key objective is to deepen accounts of the future of work by producing a systematic mapping of past and present shifts and continuities.

Name of initiative	Future of Work Programme
Scope of activity	Organised in two overlapping phases, the programme comprises 27 projects and involves more than 100 leading researchers across the UK. The 19 projects under the first phase are examining the future of unskilled work, the nature of homeworking, the changing character of the employment relationship, business re-engineering and performance. Other core themes include the determinants and distribution of caring work, the scope, content and impact of human resource practices, the significance and diversity of temporary work, and the employment patterns of Pakistani and Bangladeshi women. Together, these projects are helping to construct a fresh interpretation of the prospects for paid and unpaid work in the 21st century. The second phase will build on these crucial foundations. Commencing in January 2001, the eight new projects will illuminate both domestic and international changes in the character, regulation and distribution of work. The research projects will examine: • the different systems of care work for the elderly in five European countries; • the role of trade unions in promoting employment opportunities for ethnic minority women; • the implications of the forces of internationalisation for patterns and places of work, employer strategies, and the sources of conflict, cooperation and partnership at work.
Level of (any) funding and sources	£4 million
Any follow on/sustained activity	In recognition of the continuing success of the programme, and its impact on academic and policy debates, ESRC awarded additional funds to maintain the important research and policy networks created since the programme's inception in October 1998. The additional grant has supported inter alia, three national seminars and a second international colloquium. The programme was subsequently discontinued.
Numbers of participants (organisations and employees affected)	
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	There was substantial output from the programme in the area of knowledge production. To date this has included 11 books and 69 book chapters, four journal special issues and over 100 peer reviewed articles, alongside over 200 conference presentations. Six of the researchers felt they had changed the direction of their research field. In terms of capacity development, involvement in the programme was seen as a moderate or considerable contributor to 20 academic promotions; the most common benefit of the programme cited by researchers were the opportunities to meet other researchers and in providing forums for discussion. Principal investigators reported 50 policy impacts across a range of organisations including national government, political parties, employers and unions. Contributions to the policy debate included more than 60 working papers and official reports; seminars for the then Department of Trade and Industry (DTI), Low Pay Commission and Cabinet Office. More directly there were nine secondments which placed the researchers in a policy environment, including a senior role in the DTI Women and Equality unit, where the researcher was able to influence strategy and policy decisions relating to equality. Further specific examples of policy impact were: • chairmanship of the Trades Union Congress (TUC) Partnership Institute by a researcher, allowing him to impact on employer/union relationships; • drafting of guidance notes on complying with employment legislation for the DTI by a research group; • direct input into the Work and Families Bill (2003) which introduced new legislation on maternity and paternity leave; • citation in a House of Lords judgement on pay and conditions, specifically looking at unfair dismissal. Outside government sectors, a number of impacts were identified on employers, including: • changes in workload policies and career structure; • effects on maternity and family friendly working practices in a large consulting organisation; • negotiation of union–employer partnership deals.
Published reports or evaluations	Yes – ESRC case study on the Future of Work Programme

Name of initiative	Everyday Innovation
Sponsor (s)	Nesta
Country involved	UK
Nature of initiative	Research
Purpose	Leadership capability, organisational culture and organisational values are among the most important organisational factors and initiatives that enhance innovative working. Although there is a growing awareness of this, there is a persistent gap between what we know about these factors and how they are put into practice. How to enhance innovative working continues to be the most significant challenge for organisations. This report uses several practical examples to show how to promote everyday innovative working at the employee, group, leader and organisational levels.

Name of initiative	Everyday Innovation
Scope of activity	The research reported focuses on the critical role employee characteristics and behaviours play in innovative working and reveals the key organisational factors that enable or inhibit innovation. Most importantly, it presents the practical implications regarding how to best facilitate innovative working and promote innovation in organisations. The evidence base for this research was drawn from a comprehensive review of the relevant literature, key stakeholder interviews, case studies and a UK-wide survey facilitated by the Chartered Management Institute (CMI) based on 850 responses from its member organisations.
Level of (any) funding and sources	Unknown
Any follow on/sustained activity	No
Numbers of participants (organisations and employees affected)	850 organisations were surveyed
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	Summary of key findings: • Skills and behaviours that contribute to innovative working in organisations can be identified and measured. The research identifies validated psychometrics for this purpose. • Innovative working is not an activity restricted to a 'subset' of people with certain characteristics. The perception that there is a special 'sub-group' of people who are 'innovators' in organisations is a misinterpretation of the research evidence in this area. Labelling employees as innovators, or not, is precarious for many reasons. Research evidence clearly shows self-efficacy for innovative working (a belief and confidence in one's ability to innovate) is a major determinant for innovation behaviour. • Research evidence supports the proposition that innovative working/behaviours can be systematically enhanced. Although complex, the evidence indicates that it is possible to plan and implement behavioural and organisational change that significantly enhances innovative working. A 'one-size-fits-all' approach to promoting innovative working is not possible and a bespoke approach, following early diagnostic reviews, is most likely to succeed. • Government and corporate policymakers have an important role in promoting innovative working in the UK. Policymakers can play a role in integrating research findings on the characteristics and behaviours that support innovative working into policy initiatives.
Published reports or evaluations	Patterson, F., Kerrin, M., Gatto-Roissard, G. and Coan, P. (2009), *Everyday innovation: How to enhance innovative working in employees and organisations*, Nesta, London.

Name of initiative	WORK-IN-NET
Sponsor (s)	EU – 6th Framework Programme
Country involved	Finland, Germany, Greece, Ireland, Italy, Netherlands, Poland, Sweden
Nature of initiative	Research
Purpose	The aim of WORK-IN-NET is to set up sustainable communication and cooperation channels in Europe between the still fragmented national and regional research activities in the area of work-related innovation issues. The WORK-IN-NET Coordination Action exchanges and collects, analyses and spreads information on existing national and regional activities on work-related innovations, thus paving the way for joint, transnational initiatives as benchmark exercises, transfer seminars and a joint programme.
Scope of activity	WORK-IN-NET takes two complementary approaches throughout to improve the cooperation and coordination of national research efforts for work-oriented innovations. The 'RTD management approach' is concerned with establishing joint electronic tools for further information exchange, evaluation and benchmarking procedures for promoting learning processes, and arrangements and agreements for multilateral research activities. In parallel, the 'RTD thematic approach' will set up pilot models for joint strategic approaches, primarily to identify and to cope with the key challenges affected by new interactions between markets and companies, social partners and public b
Level of (any) funding and sources	Unknown
Any follow on/sustained activity	Not yet
Numbers of participants (organisations and employees affected)	17 participating organisations
Nature of any impact identified and assessment of scale of impact relative to scope of intervention	Impact of Work-in Net according to the evaluation: started new activities, organised visits to network partners and invited a WIN partner(s) to speak at national meetings. Some of the respondents introduced new methods for disseminating results and best practices. The lasting worth of the network for the transnational research activities has yet to be proven. With regard to the external impact, there is reasonable doubt about the dissemination and thus the valorisation of the gained knowledge and insights. Therefore the fear exists that there is little effect on the improvement of strategic awareness and on the innovativeness of companies.
Published reports or evaluations	Yes – website (**http://www.workinnet.org/10.htm**)

Annex 2: Interview guides

1. Interview schedule for HR or lead manager

Name of interviewee	
Position of interviewee	
Name of organisation	
Type of organisation	
Country	
Address	
Contact telephone	
E-mail address	
Date of interview	
Time of interview	
Duration	
Interviewer	

Introduction/project information

The Institute for Employment Studies (IES), together with Technopolis, has been commissioned by Eurofound to conduct a comparative international study on the impact of innovations in people management on employees and organisational performance. These innovations could include any aspect of people management – examples might be new training practices, reward systems, communication practices, flexible working practices, team working, but these examples are not exclusive. This project involves two initial case studies, findings from which will be presented in a report published by Eurofound.

The case studies involve interviews with management and staff in order to identify the types of impact that changes to people management have on employees and for organisational performance. We are particularly interested in your views, comments and assessment about the effect of changes to people management on working conditions for staff, their attitudes and behaviours and organisational outcomes, and whether they have, in turn, created opportunities for innovation in products, services or other types of organisational change.

In your role as this organisation's HR manager/director, you are in a unique position to provide us with information about the HR implications, challenges and innovations that workplace innovation entails.

Interviewer

- Give assurance of interviewee's anonymity and confidentiality of information given. Reassure interviewee that the research will be analysed collectively per case study and that no individual names will be included in the research report. Stress that the case study that will not be an assessment of the organisation's HR policies

- Ask permission to record the interview. All the interviews will be transcribed. Ask the respondent if they would like to see a copy of the transcription when it's available.

- Remind interviewee they can stop the interview at any time. If at any point during the interview interviewee would prefer to provide particular views 'off the record', they should let the interviewer know.

I. INFORMATION ABOUT THEIR ROLE & ORGANISATION

1. (If not already known): What is your job title? What are the main aspects of your job role?

2. How long have you worked at this organisation?/ in this role?

3. Number of staff employed (distinguish between part-time/full-time and permanent/temporary contracts if possible), any major initiatives resulting in significant change in numbers over past five years and reasons why.

4. Can you tell me a bit about the organisation's current workforce/HR strategy/priorities? Any plans to recruit/downsize? Impact of changes in funding (public sector) or market demand (private sector) on workforce organisation?

5. How do changes in people management fit into the organisation's strategic priorities?

We understand that the main change(s) in people management we have identified are NAME. Can I just check this is the main recent innovation you have made which have had brought benefits for employees and the organisation? Are there any others we should also discuss?

Note to interviewer: Depending on response, pick the main change(s) and tell interviewee 'We would like to focus on in this discussion are NAME: (for example productive ward programme for NHS) and the rest of the discussion will be about these changes.

6. What is your role is supporting these changes?

7. Is the innovation linked to any other workforce initiatives/projects in the organisation?

II. REASONS FOR ADOPTING THE INNOVATION

8. Where did the idea for making the HR innovation come from? Who was responsible for it? Were any employees involved at this stage and why (not)/how?

9. What was the motivation for implementing the innovation in this organisation? PROBE: objectives it was intended to address, processes it was designed to improve.

III. THE CHANGE PROCESS

10. Please describe the innovation/changes that you have made to people management under this project/initiative?

   Probe on:

   - scale of innovation (number of people affected)

   - who leads the innovation and how were they chosen?

   - time period over which innovation was made

   - processes used to make the change – working groups etc.

   - incremental or big bang approach that is teams/departments or whole organisation – if teams/small groups, how were they selected?

   - level of staff involvement and how were staff involved – directly or through representatives

   - costs of making the changes including how much time does implementation of the programme take? For which groups of staff is it most time consuming?

11. Did the organisation receive any external support or funding to make the changes? If yes, probe on type of support received: government funding programme, private consultancy, academic support etc.

12. In devising and implementing the changes in this organisation, what have been the roles and responsibilities of?:

    1. senior managers

    2. HR

    3. line managers,

    4. employees

13. How have resources been allocated/made available to make the changes?

14. What kind of training/support was provided to people involved in making the changes, for example middle managers, line managers, employees?

IV. CHALLENGES OF INNOVATION

15. How did managers and staff respond to the idea of the changes and the initial implementation?

16. What have been the challenges in implementing the changes? How have you sought to overcome them? How successful were these efforts?

V. IMPACT OF INNOVATION ON OTHER PEOPLE MANAGEMENT PRACTICES

17. In broad terms, can you describe whether the innovation has had any impacts on any other aspects of people management which were not the central focus of the innovation?

NOTE TO INTERVIEWER – USE THE LIST BELOW SELECTIVELY AND ONLY PROBE ON ITEMS WHICH ARE NOT MENTIONED BY THE INTERVIEWEE

18. Has the innovation impacted team working within the organisation? *PROBE: level of teamworking, self-managed teams, formal and informal teams.*

19. Have the innovations led to demands for different types of skills across the organisation? Are staff using new skills as a result of the innovations? Have qualification levels been affected?

20. Has implementation of the innovation impacted upon the level and type of staff training within the organisation? *PROBE: introduction of new training courses, identification of training needs, who receives training, demand for training.*

21. Has the level of employee involvement in strategic decision making within the organisation been affected by the innovation?

22. How have the organisation's communication, information and employee involvement policies been influenced by the innovation?

23. Have the changes affected the amount of responsibility and choice employees have over the work they do?

24. Have the innovations had any effect on longer term career development succession planning and promotion opportunities for employees?

25. Have the innovations affected how employee performance is managed?

26. Have the innovations affected staff pay levels, systems or structures? (NB This might include enhanced individual pay through promotion.)

27. Have the innovations affected staff recruitment or selection processes in any way, including the types of staff employed?

28. Have the innovations affected staff working patterns or locations?

VI. INNOVATION OUTCOMES – BEHAVIOURAL

29. Overall, what has been the impact of the innovation on staff attitudes and behaviours? Are the effects the same for all staff involved or do they vary? If so, how and why? *Probe for impacts on risk taking, motivation, flexibility, suggestions for other innovations, creative behaviours.*

30. Have you sought to measure the impacts on staff attitudes and behaviours in any way for example attitude survey, focus groups, etc.?

31. How has the innovation affected staff receptiveness to and/or willingness to innovate and support broader organisational change?

32. Have you received any staff feedback on the innovations? If so, what has it revealed?

VII. INNOVATION OUTCOMES – WORKING CONDITIONS FOR EMPLOYEES

33. What has been the impact of the innovation on employee well-being? *PROBE: physical, social, emotional, environmental factors.*

34. Has there been any impact on work–life balance for employees?

35. Has there been any impact on employee health and sickness absence?

36. Has there been any impact on health and safety practices or working conditions for employees?

37. Are you able to attribute any changes in staff turnover, staff grievances/disciplinary cases to the impact of the changes? What has changed and why?

VIII. INNOVATION OUTCOMES – ORGANISATIONAL

38. Prior to this interview we asked for copies of any documents or data showing the impact of the innovation for example profit, productivity, turnover, efficiency, improved service delivery, customer complaints? Can you talk me through the relative contribution of the innovation to any changes in organisational performance?

39. Any impact on numbers of staff employed and innovation in products/services?

40. Has the innovation affected organisational culture?

IX. CONCLUSIONS & COMMENTS

41. How successful do you consider the changes made to be? Why do you think they have been overall successful/not successful?

42. What do you think have been the most important factors in the implementation of the innovations and why? *PROBE: Causal connections between programme measures and outcomes in terms of efficiency, employee well-being, customer satisfaction etc.*

43. What has the organisation learned as a result of implementing the changes? What advice would you give to other organisations seeking to implement this kind of innovation in people management?

44. Do you plan to keep the changes you have made in place? Any plans to extend the changes or implement other innovations in people management? What will these look like?

45. Do you have any further comments or suggestions to make?

THANK YOU AND CLOSE

2. Interview schedule for senior manager

Name of interviewee	
Position of interviewee	
Name of organisation	
Type of organisation	
Country	
Address	
Contact telephone	
E-mail address	
Date of interview	
Time of interview	
Duration	
Interviewer	

Introduction/project information

The Institute for Employment Studies (IES), together with Technopolis, has been commissioned by Eurofound to conduct a comparative international study on the impact of innovations in people management on employees and organisational performance. These innovations could include any aspect of people management – examples might be new training practices, reward systems, communication practices, flexible working practices, team working, but these examples are not exclusive. This project involves two initial case studies, findings from which will be presented in a report published by Eurofound.

The case studies involve interviews with management and staff in order to identify the types of impact that changes to people management have on employees and for organisational performance. We are particularly interested in your views, comments and assessment about the effect of changes to people management on organisational performance and working conditions for staff, their attitudes and behaviours.

In your role as a senior manager, you are in a unique position to provide us with information about the organisational outcomes of these innovations.

Interviewer

- Give assurance of interviewee's anonymity and confidentiality of information given. Reassure interviewee that the research will be analysed collectively per case study and that no individual names will be included in the research report. Stress that the case study that will not be an assessment of the organisation's HR policies.

- Ask permission to record the interview. All the interviews will be transcribed. Ask the respondent if they would like to see a copy of the transcription when it's available.

- Remind interviewee they can stop the interview at any time. If at any point during the interview interviewee would prefer to provide particular views 'off the record', they should let the interviewer know.

I. INFORMATION ABOUT THEIR ROLE & ORGANISATION

1. (If not already known): What is your job title? What are the main aspects of your job role?

2. How long have you worked at this organisation/in this role?

3. Number of employees at organisation, any change over past five years and reasons why.

4. Can you tell me a bit about the organisation's current goals/strategy/priorities? How does the innovation fit into the organisation's strategic priorities? What is the relative importance of quality/innovation in the organisation's strategy?

5. What is your role is supporting and/or implementing the innovation? What is the role of other senior managers/hospital management in the organisation in the implementation of the innovation?

6. We understand that the main change(s) in people management we have identified are NAME. Can I just check this is the main recent innovation you have made which have had brought benefits for employees and the organisation? Are there any others we should also discuss?

Note to interviewer: Depending on response, pick the main change(s) and tell interviewee 'We would like to focus on in this discussion are NAME: (for example productive ward programme for NHS and the rest of the discussion will be about these changes.

7. What is your role is supporting these changes?

8. Is the innovation linked to any other workforce initiatives/projects in the organisation?

II. THE INNOVATION AND CHANGE PROCESS

9. What was the motivation for implementing the innovation in this Organisation? PROBE: objectives it was intended to address, processes it was designed to improve (knowledge-sharing, use of new technologies, staff productivity, training).

10. Please describe the innovation/changes that you have made to people management under this project/initiative? Probe on:

   - scale of innovation (number of people affected)

   - time period over which innovation was made

   - processes used to make the change – working groups etc.

   - who leads the innovation and how were they chosen

   - incremental or big bang approach that is teams/departments or whole organisation – if teams/small groups, how were they selected

   - level of staff involvement and how were staff involved – directly or through representatives

   - costs of making the changes and how have resources been allocated/made available to make the changes.

11. Did the organisation receive any external support or funding to make the changes? If yes, probe on type of support received: government funding programme, private consultancy, academic support etc.

12. What have been the roles and responsibilities of senior managers in devising and implementing the changes in this organisation?

13. How much time does implementation of the Programme take? For which groups of staff is it most time consuming?

III. INNOVATION OUTCOMES – BEHAVIOURAL

14. What have been the main benefits of the changes? *PROBE: cost savings, efficiencies, work organisation.*

15. How have working practices of staff been directly affected? (*if not covered earlier*)

16. Have there been any unexpected impacts, either positive or negative?

17. How have staff adapted to the work changes? Have you received any feedback from staff about the changes?

18. How are the impacts of any specific changes being measured?

19. How are any improvements going to be sustained?

20. In what way has the implementation of the innovation affected employees' willingness to offer suggestions for improving working arrangements or to change the way they work?

IV. INNOVATION OUTCOMES – WORKING CONDITIONS FOR EMPLOYEES

21. What has been the impact of the innovation on employee well-being? *PROBE: physical, social, emotional, environmental factors.*

22. Has there been any impact on work-life balance for employees?

23. Has there been any impact on employee health and sickness absence?

24. Has there been any impact on health and safety practices or working conditions for employees?

25. Are you able to attribute any changes in staff turnover, staff grievances/disciplinary cases to the impact of the changes? What has changed and why?

V. INNOVATION OUTCOMES – ORGANISATIONAL

26. What do you think has been the impact of the innovation in terms of the overall performance of teams/departments and/or organisation?

27. Have you received any feedback from customers related to the changes implemented as a result of the innovation? If so, what has it revealed?

28. [Prior to this interview we asked for copies of any documents or data showing the impact of the innovation that is. performance outcomes, staff turnover, budget or efficiency savings etc.] Can you talk me through the relative contribution of the Programme to these changes?

29. Has the innovation affected organisational culture?

VI. CHALLENGES OF INNOVATION

30. What barriers are there in implementing the innovations? Which are the areas where teams have struggled? PROBE: on levels of staffing, vacancy rates, resistance to change, role of leadership.

31. How will/has the organisation help/ed to overcome the obstacles that prevent change? And with what success?

32. Have some changes made through the innovation worked better than others? Which? Please provide reasons for the difference in success?

VII. CONCLUSIONS & COMMENTS

33. Do you consider the changes made to be an overall success? Why do you think they have been overall successful/not successful?

34. What do you think have been the most important factors in the implementation of the innovation and why? *PROBE: Causal connections between programme measures and outcomes in terms of efficiency, employee well-being, customer satisfaction etc.*

35. What has been learned as a result of implementing the changes? What advice would you give to organisations seeking to do similar work?

36. Do you have any plans to extend the innovation, or implement some other innovations in people management? What will these look like?

37. Do you have any further comments or suggestions to make in relation to the changes associated with the innovation?

THANK YOU AND CLOSE

3. Interview schedule for employee representatives

Name of interviewee	
Position of interviewee	
Name of organisation	
Type of organisation	
Country	
Address	
Contact telephone	
E-mail address	
Date of interview	
Time of interview	
Duration	
Interviewer	

Introduction/project information

The Institute for Employment Studies (IES), together with Technopolis, has been commissioned by Eurofound to conduct a comparative international study on the impact of innovations in people management on employees and organisational performance. These innovations could include any aspect of people management – examples might be new training practices, reward systems, communication practices, flexible working practices, team working, but these examples are not exclusive. This project involves two initial case studies, findings from which will be presented in a report published by the Foundation.

The case studies involve interviews with management and staff in order to identify the types of impact that changes to people management have on employees and for organisational performance. We are particularly interested in your views, comments and assessment about the effect of changes to people management on working conditions for staff, their attitudes and behaviours and organisational outcomes, and whether they have, in turn, created opportunities for innovation in products, services or other types of organisational change.

In your role as an employee representative or employee, you are in a unique position to provide us with information about the HR implications, challenges and innovations that workplace innovation entails.

I. INFORMATION ABOUT EMPLOYEE REPRESENTATIVE ROLE

1. Can you tell me about your role in the organisation? How long have you been doing your current job (and been an employee rep (if appropriate))?

2. How many employees do you represent (if a rep)?

3. Have you had any personal involvement in the setting-up or day-to-day running of the [name of initiative]?

4. If YES, how did you get involved and what has your role been in this process?

5. If NO, why was this?

II. PEOPLE MANAGEMENT INNOVATIONS

6. We understand that he main change(s) in people management we have identified are NAME. Can I just check this is the main recent innovation you have made which have had brought benefits for employees and the organisation? Are there any others we should also discuss?

Note to interviewer: Depending on response, pick the main change(s) and tell interviewee 'We would like to focus on in this discussion are NAME: (for example productive ward programme for NHS and the rest of the discussion will be about these changes.

7. In your view, what was the rationale behind the implementation of the innovation?
    <PROBE: objectives it was intended to address, processes it was designed to improve (knowledge-sharing, use of new technologies, staff productivity, training.)>

8. What do you view as being the main changes associated with the programme?

9. To what extent do you feel employees have been involved in the direction and implementation of these changes?
    <For example: were there initial consultations with staff, have staff been involved in designing the changes, have staff been encouraged to offer feedback, has feedback been addressed, has there been additional training offered?>

10. Do you feel that employees have had formal opportunities for involvement in the strategic decision-making about the innovation?
    <Prompt: Is there any formal employee representation on management boards? Are there other opportunities for direct communication between management and employees?>

III. IMPACT OF INNOVATIONS ON OTHER ELEMENTS OF PEOPLE MANAGEMENT

11. In broad terms, can you describe whether the innovation has had any impacts on any other aspects of people management which were not the central focus of the innovation?

NOTE TO INTERVIEWER – USE THE LIST BELOW SELECTIVELY AND ONLY PROBE ON ITEMS WHICH ARE NOT MENTIONED BY THE INTERVIEWEE

12. Has the innovation impacted team working within the organisation? *PROBE: level of team-working, self-managed teams, formal and informal teams.*

13. Have the innovations led to demands for different types of skills across the organisation? Are staff using new skills as a result of the innovations? Have qualification levels been affected?

14. Has implementation of the innovation impacted upon the level and type of staff training within the organisation? *PROBE: introduction of new training courses, identification of training needs, who receives training, demand for training.*

15. Has the level of employee involvement in strategic decision making within the organisation been affected by the innovation?

16. How have the organisation's communication, information and employee involvement policies been influenced by the innovation?

17. Have the changes affected the amount of responsibility and choice employees have over the work they do?

18. Have the innovations had any effect on longer term career development succession planning and promotion opportunities for employees?

19. Have the innovations affected how employee performance is managed?

20. Have the innovations affected staff pay levels, systems or structures? (NB this might include enhanced individual pay through promotion)

21. Have the innovations affected staff recruitment or selection processes in any way, including the types of staff employed?

22. Have the innovations affected staff working patterns or locations?

IV. INNOVATION OUTCOMES – BEHAVIOURAL

23. How has the innovation affected the work of employees, and how they do it? *<Probe: have innovations made processes more efficient, more enjoyable, has it improved opportunities for team-working and knowledge sharing?>*

24. How has the innovation affected employees' willingness to offer suggestions for improving working arrangements or to change the way in which they themselves work?

25. How has the innovation had an affect on the level of responsibility employees are given in order to carry out their work?

V. INNOVATION OUTCOMES – WORKING CONDITIONS FOR EMPLOYEES

26. What has been the impact of the innovation on employee well-being? PROBE: physical, social, emotional, environmental factors.

27. Has there been any impact on employee health and sickness absence?

28. Has there been any impact on health and safety practices or working conditions for employees?

29. Can you attribute any changes in staff turnover, staff grievances/disciplinary cases to the impact of the changes? What has changed and why?

30. Has the innovation created any opportunities for flexible working or ways to help employees balance work and personal commitments? *<For example: flexitime, assistance with childcare, provision of information, changes in work location or referral to other services.>*

VI. INNOVATION OUTCOMES – ORGANISATIONAL

31. Has the innovation had an affect on the efficiency and productivity of the staff?

32. Has the innovation had an effect on the overall performance of your organisation?

33. Do you think the programme has had any affect on customers?
    <Probe: if so, in what way? Which elements of the programme have made the greatest contribution?>

VII. CHALLENGES OF INNOVATION

34. What do you think have been the main challenges in implementing the innovation?
    <For example: challenges for management, challenges for staff>

35. Have these difficulties been resolved? How has this been achieved?

36. Have staff been offered support or additional resources to help them adjust to the changes?
    <PROBE: examples of types of support offered>

37. If YES, have these been effective?

VIII. CONCLUSIONS & COMMENTS

38. What do you think have been the most important changes associated with the innovation and why?
    <PROBE: Causal connections between programme measures and outcomes in terms of efficiency, employee well-being, patient satisfaction etc.>

39. Which factors do you feel have been most important in implementing the programme?

40. Do you have any further comments or suggestions to make in relation to the changes arising from the innovation?

THANK YOU AND CLOSE

Interview schedule for line manager

Name of interviewee	
Position of interviewee	
Name of organisation	
Type of organisation	
Country	
Address	
Contact telephone	
E-mail address	
Date of interview	
Time of interview	
Duration	
Interviewer	

Introduction/project information

The Institute for Employment Studies (IES), together with Technopolis, has been commissioned by Eurofound to conduct a comparative international study on the impact of innovations in people management on employees and organisational performance. These innovations could include any aspect of people management – examples might be

new training practices, reward systems, communication practices, flexible working practices, team working, but these examples are not exclusive. This project involves two initial case studies, findings from which will be presented in a report published by the Foundation.

The case studies involve interviews with management and staff in order to identify the types of impact that changes to people management have on employees and for organisational performance. We are particularly interested in your views, comments and assessment about the effect of changes to people management on working conditions for staff, their attitudes and behaviours and organisational outcomes, and whether they have, in turn, created opportunities for innovation in products, services or other types of organisational change.

In your role as a line manager, you are in a unique position to provide us with information about the benefits and challenges of changes to people management.

I. INFORMATION ABOUT THE LINE MANAGER'S ROLE

1. Can you tell me about your role in this organisation? How long have you been in this role/in the organisation?

2. How many employees do you manage?

We understand that he main change(s) in people management we have identified are NAME. Can I just check this is the main recent innovation you have made which have had brought benefits for employees and the organisation? Are there any others we should also discuss?

Note to interviewer: Depending on response, pick the main change(s) and tell interviewee 'We would like to focus on in this discussion are NAME: (for example productive ward programme for NHS and the rest of the discussion will be about these changes.

3. Have you, as a line manager, had any personal involvement in the setting-up or day-to-day running of the innovation?

4. If YES, what has your role been in this process?

5. If NO, why was this?

II. PEOPLE MANAGEMENT INNOVATIONS

6. In your view, what was the rationale behind the implementation of the innovation?
   <PROBE: objectives it was intended to address, processes it was designed to improve (knowledge-sharing, use of new technologies, staff productivity, training).>

7. What do you view as being the main changes associated with the programme?

8. To what extent do you feel employees have been involved in the direction and implementation of these changes?
   <For example: were there initial consultations with staff, have staff been involved in designing the changes, have staff been encouraged to offer feedback, has feedback been addressed, has there been additional training offered?>

9. What opportunities do employees have for involvement in strategic decision-making within the organisation? Have these opportunities been affected by the implementation of the innovation?
   <Prompt: Is there any formal employee representation on management boards? Are there other opportunities for direct communication between management and employees?>

III IMPACT ON OTHER ASPECTS OF PEOPLE MANAGEMENT

10. In broad terms, can you describe whether the innovation has had any impacts on any other aspects of people management which were not the central focus of the innovation?

NOTE TO INTERVIEWER – USE THE LIST BELOW SELECTIVELY AND ONLY PROBE ON ITEMS WHICH ARE NOT MENTIONED BY THE INTERVIEWEE

11. Has the innovation affected current arrangements for team-working within the organisation? Do you feel that opportunities for team-working have increased since the implementation of the innovation?
<Probe: Are teams self-managed? Are teams organised formally or informally? Have teams given employees more autonomy within the organisation? Has team-working been a positive or a negative experience?>

12. How much responsibility and choice do employees have over how to carry out their work? Has the implementation of the innovation affected this?

13. What opportunities do employees have for training within the organisation? And for career progression? Has the innovation had any impact on this?

14. Have the innovations affected staff working patterns or locations?

15. How have the organisation's communication, information and employee involvement policies been influenced by the innovation?

16. Has the implementation of the [Productive Ward] programme affected staff pay levels and/or, systems or performance management?

17. Has the implementation of the innovation had any affect on staff recruitment? If yes, how have these been affected?

IV. INNOVATION OUTCOMES – BEHAVIOURAL

18. How, if at all, do you feel the implementation of the innovation has affected the way in which staff work? Probe on willingness to be flexible, make suggestions, help colleagues etc.

19. Has the implementation of the [Productive Ward] programme had any affects on staff absence rates or turnover?

V. INNOVATION OUTCOMES – WORKING CONDITIONS FOR EMPLOYEES

20. What has been the impact of the innovation on employee well-being? PROBE: physical, social, emotional, environmental factors.

21. Has there been any impact on employee health and sickness absence?

22. Has there been any impact on health and safety practices or working conditions for employees?

23. Can you attribute any changes in staff turnover, staff grievances/disciplinary cases to the impact of the changes? What has changed and why?

24. Has the innovation created any opportunities for flexible working or ways to help employees balance work and personal commitments?
<For example: flexitime, assistance with childcare, provision of information, changes in work location or referral to other services.>

VI. INNOVATION OUTCOMES – ORGANISATIONAL

25. Do you feel that the programme has had an affect on the efficiency and productivity of the staff?

26. What do you think has been the impact of the innovation in terms of the performance of [your organisation]?

27. Do you think the programme has had any affect on customer satisfaction?
    <Probe: if so, in what way? Which elements of the programme have made the greatest contribution?>

28. Do you think that the quality and quantity of staff work has improved since the implementation of the innovation?

29. Has the innovation had any impact on organisational culture?

VII. CHALLENGES OF INNOVATION

30. What do you think have been the main challenges in implementing the innovation?
    <For example: challenges for management, challenges for staff>

31. Have these difficulties been resolved? How has this been achieved?

32. Have staff been offered support or additional resources to help them adjust to the changes?
    <PROBE: examples of types of support offered>

33. If YES, have these been effective?

VIII. CONCLUSIONS & COMMENTS

34. What do you think have been the most important changes associated with the innovation and why?
    <PROBE: Causal connections between programme measures and outcomes in terms of efficiency, employee well-being, patient satisfaction etc.>

35. Do you have any further comments or suggestions to make in relation to the changes arising from the innovation?

THANK YOU AND CLOSE

4. Focus group guide for employees

Name of interviewee	
Position of interviewee	
Name of organisation	
Type of organisation	
Country	
Address	
Contact telephone	
E-mail address	
Date of interview	
Time of interview	
Duration	
Interviewer	

Introduction/project information

The Institute for Employment Studies (IES), together with Technopolis, has been commissioned by Eurofound to conduct a comparative international study on the impact of innovations in people management on employees and organisational performance. These innovations could include any aspect of people management – examples might be new training practices, reward systems, communication practices, flexible working practices, team working, but these examples are not exclusive. This project involves two initial case studies, findings from which will be presented in a report published by the Foundation.

The case studies involve interviews with management and staff in order to identify the types of impact that changes to people management have on employees and for organisational performance. We are particularly interested in your views, comments and assessment about the effect of changes to people management on working conditions for staff, their attitudes and behaviours and organisational outcomes, and whether they have, in turn, created opportunities for innovation in products, services or other types of organisational change.

In your role as an employee, you are in a unique position to provide us with information about the HR implications, challenges and innovations that workplace innovation entails.

About the focus group

- The purpose of this discussion is to understand what changes in people management practices initiatives have been implemented in this workplace, how you have participated and how they affected. We are interested in the initiatives and the discussion is not an evaluation any individual.

- The discussion will last approximately 1 hour and a half, depending on how much you have to say.

- Set ground rules around participation.

  - Respect each other's contributions; all views and opinions are equally valid and that there are no right or wrong answers.

  - Your participation is voluntary and you do not have to share anything that you do not want to. You may withdraw from the discussion at any time.

  - The discussion will be confidential and individuals will NOT be identified in the reporting. If we use quotations from the discussion, they would be attributed to 'employee' etc.

- Check whether they have any questions before starting the discussion. They can ask questions during or at the end of the interview as well.

I. INFORMATION ABOUT EMPLOYEE REPRESENTATIVE ROLE

Ask participants to introduce themselves for example:

1. Ask participants to introduce themselves for example:

2. Name (first name – ask them to create a name plate too)

3. Job title and how long they have been with the company

II. PEOPLE MANAGEMENT INNOVATIONS

1. We understand that the main change(s) in people management we have identified are NAME. Can I just check this is the main recent innovation you have made which have affected how you do you work and how you are managed? Are there any others we should also discuss?

Note to interviewer: Depending on response, pick the main change(s) and tell interviewee 'We would like to focus on in this discussion are NAME: (for example productive ward programme for NHS and the rest of the discussion will be about these changes.

2. In your view, what was the rationale behind the implementation of the innovation?
   <PROBE: objectives it was intended to address, processes it was designed to improve, who was it intended to be benefit more - the organisation or employees?

3. Has anyone here had any personal involvement in the setting-up or day-to-day running of the [name of initiative]?

4. If YES, how did you get involved and what has your role been in this process?
   PROBE – did you volunteer or were you asked to take part?

5. If NO, why was this?

6. FOR ANYONE NOT INVOLVED IN SETTING UP THE INNOVATION, how did you first find out about it?

7. What was your initial reaction to the innovation? And why?

8. What are the main changes you have experienced as a result of associated with the programme?

9. Were you offered any training, support or additional resources to help you adjust to the changes?

10. If YES, have these been effective?

    PROBE ON CHANGES ARISING FROM THE INNOVATION TO EACH OF THE FOLLOWING IF NOT DISCUSSED:

    - Involvement in decision-making

    - Opportunities for training, gaining qualifications and using new skills

    - Communication and involvement processes

    - Work location

    - Work organisation for example team working

    - Amount of responsibility and choice employees have about the work you do and how you do it

    - Career and promotion opportunities

    - Working time patterns

    - How performance is managed/appraisals

    - Pay levels

    - The number of staff who work here, recruitment of temporary workers or trainees

III. Now we'd like to know a bit about the impact of the innovation on how you feel about work and how you do your job

11. Overall, what impacts has the innovation had on your experience of work – positive and negative?

   PROBE ON:

   - quantity/quality of the work done

   - pace of work

   - range of tasks

   - how interesting the work itself is

   - relationship with line managers

   - relationships with senior managers

   - relationships with colleagues

   - opportunities to make suggestions for improvements in the workplace

   - working time and opportunities to balance work and personal life

12. Have your views on the innovation changed over time? Why/why not?

13. Overall, has the innovation made your job more or less enjoyable? Why?

14. Has the innovation had any impact on your health and how often you need to take time off work through sickness?

15. Has there been any impact on health and safety practices or working conditions?

16. Has the innovation affected what you think of the company and how it treats its staff?

17. Would you recommend the company as a good place to work to a friend or relative?

IV. INNOVATION OUTCOMES – ORGANISATIONAL

18. Do you know if the innovation has had any benefits for organisational performance?

19. Who do you think has benefited most from the innovation – employees or the organisation? Why?

V. CHALLENGES OF INNOVATION

20. What have been the main difficulties for you at work as a result of the innovation?

21. Have these difficulties been resolved? How has this been achieved?

22. What recommendations would you give to your employer to improve the benefits of the innovation for staff?

VI. CONCLUSIONS & COMMENTS

23. Which factors do you feel have been most important in implementing the innovations?

24. Do you have any further comments or suggestions to make in relation to the changes arising from the innovation?

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