



## 2 What's up? (WORK-IN-NET Intern)

### OCTOBER 2007



WORK-IN-NET discusses transnational projects. A concept for transnational projects that receive a joint funding by the WORK-IN-NET members was the main topic on the WORK-IN-NET meeting of October 11 and 12, 2007 in Athens. Among ten partners of WORK-IN-NET, a joint call for proposals is envisaged for autumn 2008 with the goal to support research and development projects on work oriented innovation in Europe. Details of the joint call will be agreed upon during the next months.

The meeting was realized under the auspices of the General Secretariat of Research and Technology, Ministry of

Development, represented by Dr. Agnes Spilioti and DEMOKRITOS, represented by Dr. Constantin Makropoulos. As special guest Dr. Fietje Vaas informed about the "Netherlands Centre for Social Innovation" (NCSI) founded in late 2006 with the purpose to enhance labour productivity by different activities in enterprises, field experiments, joint development and applied and evaluation research. Additionally, Vana Kamtsiou from Demokritos informed about the European project "PRO-LEARN" that operates thematically close to WORK-IN-NET. PRO-LEARN is a Network of Excellence (NoE) with 20 core partners and more than 300 associated partners in the area of Professional Learning.

### NOVEMBER 2007

ERA-NET workshop on Industrial Technologies (and co-operation)

Although the approach of WORK-IN-NET focuses on human being at work and soft rather than "hard" technologies the participation at this workshop, which took place on November, 14<sup>th</sup> at Brussels, was very interesting because it mainly dealt with different kinds and levels of cooperation. 40 representatives of different ERA-NET projects together with representatives of the European Commission discussed practical issues of joint calls, cooperation of ERA-NET projects and between ERA-NET projects and industrial research projects. The outcomes were deepened insights into difficulties and chances of the different cooperation models.

## 3 News from Partners

### SWEDEN

#### Swedish research on working life in transition

The latest newsletter from WIN informed about the decision by the Swedish government and Parliament to abolish the National Work Life Institute from July 1, 2007. FAS and Vinnova has commis-

sioned external consultants to analyse the impact on Swedish research with regard to individual and institutional impact. The study shows that over 140 scholars and scientific assisting staff have left working life research. Furthermore, it points at the fact that Swedish universities have been rather successful to absorb researchers from ALI, at least during this fiscal year. The government provided around MSEK as transition costs. Considering this fact, the "loss of financial support" for 2007 was estimated to around 100 MSEK, and for 2008 and 2009 between 150 MSEK and 200 MSEK (21 M EUROS).

In a wider context, Swedish working life research has been down-graded with 10% as the whole population of scholars is estimated to around 1500. The institutional impact, seems to more significant. A large number of research teams and research environments have been dismantled. A temporary gap is also influencing international contacts and collaborations as ALI was a major arena for European an international exchange and collaboration. Another problem concerns information dissemination and communicative strategies, in which ALI also played a major role. With respect to research fields, occupational health and safety and work environment research has been severely cut. More than 20% of OSH-research emanated from ALI.

The closing of ALI has on the other hand led to a number of institutional renewals at universities and colleges. New centres and research teams are being developed. The long-term impact of the abolition of ALI is difficult to foresee. Discussions are now going on among social partners of alternative institutional solutions. The principle that all research should be carried out at universities (which is the policy of the current government) calls for new resources in the long run. New centres of excellence have also been created independent of the ALI-closing down. FAS has financed a new center of occupational health and safety at University of Lund. Another example which is much closer to the heart of WORK-IN-NET, is the Helix Center at University of Linköping, where VINNOVA is one of the major financing agencies.

### **Helix VINN Excellence Center at University of Linköping**

VINNOVA, Univesity of Linköping and a number of regional actors have started a new center of excellence on Managing Mobility for Learning, Health and Innovation (HELIX). The vision for the HELIX VINNOVA Excellence Centre is to create a long-term research and innovation partnership between university, private companies and public sector organizations with a focus on the management of mobility – of people and ideas – as driving forces for individual and organizational learning, health, and entrepreneurship, and to achieve a position – nationally and internationally – as a leading research and innovation centre in this field. Research is conducted within three research areas:

- Mobility in Relation to Learning and Competence Development
- Mobility in Relation to Health Promotion and Development
- Mobility in Relation to Idea Development, Entrepreneurship and Innovation.

The HELIX VINN Excellence Centre at Linköping University will be established on the basis of the following four key ideas ("corner stones"), which will also guide our long term research and innovation efforts:

- The two-way road between mobility and working life development, i.e. a focus on mobility – of people and ideas – as driving forces for individual and organizational learning, health, and idea development/entrepreneurship, and vice versa.
- The link between work organization and workplace innovation, i.e. a focus on work organization – specifically aspects related to participation, gender equality, and leadership – as driving forces for workplace innovation, and vice versa.

- The micro – macro link, i.e. a focus on the interplay between workplace innovation and regional development, assuming that innovations in processes, services, and products at the level of the workplace – under certain conditions – can be driving forces for regional development, and vice versa.
- The research – innovation link, i.e. a focus on the interplay between research and innovation activities built on principles of multi-disciplinarity and interactive research, and organized in accordance with a Triple Helix logic.

Common to these four governing ideas behind the HELIX process is a view of the workplace not only as a production system, but ideally – and under certain conditions – also as a system for the promotion of learning, health and innovation.

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For further information, see [www.liu.se/helix/om?l=en](http://www.liu.se/helix/om?l=en).

## News from VINNOVA

VINNOVA, the Swedish Agency for Innovation Systems, is a State authority that aims to promote innovations linked to research and development by funding needs-driven research in the industrial and public sector. Below is an update presented of some of the recent programmes at the Department for Work Life Development.

### The DYNAMO programme

The regional development programme DYNAMO, *Dynamic Labour Markets and Organisations*, focuses on the actors and the dynamics of the local labour market, especially the relation between mobility, individual and organisational development and the possibility to establish a healthier work life through increased mobility in the labour market. Within the DYNAMO program a book has been produced (in Swedish) that summarizes the results and experiences from the 17 projects. The book will eventually be translated into English. The book reports results from R&D on local and regional mobility, employer rings, work life oriented rehabilitation, job creation and growth. The program has now funded another set of 17 projects and this phase will go on till 2010.

For more information contact Programme Manager: Erling Ribbing, Tel: +46 (0)8 473 3150

### The Competent Workplace venture

This research and development venture is part of the workplace development programme *The workplace as an innovation system*, which has recently started. The aim is to increase the possibilities for organisations to reach their goals by improving conditions for competence of relevance to the organisation's operational task. By funding demand-driven research in this field the purpose is to influence the view of work related competence that will inspire to a renewal of the ways work are organised, but also to result in actionable knowledge that can strengthen the efficiency and the results of organisations. Of particular interest is the interactions and relations that carry competence and are developed during the performance of work tasks, as well as the conditions and prerequisites for this kind of competence. Out of 67 applications 19 interesting projects were selected and funded by VINNOVA. Most of the projects are funded for 3 or 4 years, some for 1-2 years.

For more information contact Programme Managers: Marianne Döös, Tel: +46 (0)8 473 3155, or Pär Larsson. Tel: +46 (0)8 473 3191.

### **Needs-based gender research for equal opportunities and growth**

Within this programme a number of initiatives and calls have taken place. VINNOVA's own organisation and activities have been subject as well as object for a pilot-project. The aim was to raise the level of equality and gender awareness within VINNOVA and the project produced a hand-book in Swedish, "Skelett i garderoben" (Skeletons in the wardrobe), with methods and tools to discover gender inequality. Earlier, in 2004, a call was opened for projects aiming to monitor previous bets for equal opportunities to see if any effects still remained. Ten projects were financed and the results were presented in an anthology. After that a call was open in late 2005 and 13 projects were financed that will end at mid-2008. Most of them focus on methods and models for gender integration. Recently, a number of feasibility studies are financed for a third call for projects that will integrate a gender perspective within centres of excellence. This studied will result in a call for projects in this area and the last date for full application is 5<sup>th</sup> of May 2008.

For more information contact Programme Manager: Ulla Göranson, Tel: +46 (0)8 473 3162.

### **Innovative Companies: Management of Product Innovation**

The aim of this program is to improve companies' ability to innovate and perform product development processes. The program is running and will extend in 2013. The first call "Leadership, Creativity and Work Organization" is focussed on: 1) How to combine resource efficient product development with a room for creativity, 2) Early phases in innovation processes, 3) Radical innovation in established firms. The second call "Open and Distributed Innovation Processes" opens in December 2007. The program will focus on innovation processes that are carried out in different types of collaboration and to a high extent are dependent upon external knowledge and technology.

For more information contact Programme Manager: Carl Ridder, Tel: +46 (0)8 473 3164.

## **GREECE**

### **Increasing demand for new knowledge and research results Network building for Supporting Innovations in Greece**

#### **Innovation Relay Centres:**

The European Innovation Relay Centres Network constitutes an initiative of the European Commission for the stimulation of transnational technology transfer and the promotion of innovation to research institutes and companies.

The Network consists of 71 regional IRCs, involving more than 240 partner organizations from all over Europe. The Centres are targeted at enterprises, research institutes, technology centres and universities. The aim is to promote innovative products, services and know-how, and to make the best possible use of research results.

In Greece, there are two Innovation Relay Centres: the IRC Hellenic and the IRC Help Forward. IRC Hellenic has been operating since 1995, as a consortium of five partners - EOMMEX, MIRTEC, CERECO, CLOTEFI, ETAT - coordinated by the National Documentation Centre. The consortium has developed a strong cooperation with the Technology Parks of Thessaloniki and Thessaly, the Democritus University of Thrace, the University of Crete, as well as with all academic and research bodies in Greece. IRC Hellenic has been distinguished as one of the most successful and efficient Centres of the Network.

See also:

[www.innovationrelay.net/WHOSWHO/VIEWIRCS.CFM?COUNTRY=GR](http://www.innovationrelay.net/WHOSWHO/VIEWIRCS.CFM?COUNTRY=GR)

[www.help-forward.gr/](http://www.help-forward.gr/)

### **The 1st National Innovation Network in Greece:**

RINO Network is the basis of a joint platform for collaboration and exchange of experiences in the area of Innovative Strategies, Policies, Actions and Projects. RINO net is open to all regional actors in Greece, implementing Regional Innovation Projects. The key objective of RINO is to build linkages between the regional innovation Programmes with other regions in Greece and in the EU and with networks and other organizations that are active in the field of innovation in relation to regional and local development. These linkages enabled the regions to share experiences and lessons and develop collaborative relationships during the Programme implementation periods and in the future. RINO facilitates the dissemination of the results and outcomes of the Regional Programmes and eases the transfer of the regions' experience and concrete outcomes to other stakeholders. Equally, the regions profit by the experience of others works and are able to keep abreast of the latest developments in technologies and in the management of innovation.

The main target of RINO, is to enable all regions to enter a common learning platform, based upon:

- Collaboration among all regional innovation players and stakeholders in Greece
- Exchange of experiences concerning the implementation of innovative ICT projects
- Promotion of access to new business innovation tools and platforms
- Enhancement of the existing foundations of regional and inter-regional learning opportunities

The RINO network aims towards one major goal: "to link together the results obtained through the Regional Innovation Projects and Actions, in order to present and promote the outcomes to a regional and national level" A number of regions will seek to implement specific actions developed during the formulation of their regional innovation strategy through the European Regional Development Fund Innovative Actions. In this basis, RINO is aiming to offer substantial assistance and knowledge transfer via the exchange of Good Practice experience in numerous aspects. The RINO network was designed, developed and co-funded under the RIPE Project (Regional Innovation of Peloponnese), as part of the Innovative Actions 2000-2006 Initiative.

- Core Objectives of RINO:
- Creation of bonds and co-operative actions with regions, entrepreneurial organizations and specialized business members.
- Creation of a regional networking for promotion of innovative actions
- Knowledge and experience transfer through companies, research centers, public and private sector service organizations.
- Development of a model in order to increase awareness related to innovative services offered.
- Ways in which innovative support methods can be sustained.
- Successfully connect different programmes and members at a regional, national and European level.

The main tools developed for RINO at an initial stage are summarized as:

- To link the results obtained through similar projects and pilot actions at a regional level
- Results presentation from Regional Innovation Projects, are carefully examined and presented in detail, in order to bring forward every type of Best Practice introduced to the regions in question
- RINO Network is the platform where all these results are brought to and categorised accordingly, depending to the outcome they represent
- To link the results obtained through similar projects and pilot actions at a European level
- RINO, is also set out, as the innovational panel, on a regional level, where information and data are collected and evaluated in detail
- Via RINO, all Pilot Actions relevant to regional projects, are presented and monitored on every step, leading to successful knowledge transfer possibilities.

See also:

[www.rinonet.org/](http://www.rinonet.org/)

## GERMANY

### German Network on "Corporate Cultures"

A network on "Corporate Cultures" was launched by several German institutions. The Federal Ministry of Education and Research (BMBF) together with the Project Management Agency PT-DLR, representatives from the social partners (DGB, IG Metall), the Bertelsmann Foundation and seven research institutions met on October 18 in Warnemünde (near Rostock) to exchange ideas and experiences on "corporate cultures" in enterprises and brainstorm possible future activities. The 15 representatives from several German institutions agreed upon joint activities that will probably take place from 2008 onwards. The BMBF, department on Innovative Work Design and Services, was represented by the head of department Ursula Zahn-Elliott, who highlighted the results already achieved within the German sub-programme on "innovative corporate cultures" and appealed to a higher engagement of business on this topic.

Further information: [www.innovative-unternehmenskultur.de](http://www.innovative-unternehmenskultur.de)

## 4 Examples of Good Practice

Sometimes scientific programmes seem a little bit abstract. Therefore we would like to illustrate the outcome of work oriented programmes by practical examples. It may be illuminative to have a look on what happens on company level. Hereafter you'll find a collection of twelve projects of good practice, six from Finland and six from North Rhine-Westphalia, Germany.

### Cases from Finland

#### CASE Bromma Conquip Tampere

[Bromma finds the keys to good performance](#)



Bromma Conquip AB is the world's biggest designer and producer of container spreaders, with factories in Tampere, Finland, Vällingby, Sweden, and Ipoh, Malesia. However, size and market leadership as a maker of harbour crane spreaders do not in themselves guarantee smooth and continuous growth in productivity and business. In Tampere, Bromma makes spreaders for various products. Each year, it turns out over a thousand with a staff of 115, 90 of them fitters. Production manager Mika Virtanen explains that after the year 2000 Bromma Conquip's profitability took a downward turn and quality costs started to account for a growing percentage of turnover. [More...](#)

## CASE Lafarge Roofing

[Lafarge Roofing greatly boosted its results](#)



Lafarge Roofing Oy's head office is in Helsinki's neighbour, the City of Espoo. The company is part of the Swedish Lafarge Roofing Group. The Finnish company's business sector is concrete roofing tiles, and its modern, highly automated factory is in the town of Orimattila in southern Finland. In addition to production, the logistics operations are also handled in the factory. All in all, Lafarge Roofing employs over 50 people in Finland. With the help of the two-year development project, Lafarge Roofing Oy upped its performance 360 per cent over two years. The staff figures rose and the workplace atmosphere improved.

[More...](#)

## CASE Kilpiset Oy

[Tacit knowledge aids development in the Kilpiset corporation](#)



Kilpiset Oy in the town of Imatra close to eastern Finland's border with Russia is Finland's leading supplier of signs, specializing in the design, production and installation of signs and related information products. It markets throughout Finland. Kilpiset's products comprise traffic signs and the usual kinds of public notice, but it also designs and produces internal and external sign systems for individual companies. One example of Kilpiset sign design encountered by the public can be found at the Ateneum Art Museum in Helsinki.

[More...](#)

## CASE Satamaito Oy

[Rolling along - the Satamaito dairy shares out responsibility among its staff](#)



Satamaito's warehouse operative Jouni Isokorpi gets boxes of packaged milk ready for loading. His work runs smoothly and is now less strenuous, thanks to the new loading rollers – just one idea thrown up during the company's active development work. Loading rollers are only one small improvement carried out in the 18 months of development carried out at Satamaito in the City of Pori, western Finland. The most important tool in the whole project has been the involvement of the whole staff. Once that was achieved, ideas

started to flow and work in the warehouse, as elsewhere, got easier. The company's management culture has also changed. [More...](#)



### **CASE Jorvi Hospital and elderly care services of the City of Espoo**

#### [Solidarity and well-being from worktime planning in health care work](#)



In the metropolitan area, a project involving Jorvi Hospital and services for the elderly provided by the City of Espoo has developed a procedure for planning working hours based on staff autonomy. In the new 'worktime autonomy' model, employees do their own shift planning department by department. This made it easier to reconcile work and leisure time. Those affected also felt they could cope better and were healthier.

[More...](#)

### **CASE Hyvinkää district police department**

#### [More efficient crime investigation in teams and in an open-plan office](#)



RITUKE, acronym for a joint development project concerning criminal investigation processes in police departments in the cities of Espoo, Hyvinkää and Riihimäki in southern Finland, has proved a huge success. The biggest achievement was in Hyvinkää, where investigation times were cut by 80 per cent. The project started in 2003. Thanks to the project, case throughput times in Hyvinkää were reduced from 55 days in 2002 to the figure of 12 days in 2005. And this was achieved despite having five less police officers. [More...](#)

### **Cases from North Rhine-Westphalia, Germany**

Development of a high tech company

#### [High professionals start sales offensive](#)



When recently a huge wave of insolvencies spilled over the technology sector, which had been spoiled by success for a long time, the Comet Software-Beratungs GmbH1 in Mönchengladbach was able to uphold its order volume. In fact, the systems house with international orientation already has clear concepts for the development of its services and for the increasing of its staff. [More...](#)

Understanding and organising

#### [Potential consulting supports private clinic in reorganisation](#)

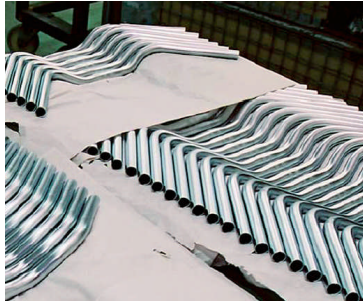


There is hardly any area in society these days that is not dictated by cost-effectiveness. That also applies to the health care system. The private Neurologische Fachklinik Hilchenbach, for instance, has totally repositioned itself with the support of potential consulting. After a short while the Siegerland rehabilitation centre already noted a higher performance quality, better company earnings and a significant plus concerning workplaces. The list of defects was endless: Chronic under-occupancy, large staff fluctuation, considerable leading problems and an insufficient coordination between the departments.

This was a status that the owner of the Neurologische Fachklinik Hilchenbach, the AHG AG, was no longer able and willing to afford. [More...](#)

More power for Europe's market leader

### **Manufacturer of handlebars for bicycles Humpert from Wickede uses his potentials anew**



"We are one of the world's leading manufacturers of bicycle handlebars. But we can only hold that position, if we keep our know-how head start and develop our advantages in the on-time delivery and delivery speed by automation. Organisation development, motivation promotion and safeguarding of jobs were therefore in the centre of the consulting", Dirk Linnewerth, project manager of the Humpert company, explains the most important objectives of the potential consulting, which the family business had conducted by the consulting firm G.O.P.B. from Sankt Augustin. [More...](#)

Methodological data collection increases order volume

### **Light in the fog bank**



The reserved demand in the building trade caused many companies to reduce the number of their employees. What sounds sensible at first glance turns out to be a catastrophe after more detailed analysis. The value added achieved with the remaining staff is not sufficient to meet the unchanged costs. Potential consulting showed in a Rhenish craftsman's enterprise how you can achieve a better operating profit with more employees despite declining economic activity. In spite of high performance quality and reliable delivery scheduling Holzbau Küppers GmbH in Geilenkirchen, family-owned for three generations, had to put up with losses in turnover owing to the unsatisfactory

economic situation in the last years. The sole shareholder Johannes Küppers was obliged to dismiss some of his employees. [More...](#)

Playground for developer

### **360 Degrees – Totally in the Picture**



The lecture in the big conference room of the kölnermedienfabrik AG has been going on for an hour now. The statistics, graphics and tables projected on the wall visualise the results of potential consulting funded by the Arbeitsministerium NRW. It has shown what resources in the medium-sized company are not yet being utilised. But now the board member sales and distribution puts an abrupt end to the theoretical part. With the words: "Better take a look onsite at the practical relevance of the potential consulting", he invites the guests from economy, science and politics to a spontaneous tour of the company. [More...](#)

## Implementation of EFQM-System

### **Quality Management in the Sozial-Holding der Stadt Mönchengladbach GmbH**



The health care and social services sector is in no way inferior to the commercial industry in its awareness of quality. Great expertise, a respective staffing and the necessary infrastructures are essential for the health care and social professions and they are demanded by the legislator and the financing bodies. The Sozial-Holding der Stadt Mönchengladbach GmbH has faced the high demands and it has documented its maximum performance and improvement potential in a 'Qualitätsbericht Altenheime'. [More...](#)

More information about the intervention "Potential Consulting" is available on the website:

[http://downloads.gib-nrw.de/PB\\_Report\\_EN.pdf](http://downloads.gib-nrw.de/PB_Report_EN.pdf)

### **Similarities and differences**

Both programmes aim at strengthening of the competitiveness of SME and competence of employees as well. Both programmes consider participation of employees in modernisation processes as most important. The projects above aim among others at:

- Improvement of management culture and internal communication,
- Strengthening employees' responsibility,
- Introduction of quality management systems,
- Opening space for creativity,
- Further education,
- Strengthening safety and health at work,
- Modernisation of work organisation,
- Introduction of flexible working time,
- Reduction of fluctuation,
- Improved workflow performance,
- Development of new products and services,
- Opening new markets,
- Improvement of profitability,
- Creation of strategic networks,
- Et al.

Both of the programmes co-finance external support (consultancy service and/or vocational training). The roles of the external consultants are similar as well and are often described for example as "mid-wife", moderator, facilitator, process manager etc. Thus external support focuses on help for self-help on organisational level and provides process competence rather than technical competence. The assumption of responsibility by management and employees are preconditions for successful modernisation processes and sustainable learning of organisations and individuals in SME.

The main difference between the programmes of Finland and North Rhine-Westphalia is the way external support is provided. Whereas in Finland consultancy service is provided by scientists, often in charge of a university, in North Rhine-Westphalia this service is done by private consulting companies. These are small consulting companies with 1-10 consultants specialized in working with SME. There are additional differences in the duration of projects and in the amount and proportion of public funding for these modernisation projects in SME.

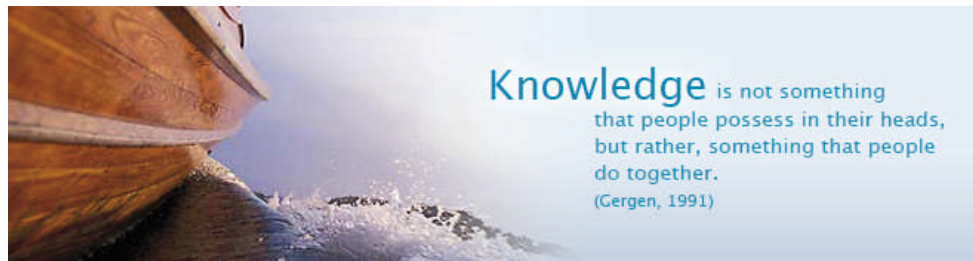
Since it's the first time that Finish and German project examples are published side by side in this way we would be interested in your feedback.

E-Mail: [f.keuken@gib.nrw.de](mailto:f.keuken@gib.nrw.de)

## 5 Dates, Events & Activities

### Finland

**Conference on Regional Development and Innovation Processes; March 5<sup>th</sup>-7<sup>th</sup>, 2008, Porvoo - Borgå, Finland**



*"Insightful Encounters - Regional Development and Practice-Based Learning"*

2<sup>nd</sup> Call for Papers / 4.9.2007

THE OBJECTIVE OF THE CONFERENCE is to deepen our understanding of regional development, learning and innovation activity from the viewpoint of practice-based –theorizing. The idea is that the conference in itself will be constructed as a new kind of learning space by enabling dialogue and multi-voiced encounters for people, science and art, theoretical ideas, approaches (bottom-up/top-down), new methods, cases and narratives - related to regional development, innovation processes and learning.

PARTICIPANTS: Researchers, practitioners, lecturers, entrepreneurs, students and other actors involved in regional development and learning. Participants limited to 100.

More information: [www.haaga-helia.fi/en/haaga-helia/whats-on/conference-on-regional-development-and-innovation-processes-in-porvoo](http://www.haaga-helia.fi/en/haaga-helia/whats-on/conference-on-regional-development-and-innovation-processes-in-porvoo)

### Greece

**1.633 enterprising meetings were realised in the frame of first Hi-Tech Innovators' Partenariat**

The first Hi-Tech Innovators' Partenariat was completed with big success and was realised in Thessalonica on 5-6 October 2007, during the International Report Infosystem 2007. Particularly, the Partenariat, that constituted the first Greek enterprising event in the sector of high technology and innovation, was organized by the Greek Organism of Exterior Trade-OPE S.A, under the aegis of Ministries of Finance of Economy and Growth and with the support of sector-based contacts and institutions (EVEC, VETH, SEVE, SEPVE, HELEXPO, SVVE, ELKE. NCD).

The event was actively supported by the National Centre of Documentation (NCD), promoting itself abroad via the European network of Centres of Reallocation of Innovation (IRCs) but also attracting the attendance of big number of Greek enterprises. Totally participated 100 Greek enterprises and 153 foreigners from 26 countries (Germany, Italy, Sweden, Bulgaria, Japan, India, Canada, China e.t.c), while were realised 1.633 enterprising meetings, that covered all the sectors of high technology and innovation, as the sector of telecommunications and information technology, research and growth of new products and services e.t.c.). The Greek enterprises and the institutions of sector asked the establishment of institution and his conduct in annual base, stressing his contribution in the essential networking Greek and foreigner enterprises. It is worth mentioning that representatives of foreigner enterprises mentioned -particularly positively- the level of Greek enterprises in the sector of high technology and innovation, judging it as extremely satisfactory and a lot of Greek enterprises were called to participate in the second phase of commercial discussions.

The bigger number of enterprising meetings was marked in the sector of Software, where the meetings amounted to 459. The sector of Information Management ensued with 293 meetings, the sector of Digital Technology with 241, the sector of Research Technology with 222, the sector of Energy and remaining sectors of innovation with 197, the sector of Hardware with the 185 and, finally, sector of Biotechnology with 36 meetings. At the same time, in the frame of Infosystem and first Hi-Tech Innovators' Partenariat, was carried out international thematic Congress titled: "Greece as a Gate for the growth of enterprising collaborations in the sectors of high technology and innovation, in the region of South-eastern Europe and Mediterranean", while a special event was also organised that included a demonstration of robotics.

Source: Hi-Tech Partenariat  
[www.hitech-partenariat.gr/](http://www.hitech-partenariat.gr/)

## Germany

### Series of conferences on "Preventive Occupational Health and Safety" started on 15<sup>th</sup> and 16<sup>th</sup> of November 2007 in Aachen



The Project Management Organisation (PT-DLR) and the Metaproject „Strategic Transfer within Occupational Health and Safety - StArG" organised the first from a series of conferences on November 15 and 16, 2007 in Aachen. The series of conferences are part of the German subprogramme "Preventive Occupational Health and Safety", supported by the Federal Ministry for Education and Research and attracted 180 outstanding scientists, practitioners and politicians.

The Conference was opened by Anja Richert (Project Leader of the Metaproject StArG, (Center for Learning and Knowledge Management and Department for Computer Science in Mechanical Engineering, RWTH Aachen University) and Prof. Dr. med. Rolf Rossaint (Prorector of the RWTH Aachen University). Within 5 keynote-speeches, 8 world cafe tables as well as 5 parallel workshops scientific results and successful examples for the implementation of a sustainable occupational health and safety solutions were. Additionally, the "Project Market Place" offered the opportunity to meet 20 BMBF-funded projects of the German subprogramme on "Preventive Occupa-

tional Health and Safety”.

The priority fields of research within the subprogramme are “Health Promotion within the Demographic Change”, Participation and Leadership”, Prevention as competitive factor”, “Intercompany Alliances”, as well as “Operational Innovation Management”. As part of the BMBF-Funding-Programme “Working – learning – developing skills – Potential for innovation in a modern working environment” the projects respond to new requirements which have to be met in the world of work due to recent developments in industry and society.

The conference proceeding are expected in March 2007.

Further information: <http://www.starg-online.de>

### **North Rhine-Westphalia, Germany**

#### **More Employment. The European Social Fund in North Rhine-Westphalia 2007-2013, December, 14<sup>th</sup>, Düsseldorf**

Strengthening of companies’ and employees’ competitiveness, improvement of further education and qualification, durable integration of disadvantaged people into work life; these are the objectives of the labour policy in North Rhine-Westphalia, Germany, supported by the European Social Fund. On December 14<sup>th</sup> a congress will be held in Düsseldorf to discuss these topics with representatives of the European Commission, government of Land North-Rhine-Westphalia, local authorities and other experts.

More information: [www.arbeitsmarkt.nrw.de/aktuelles/material/auftaktveranstaltung.pdf](http://www.arbeitsmarkt.nrw.de/aktuelles/material/auftaktveranstaltung.pdf)

## **6 New Publications**

### **Italy**

Garibaldi, F., Telljohann, V. (eds.) (2007), *New Forms of Work Organisation and Industrial Relations in Southern Europe*, Frankfurt: Peter Lang.

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Further information: <http://projekt-tim.org/tim05.htm>

## **7 Important Links**

### **WORK-IN-NET partner organisations**

#### **Finland**

TYKES Finnish Workplace Development Programme, Ministry of Labour  
[www.tykes.fi/](http://www.tykes.fi/)

Work Environment Fund  
[www.tsr.fi/](http://www.tsr.fi/)

#### **Germany**

Project Management Organisation in the DLR of the Federal Ministry of Education and Research (WORK-IN-NET Coordination)  
[www.pt-dlr.de/](http://www.pt-dlr.de/)

Ministry of Labour, Health and Social Affairs of the Land North Rhine-Westphalia, Germany  
[www.mags.nrw.de](http://www.mags.nrw.de)

G.I.B. Innovative Employment Promotion Company GmbH  
[www.gib.nrw.de/](http://www.gib.nrw.de/)

#### **Greece**

Secretariat for Research and Technology, Ministry of Development  
[www.gsrt.gr/](http://www.gsrt.gr/)

#### **Ireland**

National Centre for Partnership and Performance  
[www.ncpp.ie](http://www.ncpp.ie)

#### **Italy**

Regional Government of Emilia Romagna  
[www.emilia-romagna.it/](http://www.emilia-romagna.it/)

Istituto per il Lavoro  
[www.fipl.it/](http://www.fipl.it/)

#### **Netherlands**

Netherlands Centre for Social Innovation  
[www.ncsi.nl/](http://www.ncsi.nl/)

### **Norway**

Research Council Norway  
[www.forskningsradet.no/english](http://www.forskningsradet.no/english)

### **Poland**

Ministry of Science and Higher Education  
[www.mnii.gov.pl/en](http://www.mnii.gov.pl/en)

Federation of Engineering Associations  
[www.mnii.gov.pl/en](http://www.mnii.gov.pl/en)

### **Sweden**

Swedish Agency for Innovation Systems  
[www.vinnova.se/](http://www.vinnova.se/)

Swedish Council for Working Life and Social Research  
[www.fas.se/](http://www.fas.se/)

### **Associated partners**

#### **Austria**

Federal Ministry of Education, Science and Culture  
[www.bmbwk.gv.at/](http://www.bmbwk.gv.at/)

#### **France**

ANACT – The Agence Nationale pour l'Amélioration des Conditions de Travail  
[www.anact.fr](http://www.anact.fr)

#### **Netherlands**

TNO Work and Employment  
[www.tno.nl](http://www.tno.nl)

#### **United Kingdom**

UK WON  
[www.ukwon.net](http://www.ukwon.net)

### **European Institutions**

European Foundation for the Improvement of Living and Working Conditions  
[www.eurofound.europa.eu/](http://www.eurofound.europa.eu/)

European Agency for Safety and Health at Work  
<http://europe.osha.eu.int/info/>





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## **ERA-NETs**

ERA-AGE

<http://era-age.group.shef.ac.uk/>

NEW OSH-ERA

<http://osha.europa.eu/newoshera/>

## **8 Imprint**

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