

Quality of Working Life, Industrial Relations and Labour Productivity

Report from two workshops in WORK-IN-NET
Stockholm, May 25-27, 2005

Horst Hart,
Erling Ribbing, Kenneth Abrahamsson



WORK-IN-NET

Labour and innovation: Work-oriented innovations – a key to better employment, cohesion and competitiveness in a knowledge-intensive society





FORSKNINGSRÅDET FÖR ARBETSLIV
OCH SOCIALVETENSKAP
SWEDISH COUNCIL FOR WORKING LIFE AND SOCIAL RESEARCH





WIN-Coordinator's Foreword

This report is based on the main findings of two workshops on Quality of Working Life, Industrial Relations and Labour Productivity as part of the WORK-IN-NET project. The workshops were organised by FAS, the Swedish Council for working life and social research, and VINNOVA, the Swedish Innovation Agency, and were held in Stockholm in the end of May 2005.

WORK-IN-NET is a four-year (2004-08) project with the full title 'Labour and Innovation: Work-Oriented Innovations – a Key to Better Employment, Cohesion and Competitiveness in a Knowledge-Intensive Society'. The project is funded within the Sixth Research Framework Programme of the European Commission. The overall aim of WORK-IN-NET is to set up sustainable communication and co-operation channels in Europe between the still fragmented national and regional research activities in the area of work-related innovation issues. To cope with the lasting innovation, productivity and employment challenges in European countries, the focus of WORK-IN-NET lies on three key themes:

- qualitative human resource development
- corporate social responsibilities and cultures, and
- regional development alliances.

Innovative interactions of all – national and regional – stakeholders and extended development coalitions are vital for achieving the goal set by the Lisbon European Council – to become the most competitive and dynamic knowledge-based economy in the world by 2010, capable of sustainable economic growth with more and better jobs and with greater social cohesion. Within the economic and technological changes towards globalisation the regional dimension is gaining momentum.

The following pages offer an overview about the discussions during the workshop on R&D-programmes on corporate social responsibility, quality of working life and labour productivity. The main objective of these meetings of experts in the field was to foster a systematic exchange of information and good practices concerning existing research programmes on work-oriented innovations and work place development.

Claudio Zettel
- Coordinator -



FORSKNINGSRÅDET FÖR ARBETSLIV
OCH SOCIALVETENSKAP
SWEDISH COUNCIL FOR WORKING LIFE AND SOCIAL RESEARCH



Foreword by the Swedish partners

In the end of May this year FAS and VINNOVA organised two workshops – or work packages – as a part of our agencies' involvement in WORK-IN-NET, an ERA-NET on innovative work organisations and social cohesion in Europe. The themes of the workshops were *Corporate Social Cultures for implementing Innovative Work Organisations*, May 26, 2005 and *Human Resource Management for Improving Quality of Working Life and Labour Productivity*, May 27, 2005.

The objective of the WORK-IN-NET-mission is the promotion of a systematic exchange of information and good practices with regard to specific national/regional approaches, moreover stimulating mutual learning processes on strategies and contents of the programmes, which may include a broad range of aspects. Special attention will be paid to the societal context of work life development policies. It is also necessary to identify current R&D-cultures and climates of innovative initiatives and policies.

Considering this background, the Stockholm workshops focussed on the working balance between the state, the social partners, and the individual employees with the aim of creating better working conditions promoting labour productivity and quality. As a background for the workshops, national questionnaires have been developed (see appendices). We are grateful to Dr. Horst Hart, the FENIX programme at the Stockholm School of Economics, who has had the responsibility for reporting from the two workshops. We hope that his summary as well as appendices and our concluding remarks will stimulate the future dialogue on better and more innovative workplaces in Europe.

Stockholm, June 30, 2005

Kenneth Abrahamsson
Programme Director, FAS

Erling Ribbing
Programme Manager, VINNOVA



FORSKNINGSRÅDET FÖR ARBETSLIV
OCH SOCIALVETENSKAP
SWEDISH COUNCIL FOR WORKING LIFE AND SOCIAL RESEARCH



Contents

WIN-Coordinator's Foreword.....	3
Foreword by the Swedish partners	5
Introduction by the rapporteur.....	9
PART 1: Corporate Social Responsibility (CSR) and economic growth.....	11
CSR in a comparative context.....	11
Trends and developments in Swedish Working Life – Overview of recent changes concerning work organisation, innovation, mobility and social corporate culture	12
VINNOVA's profile on Innovative Working Life.....	16
(1) The generic WLD programme.....	16
(2) Integrated WLD in technical R&D programmes.....	16
(3) Innovation system research programme	17
Work life perspectives on innovation and innovation systems – Where are we heading? ..	18
Some assumptions about work life research and VINNOVA.....	18
Five tracks and on platform – so far.....	19
Questions:.....	20
Reports from the group discussions	20
Group 1.....	20
Group 2.....	21
Group 3.....	22
PART 2: Human Resource Management, Quality of Working Life and Labour Productivity	23
The concept of Good Work.....	23
The SALTSA programme – bridging the European Work Life Gap.....	24
FAS profile to work organisation research – a background.....	25
Three research perspectives	27
The MOA-project on healthy workplaces in Sweden	27
Health accounts – incentive or barrier to healthy workplaces	30
Quality of work – the convergence dilemma	31
Group reports:	33
PART 3: Concluding remarks and appendices	35
Concluding remarks, agreements and action points.....	35
Post-reflections of the Stockholm workshops.....	35
Suggestions for further collaboration.....	35
References	38
Peer reviewed articles in international journals and book chapters (MOA-project).....	39
Appendix 1: Programme	41
Preliminary time schedule for the Stockholm meetings, May 25-27, 2005.....	41
Workshop on Corporate Social Cultures for implementing Innovative Work Organizations, Stockholm May 26, 2005	43
Workshop on Human Resource Management for improving Quality of Working Life and Labour Productivity, Stockholm May 27, 2005	45
Appendix 2: Questions	47
Questions concerning joint themes on Policy Context, Industrial Relations Regimes and Implementation of Innovative Work Organizations.....	47



FORSKNINGSRÅDET FÖR ARBETSLIV
OCH SOCIALVETENSKAP
SWEDISH COUNCIL FOR WORKING LIFE AND SOCIAL RESEARCH



Introduction by the rapporteur

FAS and VINNOVA have been the hosts for this WORK-IN-NET-initiative. FAS is a Swedish research council promoting high-ranked research on work, welfare and public health. VINNOVA is a national agency with the task to promote research and development activities for innovation and economic growth. VINNOVA works for sustainable economic growth and problem-oriented research based on the needs of the industry and the public sector, which is the central driving force in which innovation and innovation systems are considered to play an important role. VINNOVA's activities focus on:

- Promotion of an effective collaboration between universities, research institutes, industry and the political/public sector for a sustainable economic development;
- Research and development within areas that are judged to have a major growth potential;
- Commercialisation of research results;
- Promotion of strategic and innovative thinking among core actors in the society.

One of the main arguments for FAS' and VINNOVA's participation in the WORK-IN-NET (WIN) is the fact that the fairly good economic growth in Sweden during the last decade does not correspond to an analogous growth in employment. On the contrary, employment rates are stable or decreasing – despite the growth – and there has been a remarkable increase in long-term sick leave and a high level of pre-retirement among employees. In the Swedish debate, it has become an important task to find effective strategies to increase employment, decrease social exclusion and reduce sick leave. Other arguments to join WIN are the need to make Swedish developments at work visible in the European context and also to better co-ordinate ongoing activities in Sweden. In addition to these national benefits, the Swedish participation can also reinforce the European dialogue of research and developments of humane and efficient workplaces in the member countries.

In most countries, different industrial relations regimes and various strategic choices are being discussed. In Sweden, the state, its policy programmes, its administrative capacity and its welfare system traditionally plays an important role. In close cooperation with the social partners one work place development programme after the other have been implemented, providing the national production system with tools that at the one end provide private and public employers with employable labour and at the other end create welfare, quality of working life and social security for the employees (the public responsibility strategy). This political strategy has a long and mostly successful history but seems to loose efficiency at the moment.

It has been argued that the state should lower its ambitions to control the conditions on the labour market. There are two major political alternatives in the public debate as well as in the labour market system as such. The responsibility of the state can be kept within reasonable bounds if employers take on a greater responsibility for the development of employment and working conditions among their employees, but also for employment relations between organisations (employment circles, regional employment networks). When doing so, the human resource management within the organisations become more important.



Another important argument has been that the cost for labour is too high and that the increasing globalisation allows employers to allocate their labour intensive activities to low cost countries. It is also discussed, whether the wage levels may be too high and the social benefits need to be reduced. This would be possible if the individual employee takes over parts of the responsibility for his/her well-being directly, is more actively scanning for job opportunities as well as being responsible for his/her individual social security through various insurance systems.

All countries apply an employment strategy that includes parts of these three strategic principles. The workshop mainly addresses the human resource strategy. Is it possible to develop a corporate social culture that can accelerate economic growth as well as growth of employment and still keep the ambitions of quality of working life? Which role should public organisations, as VINNOVA and FAS, play in that situation? What are the pros and cons when implementing a human resource strategy? Comparing national systems with each other, what can be learnt from the national experiences? The workshop thus aims at “the systematic exchange of information concerning human resource management for improving the quality of working life and labour productivity”.

Stockholm, June 30, 2005

Horst Hart
Rapporteur



PART 1: Corporate Social Responsibility (CSR) and economic growth

CSR in a comparative context

We learnt from the answers to the questionnaires, which was distributed to the participants on beforehand, that all countries apply a strategy that is a combination of principles laid down in the national legislation, and a programmatic approach with mostly public organisations responsible for structuring and refinement.

Still there are differences. In Finland (supported by an agreement between the social partners) emphasis is on the employee, focussing on opportunities for individuals to develop in their profession and in their work, the well-being at work in a cooperative setting. Programmes and projects need to be organized so that they simultaneously improve operative performance (productivity) and QWL. Finnish labour legislation has a wide coverage over issues related to QWL. Traditionally there has been a focus on the physical aspects of QWL. In R&D programmes like TYKES, social partners are usually involved in management and steering committees. Current “red and hot” topics relate to the development of social insecurity. Precarious work, particularly among women in the public sector, and work on short term contracts become more common. In order to legitimize the TYKES programme, the argument is that workplace innovations play an important role in the national innovation system. There is still a problem, since most of the key policy-makers think in terms of macroeconomics.

Also in Germany, national programme policies are derived from the institutional industrial setting legitimized by the constitution. Therefore, the social partners have always been important stakeholders for the necessary dialogues. The QWL aspects focus in the running framework concept on employability, especially the maintenance and development of competence as well as a preventive development of safety and health at work, sustainable company development supporting the capacities for innovation and action, and promoting of equal opportunities and untapped potentials in the framework of demographic change. Thus, employability of individuals and sustainability of companies have become central issues. They are increased, only if companies and employees can improve their ability to manage healthy, creative and flexible work. Accordingly, a special sub-programme on innovative corporate cultures with CSR/QWL issues has been built up. But – in spite of successful model cases – there are dangers of loosing influence due to the deregulation of labour markets, especially protection rules against dismissals, and demands from the financial markets which constantly claim short-termed and increasing profit margins.

There are significant differences on the regional level. North-Rhine Westphalia runs a campaign to improve corporate citizenship (<http://www.corporate-citizenship.nre.de>), which emphasizes the issues of CSR. Here, the programme “Work Oriented Modernisation” serves as an example of modern programme management. It focuses on employability, modern and flexible work organisation, learning, safety and management of work-life-balance. It is a part of the ESF Objective 3 programme. (The programme has been described earlier at the Helsinki and Bologna meetings). Nearly 10,000 SMEs have participated. The programme encourages the service from consultants and researchers. G.I.B. acts as a development agency,



offering information of political objectives, technical details of different project types through a journal, the Internet, seminars, workshops and conferences on national and international levels.

In Bremen, the programme Work and Technology lays the focus on the creation of qualified jobs in small and medium-sized companies, in particular by supporting the modernisation of work organisations.

In Italy, as in Norway, the centre of gravity is on the regional level. Recently the Institute for Labour Foundation has developed a Regional Social Quality Certificate with the ultimate goal to promote an overall change of enterprises towards sustainable growth combining competitiveness and social responsibility. With voluntary participation the certifying process includes a broad spectrum of change dimensions, of which work oriented issues are an important part (including respect of human rights, promotion of health and safety, recruitment and selection routines, access to vocational training, working hours payment forms, information within the company, promotion of social relationships inside the company, trade union representation at company level, functional flexibility and financial support in crises).

The conservative Italian government is occupied in a constant war with QWL-related issues. A labour market reform includes precariousness among young and older employees: It reduces the importance of labour contracts; it reduces the power of the collective bargaining, and increases the employers' right to vary the working hours. Emilia-Romagna programmes do not comply with the national policies through a draft bill called "rules for the promotion of employment and quality, safety and regularity of labour". It favours the access to the labour market, performance of workers at risk of unemployment, and female employment. Among the programmes that are being run in Emilia-Romagna, the Ministry of Health organises an intervention project making the workplace safer and healthier. The quality plan, run by the Ministry of Productive activities, is interesting. Interventions are directed towards quality management systems with different actions.

Trends and developments in Swedish Working Life – Overview of recent changes concerning work organisation, innovation, mobility and social corporate culture

Professor Casten von Otter, National Institute for Working Life

Based on a project report for the Swedish government, Casten von Otter described the background and trends on the Swedish labour market. His general conclusion is that working life at present is in the middle of a historic change process as a result of a far-reaching economic and social integration. In the European countries, mainly within the European Union, dependency on a small number of multinational corporations with undertakings all over the world and new business logics has a strong influence on work organisation. What consequences will these trends have for the Swedish society? What will be the future role for the existing adjustment processes like training, retraining, flexibility and productivity?



The Swedish model – once systematised by Gösta Rehn and Rudolf Meidner – is based on two principles: (1) the role of the state is to formulate and implement an active labour market policy ensuring that the national production system is established with maximum effectiveness and efficiency. (2) Trade unions should comply with the labour market policy and should not subsidise bad jobs with low wages. Unions were allowed to increase wages even if the result would be closed shops and redundancy (i.e. a support for a productivity-driving wage policy). The model provided the society with an engine for development for several decades. Around the engine were built a whole system of social welfare commitments.

The model implied that there was always a process where new industries and new jobs were created. That does not occur any longer. Unofficially, the government calculates with higher unemployment rates (4 - 6%) which is much higher than the officially declared full employment goals. The current policy objective comprises an unemployment ceiling at 4% and a national employment level of 80%. None of these objectives have been reached, although the employment level is slowly increasing above 75%.

Working life issues are gradually becoming a major part of an open social system. Social inclusion and social exclusion enter into working life as well as into social policy. Work rationality becomes more included in a social rationality concept. People act rationally, but rationality is socially embedded, and the institutions that are provided by the society influence attitudes and mindset.

There are several important issues that need to be taken into account. More people are leaving the labour market than entering it with the result that the need for support (pensions, compensations etc.) increases and the number of gainfully employed persons contributing to pension funds etc. decreases. In the short perspective there is a financial problem. With more economic resources available problems could have been attacked in a different way. The long-term prognoses tell us that there will be a shortage of labour.

Looking at the problem of sick leave, which is one of the factors that influences the labour market participation, we can observe the following. There is a long-term trend that shows a slow increase in sickness leave from 1974 to 1997. Then something happened that during a short period more than doubled the number of long-term sick leave (more than one year). In 1996 about 75,000 employees were on sick leave. In 2002 the corresponding figure was 180,000. Since then, the number has decreased to 160,000. An explanation to these figures is the number of early retirement. From 200,000 in 1970 to 350,000 in 1990 the figures have increased to over 550,000 in 2004. But what are the reasons behind this spectacular development? Is it a collapse of the welfare state system, a collapse of the well-being of people or is it a collapse of the work environment as such? Or is it a result of broader changes in the culture, atmosphere and individual attitudes? The cost to provide social security and sick-leave services etc. to these people is about 4.5 % of the GNP.

About 30 % of the diagnoses are symptom-based, i.e. they are not easily proven by different medical observations (blood pressure, blood samples, etc.). Many (about 1/3) are based on narratives provided by the patient, of what he/she is experiencing, telling something about their physical or social environment that need some kind of interpretation. Sick leave is very unevenly distributed within the Swedish society. It is low in the Stockholm, Gothenburg and



Malmö regions, but very high in parts of north Sweden, where the work environment is conceived to be worse nowadays than before. The number of employees who report that they are tired, have aching shoulders, have problems with their sleep or are worried is now increasing. These figures are higher among women, especially for those with low education, middle aged or older and who are working in the public sector.

Are changes in sick leave a result of changes in social culture and attitude? Women usually are more characterised by having low control of their work situation than men. However, similar patterns are found if we compare with groups outside the labour market (students, home workers, but not retired). One third of the employees want to change their job. Only about ten per cent realise their intention. Many of the employees do not, however, have the opportunity to change occupation or employer. The legislation does not promote mobility. VINNOVA runs an interesting R&D-programme, directly oriented towards local and regional (horizontal) mobility (the DYNAMO-programme).

Many social benefits are directly work-related. Together the social institutions are constructed in such a way that it makes the choice to react in terms of sick leave seems to be a rational choice. Our identity is constructed together with our social environment and the people, with whom we interact. How we feel about our job, mentally and/or physically, is a result of how we collectively define the situation. It can be based on perceived ill-health (*ailment*) as a result of how I feel, (*illness*), that others have shown me that I am ill (*on sick leave*). The interesting thing is the interface between these three definitions of illness. How has the importance of these three components been subject to change and redefinition over time? It is of special importance to analyse how the definitions of sick leave do change as a result of changes in the public (and private) conception of ailment and illness.

The social and health insurance system is based on the idea that sickness relates to something that can be objectively assessed. The insurance administration seems to have been trapped in the changes that occur in the society and the changes in the definition of sickness. There are many examples where sick leave is used for other purposes than as compensation for illness. At present it is possible to use sick leave as a solution to quite different problems that individuals can run into, problems in the workplace, problems with the court system, etc. We are more tolerant to allow various ailment symptoms, and it becomes more common to allow sick leave for ailments that cannot be classified as illness (example “myalgisk encephalomyelitis” = cronical perceived fatigue syndrome). – “Such a fancy name has to be something really biological!”

Denmark provides us with an interesting comparison. It has been defined as a working system combining social security and flexibility. In Denmark, there is a lower degree of job security and a high degree of social security and a well-functioning labour market with a short duration of unemployment. If duration of unemployment is shared among a larger part of the population and if nobody is long-term unemployed, it makes unemployment acceptable as a normal part of life. There is a correlation of what is seen as important explanations for why people don't succeed in the labour market. Answering questions about what explains bad quality of life we can see that in Sweden there is a high degree of explanations dealing with injustice in society, troubled family/friendship relations, but a low degree of bad luck and lack



of effort. Denmark is on the opposite side, ranking bad luck and lack of effort high but injustice and relationships low.

In a situation with an increasing globalisation, with a different division of labour, where products are developed in Italy, manufactured in Finland, distributed from Taiwan and served from Ireland, follows a different time regime. These new globalised production patterns restrict the options to develop and maintain a specific national way of technology or work organisation.

Discussions and comments:

How do people understand their working life?

When do they say that enough is enough?

What options do they have to find alternatives and to what extent have they been “locked in”?

- What kind of issues would be suitable for international comparative projects?
- What role and importance are voluntary flexibility and the seniority system playing?
- The shift of perspective from labour market problems to working life problems, which have to be dealt with inside the firm.
- The shift from in-firm to inter-firm career systems with the support of the established education system.
- Labour market pools and employer networks are institutions and tools that can promote collaboration on mobility, rehabilitation, and competence development.

There is a contradiction between the idea of long-term network arrangements for individual careers and the development on the financial markets, whose conditions go directly in the opposite direction. Short-term shareholder value orientations are driving back production and innovation policies. Management has difficulties to develop long-term innovation strategies. Looking at voluntary flexibility, it is depending on social security. However, pressure from the financial side argues for higher profit margins in global competition and a decrease in social security, which will result in a shift towards forced flexibility. How is it possible to influence the competition situation, since most of the companies are not exposed neither to quality competition nor competence competition but to cost competition, which drives national work and innovation systems into the wrong direction of a downward spiral?

VINNOVA's profile on Innovative Working Life

Klas Barklöf, Senior Programme Manager

VINNOVA (the Swedish Agency for Innovation Systems) is one of the major funding organisations in Sweden (www.vinnova.se). The others are the Swedish Council for Working Life and Social Research (www.fas.forskning.se) and the European Social Fund Council (100 MECU). There is also a national institute for working life research (www.niwl.se).

VINNOVA operates three types of programmes: (1) generic work life programme (WLD); (2) integrated work life programme; and (3) the innovation system research programme. Here only the programmes of interest in this context will be discussed more in detail.

(1) The generic WLD programme

Focussing on important issues that can be applied in any industrial context, and the issues are often narrowly specified but their outcomes can be applied in other situations.

In 2003-2006, the programme Learning and Organising includes about ten projects, and in summary the programme tries to support research on learning in a broad, mature area of research, but related to the perspective of innovation systems.

Development of sustainable health in working life (2003 - 2006) and Personal economy and health accounting (2004 - 2006) are both consequences of the dramatically increasing sick leave statistics. These two programmes are aiming at development of standards that combine traditional measures of productivity and profitability with the outcome in terms of environmental results and health components. Both programmes are at their final stage and are summarising their findings in terms of methods and practical tests that have been performed. One of the programmes is organised in cooperation with an insurance company (AFA). Dynamic Labour markets and organisations (2004 - 2006), the DYNAMO-programme, contains activities that contribute to the development of models, explaining labour market mobility and analysing the structural conditions for labour market mobility. Within the programme local and regional co-operative structures that enhance mobility are developed. The programme has also participated in establishing employers' networks that use mobility as an instrument to prevent illness, promote rehabilitation, and also competence development.

VINN Excellence Centre: Managing Mobility. In Sweden, there are 18 centres of excellence. One of these excellence centres is established at the University of Linköping dealing with work life research with a strong focus on mobility.

(2) Integrated WLD in technical R&D programmes

In such programmes the ambition is to apply and integrate a work life perspective with technological development. Even if the success of such integration is not yet obvious, the ambitions are strongly articulated. At present there are three examples where an integration of perspectives is present (among the 20 programmes that are run at the moment). Efficient product and production development (2003 - 2007) has at least one sub-programme including



work life issues. It deals with readiness, flexibility and organisational development. Another programme, ICT for advanced home care (2003 - 2007) includes more directly a work life perspective (half of the ongoing projects). Similar to a German programme newly a programme addressing E-services in public administration (2003 - 2007) has started. Here VINNOVA welcomes a closer cooperation with similar initiatives in other countries.

(3) Innovation system research programme

Establishing three research centres at four universities, and two of them will focus on important work life issues. Some of the research centres will operate very closely with a work life perspective. CIND, Centre for Research on Innovation and Industrial Dynamics at Uppsala University and CIRCLE, Centre for Innovation, Research and Competence in the Learning Economy, will both be dealing with labour market issues, mobility, competence creation and development, human capital, etc. They are under construction and do not yet operate in full scale.

How to overcome the problems of integrating a technical perspective with a work life perspective? In a newly announced European Commission Communication on the complexity of innovation phenomena, it was stated that it should care about the human factor in the work organisation and the participation of employees. The ambition was to make all employees participate in the innovation process. But a newly launched innovation programme lays the focus on pure technology development.

The German humanisation programme did only marginally succeed in systematically integrating work-life results into technology activities. But on the level of the humanisation programme there were in the 1980s rather successful experiences in the human-oriented development of robotics and machine tools, flexible and computer-integrated production systems, and especially in software development. But these promising efforts more and more lost influence in the decade following.

The pendulum swings back and forth. In Sweden we have had programmes of that kind; some of them have been evaluated, but we could not find any long-term effects of these programmes. In Sweden, we observe a decreasing interest in such programmes. There is also a declining political demand for such programmes, which has to do with the fact that the programmes did not meet the expectations. The idea with VINNOVA was really to integrate these perspectives, and the management would certainly agree that such integration is important. However, reality is completely different. How to accomplish such integration could be one of the topics to be discussed in the workshop.

In Finland, the Work Environment Fund has made efforts to collaborate with TEKES by adding work life aspects into their technological programmes. It is still an unanswered question if this strategy has been successful.

Notice: Are there any programmes in other countries that deal with the phenomenon that employers cooperate in order to strengthen persons with problems by offering jobs at other workplaces, sharing employees with each other?

Work life perspectives on innovation and innovation systems – Where are we heading?

Professor Jan Forslin, INDEK, Royal Institute of Technology

Jan Forslin presented the result from policy analyses of VINNOVA-strategies on R&D for working life and innovations based on interviews with employees within VINNOVA as well as actors within the VINNOVA network. There are, according to Forslin, several paradoxes in the field of work life research and research about innovation. We are reasonably successful in economic terms but we are still not satisfied with the result. Our workplaces are vanishing, but so is the labour force, and we are living longer but very unhealthy. The industrial sectors seem to be on decline, and there is an unwillingness to invest in resources; it seems easier to invest in already existing operations than to develop new; it seems easier to amalgamate and to work with joint ventures.

Some assumptions about work life research and VINNOVA

The research community seems to be disappointed about the research-funding organisation introduced in 2001. The disappointment concerns vanishing resources and unclear conditions for priorities. Industry also tends to be disappointed because the research system does not provide them with solutions. One of the obstacles is that researchers are using a development perspective, which only treats work life issues. The interesting role of VINNOVA is to combine work life issues and innovation issues. Working life issues are extremely important, but as long as they are not connected with innovation they tend to be of less importance.

According to the official objectives, VINNOVA is the agency for innovation systems and shall apply a system approach. But there is a lack of systems or disregard for actors. Within industry there are a lot of people that innovate. Systems do not innovate. Thus, the system approach has to be supplemented by an approach that allows people to innovate. In other words, a system approach has to be supplemented by a process approach. Processes allow people to participate, a process can be managed and organised. A process approach raises a lot of interesting work life issues that are of fundamental importance for understanding innovation processes as well as innovation systems.

Another question concerns the problem definition. Who is defining the problem? VINNOVA is not the foundation for innovation research. It is not an active agent. It is operating the field in order to improve the innovative capacity. This creates ambiguity. When is VINNOVA the actor and when is it the financier? Who will formulate the issue? How the formulation of priorities is done is a very important question for the organisation and the surrounding research and development systems as well as to industry. Problem solving seems to be much more important to VINNOVA. Priorities have to be formulated in cooperation with the

research system, which has a lot of knowledge about the innovation processes because working closely with practice and having a good international framework.

The problems within the work life research are very much centred about a certain image of man, the ailing man, the weak man, the sick man, and the neurotic man and neglect the fact that the human being is also creative, productive, with initiatives to learn and full of hope. Work life research needs both perspectives and to be both protective and emancipative. VINNOVA has an important task. Because of the big problems with the ailing man, the government is very eager to find solutions to these problems, which is contradictory to the mission of VINNOVA to promote innovations, productivity, and competitiveness.

Five tracks and on platform – so far

The observations made during the study of Jan Forslin have helped to formulate some possible suggestions.

Management and work life issues of the innovation process

A management perspective is an important factor to increase the importance of a work life perspective on innovation. It combines two perspectives on innovation, one from above and one from below. It is also a way of introducing the concept of process, which is not there at present. This is embarrassing, because of the huge international literature on innovation process management that should be of great importance to VINNOVA.

Learning and participation in the innovation process

Learning and participation are well-established topics in Scandinavian work life research. It is of critical importance to innovation capability. Innovation is something new and needs a learning perspective.

Knowledge intensive production: Sweden as many other western industrialised countries have difficulties with competition from low cost countries. We have to find out if we can be competitive by utilising both technical and human resources in different ways emphasising knowledge intensity both in terms of product and process.

A changing world of work: From a macro process perspective there are cultural changes that changes the definition of work. We have to find out what is really going on.

Suggestion for a programme/project – utilisation of resources

We have a bigger potential in the workplace than we actually use in our ways to organise work. The immigrant working force is underemployed and there is a number of other phenomena that need to be investigated.



Questions:

- *What about the position of Swedish trade unions?*

Trade unions are traditionally split into hard liners (only interested in the money employees can get out from an employer) and soft liners (who are prepared to cooperate to improve working conditions). The impression at present is that the hard liners dominate, but they have a lot of problems today in finding new roles in society, when there is a high level of sickness among their members.

One important aspect, on which to concentrate, is participation. But you have not touched on the other aspects that are of importance for the definition of innovation, namely cooperation and interaction. Participation concerns actors within one company. Cooperation is possible between companies and other actors, and interaction between public actors as scientific organisations programmes, programme makers and companies. As programme makers we would like to stress not only the effect of participation – that is quite traditional – but also the interaction aspect, building clusters of actors.

Reports from the group discussions

Based on the reports about the Swedish situation, the topic for the group discussions was to identify similarities and differences between countries in their way to treat the challenge to include the concept of corporate social responsibility, quality of working life and productivity into the WORK-IN-NET mission.

The groups were asked to describe their national policies or regimes, their institutional settings and to give examples of how the national arrangement is operated. The groups were also asked to list the tools that were used.

Group 1

The relationship between technological innovation and social innovation was discussed. There are differences between countries. In the one extreme we find Italy and United Kingdom. In these cases, there is no connection at all between the two systems of innovation. In the case of Finland, there is a growing awareness, at least at the policy level, that there is a need of integration. Among the important preconditions to foster innovation systems we could see that *training* and *lifelong learning* have proved to be necessary conditions to create innovation processes. There is a growing awareness of the importance of investing in training and employees are increasingly using opportunities to raise their competence.

In Italy, Germany and the UK the interrelation is more unclear and also underdeveloped. In Germany, a very good system of vocational training exists at the beginning of a career but later there are few possibilities to enhance lifelong learning. There are also great ambivalences between companies that need a highly qualified labour force, but are urged to cost-oriented strategies.



Another important precondition is the role of *participation*. The Finnish case again seems to be the best example with participation processes at all levels. There is a positive relationship between QWL and effective innovation processes. High QWL is a framework condition for involvement and willingness to let the company exploit the competences of the staff for innovation issues. Also in Germany there are participation processes in some companies and a few branches that have been in operation for quite a long time. On the other side, Italy lacks the tradition of participation and does not make use of employees in innovation processes.

Training and participation are closely related to each other. The outcome of participation in innovation processes is much more functional if the participation is based on competence. If not, participation tends to have only a face value and does not contribute to the results.

The group also discussed the impact of demographical change in the innovation process. For example there is a growing need for innovations in the health system. Today innovations occur on the black market when people from the new member states create a cost-based competition with the traditional labour force. It is not only a problem in terms of “social dumping” but also with regard to research.

Another factor depending on demographical change relates to the need for transfer of knowledge, know-how, and experienced tacit knowledge to the newcomers. These two topics would be suitable as a starting-point for an internationally designed research programme. The restructuring process within international enterprises is often driven by economic goals and does not take the social dimension into consideration. In this area there is a lack of international comparison of research projects.

Group 2

Starting with the discussion brought up by Jan Forslin about the interface between technological innovations and work life research, the group presented an extended model. The group identified three research areas:

(1) Business innovation research/policy focussing companies and markets; (2) Working life research/policy, analysing from a micro-perspective (workplace) focussing the situation of individuals; and (3) Labour market research/policy, at a macro or system level focussing systems and markets.

In existing research these three areas seem to be rather isolated and very seldom treat the questions of interrelatedness between them. Treating them as aspects within a broader system makes it possible to raise three types of questions. There are some very important research questions when applying the two perspectives on the same phenomenon.

An example: As long as an individual is employed, we usually treat the situation in terms of working life research. He is influenced by his working conditions, has certain qualifications, performs his work, etc. His career pattern is analysed within a human resource perspective. However, if he loses his job, he suddenly is treated as an object for labour market research. His qualifications from the earlier job are suddenly no longer relevant. In a labour market perspective qualifications are measured differently, i.e. more formally and more dichotomously.



The combination of the three different perspectives raises important and neglected research questions:

1. How to overcome the division between labour market research and work life research;
2. Lifelong career development and mobility of individuals, development of labour markets and development of companies;
3. How can work life research contribute to innovation processes?
4. How can we overcome the contradiction between corporate social cultures and the increasing financial orientation of enterprises?

Group 3

This group presented their group discussion in two sections. One inspired by the presentation from Jan Forslin trying to add to his platform discussion, and the second about the issue of tools.

New forms of consolidation of standards depend on the action and proactive methods of consumers. *Consumers* can play an important role in the improvement of working conditions.

If consumers are informed about the working conditions of employees, which are presented in standardised forms as *certifications* and reporting systems in line with the financial reporting, consumers can play an important role.

In future research *mobility* in terms of positive and voluntary flexibility needs to be examined more in detail. The *social partners* and their ongoing restructuring need to develop new modes of action that include also positions with their view of working conditions and a standpoint towards work life research.

It becomes more and more evident that the scientific methodologies used in work life research can gain a lot by widening the participation in research. VINNOVA is more and more organising its research funding in the direction of *action research*, including scientists, consultants and practitioners from various enterprises.

The group also discussed what kind of tools could be developed to integrate research from different countries and to make the research activities more accessible for research teams from other countries. Focus was on the issue of how to detect interest in other countries and perhaps also to facilitate co-operation related to common interest. A database for calls could facilitate research co-operation and help the research teams to keep updated about research in its early phases.



PART 2: Human Resource Management, Quality of Working Life and Labour Productivity

The concept of Good Work

Kenneth Abrahamsson, Programme Director, FAS

The second workshop concerned the need for convergence between working conditions, human resource development and labour productivity. Usually, working conditions are reflected through the concept of quality of work, which could be assessed by various sets of quality-indicators. In Sweden, quality of work has also been discussed within the metaphor of Good Work. The Lisbon strategy and the European challenge define good work as inclusive work environments:

“Regaining full employment not only involves focussing on more jobs, but also on better jobs. Increased efforts should be made to promote a good working environment for all including equal opportunities for the disabled, gender equality, good and flexible work organisation permitting better reconciliation of working and personal life, lifelong learning, health and safety at work, employee involvement and diversity in working life.”

ILO, the International Labour Organisation, has chosen the concept of decent work, embedded in an industrial relations perspective:

“Decent work means productive work in which rights are protected, which generates an adequate income, with adequate social protection. It also means sufficient work, in the sense that all should have full access to income earning opportunities. It marks the high road to economic and social development, a road in which employment, income and social protection can be achieved without compromising workers’ rights and social standards. Tripartition and social dialogue are both objectivities in their own right, guaranteeing participation and democratic process, and a means of achieving all the other strategic objectives of the ILO.”

In the mid-1980s, the Swedish Metal Workers Federation launched Good Work as a generic policy concept. In their definition, good work was seen as an infrastructure for work, welfare and life quality. This broader definition comprises not only working conditions and employment relations, but also the social infrastructure for health, welfare and gender equality. The union view, which was developed in the end of the 1980s by the Swedish Trade Union Confederation through the concept of developing work, included nine dimensions:

- 1. Job security*
- 2. Equal and fair share of production results*
- 3. Worker co-determination*
- 4. Collaborative work organisation*
- 5. Skills and competence development at all levels*
- 6. Recurrent education/lifelong learning*

7. *Flexible and employee-friendly working hours*
8. *Work place equality and social inclusion*
9. *A healthy and risk-reducing work environment*

At the second Stockholm WIN-Workshop, good work has been reflected through three perspectives; the MOA-approach focussing on living and working conditions and the importance of contextual factors, the health account model highlighting sick-leave or health promotion indicators at work and the convergence model reflecting the dynamic relations between working conditions and labour productivity as well as service quality. Ongoing Swedish research re-reflect the good work metaphor in a more turbulent work environment, flexible work contracts, work intensification, breaking down of leadership systems. - Good Work as socially contributively work (philanthropic work?). In an international comparative sense, there are, of course, other definitions of good work and work quality, such as:

- Good Work as Good Deeds, Good Acts, and Socially valuable contributions (also in the philanthropic context).
- Good Work as Good Work Ethics/Professional orientation (e.g. Howard Gardner et.al.).
- Good Work from an Upstairs and Downstairs angle (focussing on social mobility, status and prestige).
- Good Work from a gender perspective – paid and unpaid work.
- Good Work from a profession theory approach (sociological approaches).
- Good Work as attractive work; e.g. for youth.
- Good Work as identity supporting working cultures (e.g. Studs Terkel model).
- Good Work as High-Performance Work Models.
- Good Work or Good Jobs could also be seen as well-paid jobs, socially accepted position on a social ladder.

Thus, the discussion of quality of work, the formation of work identities, and how good work conditions could be protected in a more intensive global and national competition, is not an easy one. It calls for development of better theoretical understanding, new models of research design as well as new efforts to test comparative approaches between countries, cultures and working contexts. One such initiative is reflected through the SALTSA model for European collaboration between social partners.

The SALTSA programme – bridging the European Work Life Gap

Professor Per Malmberg, National Institute of Working Life (NIWL)

Per Malmberg at the National Institute of Working Life introduced the SALTSA model at the workshop. (See also http://www.arbetslivsinstitutet.se/saltsa/default_en.asp). SALTSA stands for the joint programme for working life research in Europe. SALTSA is a joint undertaking by the three Swedish confederations of employees – LO, TCO, SACO – and the National Institute for Working Life. The purpose of the programme is the collaboration on problem-oriented working life research in Europe.

As Sweden became a member of the EU and economic internationalisation gains momentum during the 1990s, there was a clear need for working life research from a European per-

spective. New competition and market conditions, new forms of employment, co-ordinated labour market policy as well as new technology and new methods of production are factors affecting working life both in Sweden and in the rest of Europe. SALTSA endeavours to produce fast, applicable research results with high scientific quality and relevance.

The purpose of the collaboration within SALTSA is fast, applicable research results, high scientific quality and relevance. The research is largely based on assignments. Funds for the collaboration programme are channelled through the National Institute for Working Life.

SALTSA is represented in Brussels by the joint office of LO, TCO and SACO. SALTSA is supervised by a Steering Committee, which is composed of the NIWL Director-General and the Presidents of the three confederations. The Programme Committee performs the day-to-day management of SALTSA. The research programme is subdivided into three branches: work environment & health, labour market and work organisation.

FAS profile to work organisation research – a background

Ulla Kilhblom, Senior Research Administrator, FAS

FAS is one of the major research councils with respect to research on work life issues. Three so called semi-cluster programmes relate to working life, i.e. occupational health and safety, work organisation and labour market. Work organisation at FAS has an emphasis on the individual's conditions at work. The interplay between organisation of work, institutional conditions and the conditions for individuals in working life is therefore a central theme. It can be explored from different angles, including leadership and employeeship, knowledge development, and personal health.

Research may focus on different forms of organisation as well as organisational change; in the public sector as well as in private enterprise. It may deal with issues of power and relationships with a gender or ethnicity perspective. Empirically based research, where management theories are related to practice, can be an important part of the work. Research on how work should be organised to benefit corporate development, quality and productivity as well as the employees' conditions and development is of interest.

Funds within FAS are granted by *programme funds, project funds, scholarships, visiting researchers, travel, conference funding, and international publications*. New from 2004 are grants for post-doc studies besides the scholarships for post-doc studies overseas. Currently FAS has 121 projects in the grants database English version within the area of work organisation. The address to the English version of the project grants database is:

<http://www.fas.forskning.se/en/project/>

Important sub-domains within the field of Work organisation are: "Competencies, learning and professional roles" as one and – Management, leadership and participation" as another, and thirdly "Organisational structures". An example of a project related to "Competencies, learning and professional roles" is called "The Inclusion and Exclusion of Actors in Intra- and Inter-organisation Interaction – the role of emotions, boundary setting and identity formation". Working life becomes more and more internationalized and the working force

moves across country borders. The project questions these boundary transitions and directs the interest towards co-workers who stay for a long time abroad on international assignments.

A general purpose of research projects in this sphere is to investigate how a certain kind of management style has been implemented and translated at different levels within a specific sector in order to gain more knowledge of how management control devices influence and are influenced by the context in which they are implemented. Primarily these studies involve the health sector, but all types of companies could be involved both in the public and in the private sector. Another example in connection to “Management, leadership and participation” is the project “New organisational forms – new demands on leadership? – A research project about leadership within female-dominated and service-producing organisations. The aim is to study whether it is possible to detect a new type of leadership linked to recent years’ attempts to introduce new organisational forms into Swedish working life. At the moment the existence of middle managers working life is studied in certain different projects.

Finally the sub-domain, which we call “Organisational structures”, is dominated by a new kind of organisation like *diversity management, the impact of e-business on patterns of organising, consequences for work organisation of privatization and temporary work agencies*. Examples of other topics related to the sphere of work organisation are: *Combining parenthood and paid work, work and family, unions and corporate culture, gender relations and working conditions in the information, communication, technology sector (ICT sector) gender and heteronormativity at work and work-related travel*. A core interest within the area, not already mentioned, is how formal and informal social hierarchies influence the structure of competence and work and how hierarchies are formed and reformed at work, and how workload, cooperation, efficiency and well-being collaborate.

Last year (2004) the area of Work organisation was invited with applications for programme funding (a six year support to strong research teams). The purpose of the programme funding is to reinforce and expand research environments in a long-term perspective. This is a form of basic funding intended to enable research groups to address new issues and investigate them over an extended period of time. When the review process was ready two applications out of seventeen were funded. One focused the effects of changes in the working environment on health at various levels, led by professor Töres Theorell, IPM, Caroline Institute. The other one focussing managerial identities and leadership processes in complex organisations is conducted by professor Mats Alvesson, University of Lund. Furthermore, since 2001 FAS finances the programme “Changing Organisations and Work Related Health” at the National Institute for Working Life and the program “Work stress, burnout and restitution” at the National Institute for Psychosocial Medicine.

The four different programmes within the sphere of Work organisation are situated in Lund and in Stockholm, one at Lund University at the School of Economics and Management, Department of Business Administration, and three programmes in Stockholm, two at the National Institute for Psychosocial Medicine and one at the National Institute for Working Life in Stockholm.

With respect to the WIN-approach, FAS also supports projects and programmes of high relevance concerning labour market issues, discrimination, and gender based wage-gaps,

barriers to social inclusion for immigrants, disabled or low skilled workers. Information on these projects can be found on FAS' website.

To sum up: FAS and VINNOVA apply different methods and forms of support with regard to work life research. VINNOVA concentrates resources to targeted programmes or cluster-programmes, while FAS gives economic support to individual scholars, especially to young scholars, to research teams and to internationalisation of research. FAS have three semi-cluster programmes related to working life and four ongoing grants to strong research environments. FAS' financial constraints have led to a priority of supporting scientifically strong research teams, while VINNOVA concentrates resources to competence centres in partnership with the public sector and private enterprises. The outcome of the new Government Bill of Research calls for a reallocation of money to support research centres of excellence. Both FAS and VINNOVA are joining this new initiative, which has led to a national call for internationally leading research centres in all fields of science.

Three research perspectives

The MOA-project on healthy workplaces in Sweden

Assistant professor Annika Härenstam, National Institute of Working Life

The MOA-project was initially financed by the, then, Swedish Council for Working Life and the National Institute for Public Health. Its main focus was to develop new methods of work organization studies based on interdisciplinary approaches, combinations of qualitative and quantitative methods as well as related work to family and leisure.

There is, according to Annika Härenstam, a lack of good research models; results are in general presented in a way that is not easily applied in practice. In other words, there is a relevance gap between research and practice. There is also a gap between disciplines that look at an issue in too narrow terms. In addition the gender perspective in work and health research is lacking. One can also suspect that the existing theories lack in validity if one takes the changing work life into account. Increasing complexity, differentiation of work and living conditions claim a special methodology.

Using a contextual approach seemed to be more effective than the traditional surveys that are usually applied when investigating health and illness in working life. After a long search among alternatives, a contextual approach seemed to be more fruitful. In order to understand individuals and their situations, they have to be put into a context. It is not enough to see the outcome in terms of health and illness as a result of working conditions, living conditions and different kinds of changes in life, but also as a result of conditions on the labour market and in the organisation.

Looking at relevant contextual factors, the study tries to combine the theoretical aim to identify social settings and working environment associated with different risks of ill-health with a practical aim to develop analytical strategies for work and health studies. The study is based on 220 individuals from 80 workplaces, 66% from the private and 34% from the public sector in five countries. Data was collected between 1995 and 1997 with supplementary data in 2002. Data consists of interviews, documents, observations from field studies and

questionnaires. Different analyses have been performed, qualitative, cluster analysis and multi-level analysis.

Eight clusters were identified.

The *decent* workplace, which has high control, a good climate at work, sufficient resources, working office hours, has a good balance between the work and private spheres and have time for relaxation. People in this cluster are found in the private sector, at gender mixed workplaces, they have an administrative work, the organisation is stable and there has not been any reduction of employees.

They have a good health and high quality of life and they also have a high income, particularly among men.

The *boundaryless* workplace merges their private and work spheres, the work and the private spheres are imbalanced, and they live under time-pressure, have many work hours and have few hours for relaxation. They work in the private sector and in publicly owned companies. They work with symbols; data, media, project leaders, consultants and as lawyers. The workplaces are gender segregated. They are highly educated and young (< 45 years), live together with a partner working full time, few have children. Women are double-working. They have a high standard of living. There are few smokers and women are in a good physical condition.

They experience a decreasing psychological well-being. Women have high sick leave rates. They have high income.

The *locked* workplace has time-bound jobs, low support from their managers, they have many superficial customer contacts. They have irregular work hours, awkward sitting postures. The work and the private spheres are imbalanced. They work in the private sector as bus drivers, cashiers, VDU-jobs, telemarketing and customer support. Their organisations face an increasing competition and there is a constant need to adjust to changes in demands from the market. They are white or blue collar workers with low education. They are familiar with unemployment, many are parents. They live in traditional families and are in bad physical condition.

They have sleeping problems, a decreasing psychological well-being and show symptoms of ill health. They have a medium level income.

There is a cluster containing individuals whose situation is *changed*. They perform several work tasks, experience increasing responsibilities and feel high physical and mental demands. They have many social contacts and conflicts in the work place are common. There are increased demands for competence. They work in the private as well as in the public sector as industrial workers, post or bank office workers. Lean production and staff reductions are well known to them. Many are older than 45 years; women are responsible for domestic work. Men have a good physical condition.

They have health problems. Among women the psychological well-being is decreasing. They have high sick leave rates.

The *restrained* workplace exhibits high psychological demands, they have a stimulating work, but with many obstacles at work, time pressure and worsened working conditions. They also have a demanding domestic work and few hours of relaxation. They work in the public sector as teachers, physicians, nurses, social workers, policemen and with childcare. At work result monitoring is common. They are highly educated. They often care of relatives. Many are in a bad physical condition. Many are smokers.

They are physically overloaded and health problems among women are common. They have a low income.

The *exposed* workplace has physically demanding, time-bound work. They are exposed to chemicals. They have many superficial customer contacts and many hours of domestic work. They work in the private sector and have service occupations in hotels, restaurants, building work or transport. They are blue-collar workers, young and often with a foreign origin. They are singles or live in a traditional family pattern. They have a low standard of living, are in bad physical condition, and are often smokers. Particularly men have bad health, high sick leave rates, are physically overloaded. They have a low income.

The *heavy and monotonous* workplaces have monotonous jobs; work alone with physically demanding work postures. Their employment is insecure. They have a passive leisure time. They can be found in the private sector, the food industry, or as cleaners, packers, and truck drivers. The organisation they work for is centralised and their jobs are often monitored. They are blue-collar workers with low education. They are singles or live in families with a double working woman. They have a low standard of living and have a bad physical condition. Many smoke.

They have high sick leave rates, musculoskeletal problems, are physically overloaded. They have a low income.

The *mobile* workplace has physically demanding jobs but with low mental demands. They have irregular work hours; have an active leisure time and many hours of physical training. They work in small enterprises in male dominated workplaces. They are often craftsmen, construction and security workers. They are blue-collar workers, small businessmen (enterprisers, traders). Many are singles. They have a good physical condition. They have no health problems.

The main conclusions from this study are that working conditions develop along different lines depending on structural factors and thus need to be counteracted in a differentiated way. Depending on the situation within each of the clusters, one needs to pay attention to different contextual factors. Not being complete, the table shows that an improvement strategy needs to be formulated in quite different terms for each of the clusters.

Boundaryless	Restrained	Exposed	Locked
Setting limits for a work assignment	Organizational clarity	Work schedules	Regulation of procurement
Gender equality	Correspondence between responsibility and authority	Pauses and variation	Development possibilities
Time for recovery and recreation	Supportive resources	Ergonomics	Work schedules
Coping strategies	Flow of the information and decision processes	Noise, smoking	Pauses and variation
Corporate culture	Trust at work	Career development	Ergonomics
	Professional development	Employment contract	Social contacts with colleagues and management
	Feelings of guilt and insufficiency	Information to customers on social and work environment issues	

Practitioners use the results and methodology of the study as a starting point for intervention. The methods have later been used in other research projects and by other researchers.¹

Project leader: Annika Härenstam, National Institute for Working Life (since 2000), earlier: Department of Occupational and Environmental Health, Centre for Public Health, Stockholm County Council. Financial support from the Swedish Council for Work-Life Research, (Grant No 95-0331 and 98-0562), National Institute for Working Life, the National Institute for Public Health and Stockholm and Örebro County Councils.

Annika.harenstam@arbetslivsinstitutet.se

Health accounts – incentive or barrier to healthy workplaces

Professor Ulf Johansson, Mälardalen University College

Historically health accounting starts from an accounting perspective with the ambition to be a part of the regular accounting in organisations. Many attempts have been made to integrate health components and thus try to reform and develop the traditional accounting procedures within a coherent system. Many efforts have been spent with this ambition.

In the 1980s new management control methods were implemented. Companies started to experiment with balanced scorecards, intellectual capital accounting and human resource cost accounts. Such methods are today widely used as planning instruments, however still the

¹ Publications from the MOA-study are found in the references. MOA, an akronym in Swedish for: "Moderna Arbets- och livsvillkor för kvinnor och män." (*Modern working and living conditions for women and men. Development of methods for epidemiological studies*).

health aspects of these methodologies have limited consequences for how companies treat their internal health problems.

In the 1990s both OECD and the EU Commission made an attempt to push for health accounting as a means to increase the competitiveness of the European countries. Education for capital market actors was organized including discussions about classification systems, methods for management control, and guidelines for reporting.

Still, in spite of all research efforts, university training, training for industry, human resource administrators, etc. health accounting did not become an integrated part of regular accounting.

In the end of the 1990s and along with the dramatic increase of sick leave the research agenda changed. Researchers left their ambitions to integrate health accounting with traditional accounting. Health accounting today tends to be more qualitative and is no longer challenging the five hundred years old accounting model. Today, research tries to find a different content in health accounting because there is a need to find different indicators. Health accounting gradually becomes a part of the change processes within organisations. Even the way of organizing research now changes towards a more network-based organisation with a joint discussion about problem definition but also about dissemination of knowledge and experiences.

Quality of work – the convergence dilemma

Tony Huzzard has been investigating the relationship between the quality of working life (QWL) and competitiveness in the specific context of organisational innovations in Sweden. The initial work package of the project called for literature reviews by researchers from the seven participating EU countries to facilitate cross-country comparisons on ‘state-of-the-art’ organisational innovations in each. The empirical core of the project, undertaken subsequently to the writing of the text, comprised action research efforts facilitating trans-national exchanges of experience between companies and inter-organisational learning through networking activities. The purpose has been by way of reviewing the literature of both a general theoretical nature on innovations, including Swedish research, and then looks more closely at the empirical evidence on the QWL-competitiveness relationship at the micro-level. Following a historical overview, the tensions are discussed between humanistic approaches to management and workplace design on the one hand and organisational performance on the other.

Furthermore, Huzzard has been discussing the main innovative concepts that have impacted on work organisations during the 1990s and beyond. These include ‘new’ organisational models and ideas, changes in the control and organisation of work and technological change. This discussion has been summarised by contextualising it in the current debate on intensive and sustainable work systems.

Dr. Tony Huzzard, National Institute for Working Life, Malmö

There are sound reasons for believing that the terms on which European firms are competing are changing fundamentally, as is the European labour market. As markets become deregulated and internationalised, it will be increasingly impossible to defend jobs in uncompetitive European organisations through protective measures. Moreover, the high employment levels and stable occupational patterns that characterised the post-war era have now given way to something more uncertain and subject to change. For European employees, an assumption of job security in a relatively stable labour market with few, if any, occupational changes over the life-cycle is now being called into question by an emergent discourse that foregrounds employability as a policy aim rather than full employment. We should of course be careful not to simplify history by saying that change never happened in the past; nevertheless there is evidence that the changes we are now witnessing are fundamental.

The forces identified above are fundamentally altering the terms on which European firms are competing. Increasingly, many researchers in the field of business strategy argue that the key to genuinely sustained competitive advantage is not solely that of adopting the correct strategy (cost leadership or differentiation) but, rather, the capacity to innovate and do new things ahead of rivals. This depends on the core competencies of the organisation and these, in turn, rest on the firm's ability to learn collectively as a means of leveraging innovative potential.

Traditional ways of organising workplaces and traditional styles of management cannot achieve the commitment, agility and adaptability required in the 21st Century. Work organisation is the medium through which employees, individually and collectively, gain the opportunity to use their full range of competencies and maximise their creative potential. In the new context organisations need people who can learn and be creative; to do this people need work to be organised in ways that foster learning and innovation. Such a view is consonant with earlier research arguing for 'high-road' strategies for competitiveness and sustainability that, above all, entail convergence between stakeholder interests, long-term decision horizons and dynamic performance measures.

Accordingly, post-Lisbon, we need to refocus the debate on competitiveness in Europe and look seriously at new organisational forms that are not simply a rehash of Tayloristic control technologies. This can be usefully achieved through a rehabilitation of the concept of the quality of working life (QWL). QWL should be seen in terms of opportunities granted to employees to learn, innovate and develop their creative potential in line with the developmental needs of their organisation. This not only encompasses conditions at the workplace, but also sees the employment relationship as being inextricably bound up with external factors. These include the support frameworks of policy makers, the issue of work-life balance and the linkage between value creation at the workplace with the broader components of social capital.



Group reports:

The first of the two group discussions concentrated on three issues:

- Could the MOA approach be used for a comparative call in a European context?
- Which methods could be used to assess health conditions at work (sick leave indicators or healthy workplaces) and promote a shift from cost discussions to discussions of investments?
- What role could health assessment play for social inclusion – positive and negative effects?

MOA could be a good test for the WORK-IN-NET consortium to find out what will happen if we start up a network to prepare a joint project. A suggestion how to proceed would be a joint workshop where you can take in those partners that would be interested. It would be wise to interest the Dublin Foundation to join. There are different settings in the European countries. Do different framework conditions play any role? What does intervention mean, how does it work?

A workshop for interested researchers and people could be organized. A precondition should be that all participants should be well informed about the methodology. To sum up, we should organize a well-prepared and structured workshop with strategic questions at the end.

MOA is an interesting approach, but there were some critical remarks. The results need to be disseminated so it goes through a public discussion to decision-makers. If it becomes too big then there will be plenty of coordination costs and less research. We should focus on those who are willing, ready to go. Then we can support them. If it becomes a big project, it should be discussed together with the Dublin foundation. We should then concentrate on initiating and carrying out some pilot projects. There is a need for early warning systems that facilitate preventive action. We need adequate information in time; it would be an improvement if we had some on-line information system.

It is necessary to organise a continuation of a MOA project not as a pure research project but to concentrate on the offensive, preventive aspects. Who will manage such an initiative? It still needs some creative thinking to transform the MOA contextual approach to something that is more proactive. Some of the contextual factors may be similar in all countries and some perhaps more close to a national, cultural or organisational distinctive character. Three different ways of continuing the discussion are presented. One would be to disseminate the results in a condensed fashion, a second could be some kind of contextual-based description of interventions and thirdly, using it as an imitative to develop networks for a future study.

There is a need to measure, but we are not sure about what to measure. It is the negative side of working life that has been measured and there should be more goal-oriented measuring. There are numbers of theoretical and methodological challenges in this context. One question is if it is worthwhile to go further in this direction or if it is a waste of time and resources.

There is sometimes information about pilot companies who have developed a good practice for accounting and therefore also have the tools for measuring investments in health, which could be used to develop a case study in different countries as a basis of a more general

conclusion about the shift from cost accounting to investment in health. Such a study should also include an analysis of the routines used in these companies. We heard earlier, that also the contextual factors were important in order to understand a health situation and the choice of measures that are used. A soft, positive benchmarking process could be established.

There is an obvious confusion about how to assess health conditions in different countries and there were some question marks if it is valuable to use the differences for research. In particular, there is little information about the “healthy work place”; most of the accounting is on the negative side, measuring sick leave figures. There is also a problem of ethics; information about the health situation among employees can easily be abused in a way that is threatening to the employees. It is also necessary to discuss, if the concept of health accounting should be broadened to consider also a learning accounting, how skills are defined and described. The skills dimension is at the moment discussed in a European context.

It is important to study the framework conditions, i.e. the context. In the case of high protection laws, the company will do something to improve the health or skills conditions. If there is a low degree of protection, and if you can hire and fire there are very few incentives to improve the conditions in the company. One proposal was to imitate a study about how situations look like in different countries. However, it is not necessary to start from scratch, since the Dublin institute has gathered a lot of information about framework conditions in different countries.



PART 3: Concluding remarks and appendices

Concluding remarks, agreements and action points

The purpose of the two Stockholm workshops was to highlight issues of quality of work, human resources management, and labour productivity in a comparative context. The questionnaires sent to the participants reflected a mission to analyse our joint issues from macro- to micro-levels. We focussed on:

- national policies for Quality of Working Life, QWL and Corporate Social Responsibility, CSR
- the relation between QWL and economic policies
- the role of the social partners and legislations
- examples of good practice with regard to QWL and CSR
- company strategies of interest
- co-determination and employee-involvement in the development of innovative work organisations
- the use of health accounts and health-indicators at work
- interactive learning – from good and bad examples

These issues have been covered in the questionnaires to the partners, but, so far, the analyses are more on a general level. Further initiatives have to be taken to reach a more in-depth understanding of similarities and differences between countries, labour market regimes and innovative practices at local or regional level. A first outline of such comparative measures is covered in the questionnaire produced on beforehand (see appendix).

Post-reflections of the Stockholm workshops

The purpose of ERA-NETs is to exchange information, reflection and professional knowledge about common issues within the framework of the ERA-NET-area. This mission calls for a climate of dialogue and discussion. Looking back at the Stockholm meetings they comprised a major part of Swedish presentations as a background for policy discussion and exchange. The questionnaire that was produced as a preparation was unfortunately not used to its full capacity, mainly due to time restrictions. The workshops focussed on finding joint pathways for further reflection and analysis.

Suggestions for further collaboration

1. E – Business: It was agreed that issues connected to E-business and E-government could be fruitful themes for cooperation between the WORK-IN-NET partners. Especially from the German (national) side and from Sweden this was articulated specifically. VINNOVA will further discuss this issue in Sweden and then contact Germany for bilateral discussions about networking, combined and coordinated work, possibly integrated projects etc.



2. A new concept was found on the VINNOVA day in Stockholm in May 2005. The radical rise of absenteeism and sick leave that took place in Sweden in 1997 could be classified as a social tsunami. It is necessary to analyze if this phenomenon is a unique Swedish pattern, or if there are similar trends in other countries. Such an approach will have to include Corporate Social Responsibility issues like the distribution of responsibility between the nation, the employers and the employees/individuals.
3. Both at the Bologna and the Stockholm seminars we discussed ways of closing the communication gaps between scientists and consultants. It was agreed upon that various strategies should be tried out among the partners concerning this issue. If consultants and scientists could work more together chances would be better for disseminating new R&D-results in a more effective way.
4. Klas Barklöf from VINNOVA showed a chart covering VINNOVA's programmes and sub-programmes and it was agreed upon that all the partners should try to put their programmes and sub-programmes in the same structure. VINNOVA is responsible for carrying out this idea.
5. One further challenge for WIN is to explore the generic issues of the Stockholm workshops by analysing the core concept used in order to describe QWL and CSR, and by taking further steps to describe and analyse the national and regional contexts as part of the structure of the questionnaire, and also to develop the methodological toolbox for comparative studies. One such example mentioned at the Hilton meeting was to organise a workshop in order to clarify to what extent the MOA approach could be used in a comparative context. In addition, attention has also to be paid to how organisational cultures and industrial systems relate to different labour market regimes. Finally, health accounts were discussed in a comparative sense. FAS and VINNOVA have taken a joint responsibility to explore these missions.
6. Another set of policy challenges needed to be discussed and developed within the WIN-community are the measures taken in order to secure job retention for groups at risk and job inclusion for people knocking on the door to the open labour market. Furthermore, attention has to be paid to issues of gender equity and anti-discriminatory actions. The objective of WIN also comprise themes as managing work place diversity, openness and respect for employees independent of their social, ethnic or cultural background as well as sexual orientation. Modern work places have to be innovative both with respect to these human relations dimensions as well as to the need to increase labour productivity, efficiency and quality assurance in products and services.
7. The question of convergence – or divergence – between QWL, CSR and labour productivity needs deepened attention and analysis. The Swedish notion of Good Work, the increasing focus on Quality of Work in the European Union, the ILO priorities on decent work, have to be related to ideas of sustainable work systems and new ideas of innovative workplaces. This discussion has a conceptual and ideological focus on the one hand, and a theoretical and empirical on the other. FAS and VINNOVA are prepared, possibly in collaboration with the National Institute of Working Life, to explore these



ideas. The work of the *European Foundation for Improving Working and Living Conditions* can be used as a knowledge resource in this field. The Dublin Institute has recently published studies on working and living conditions in an enlarged European context. The Swedish notion of Good Work, the ILO focus on Decent Work and the European Commission's priority for Quality of Work call for an in-depth analysis of the conceptual landscape as well as theoretical approaches in this field. During the last years, various initiatives have been taken to develop standard indicators for quality of work. The conceptualisation of the European Commission includes issues as intrinsic job quality, skills, lifelong learning and career development, gender equality, health and safety at work, flexibility and security ("flexicurity"), inclusion and access to the labour market, work organisation and work life balance, social dialogue and worker involvement, diversity and non-discrimination and overall work performance. The European Foundation, has on the other hand, focussed on four main domains; job security, health and well-being, competence development and work life balance issues.² These definitions and approaches to social cohesion, innovative work organisation and productivity have to be reflected on at future WIN-meetings.

8. Finally, it is necessary to develop our methods of exchange, reflection and dialogue within the WIN community. We have to find informal arenas and methods in between open space methods and more prepared and structured presentations or programmes. We need to discuss how work packages ought to be organised in order to fulfil the expectations and interests of all partners. And, in addition, we need to reflect more about how we meet the demands and obligations of both stakeholders and shareholders in a broader sense. In order to meet and cope with this challenge, we need to find some core ideas related to our joint activities, future aspirations and communicative mission, both on European, national and regional levels. The comparative mission and benchmarking initiatives of WORK-IN-NET are important objectives and tools reflected in our consortium agreement as well as joint activities. In the future, however, more attention might have to focussed on how to open up a dialogue with the European Research Community on innovative work organisation, social cohesion and work performance as well as initiating National Forum's on Work Place Development, Innovation and Corporate Social Responsibility.
9. At last, it might also be beneficial to scan other ongoing ERA-NETs that WIN could collaborate with, or organise joint meetings with. Two such examples are ERA-AGE promoting a better future for ageing in Europe and NORFACE with the mission of improving social science methods and quality of research. Cross-sectional contacts with the European Social Fund and its EQUAL-programme forms another platform for building bridges between various fields of research and development on work, innovation and quality.

² See Working and living in an enlarged Europe, 2005, pages 4-5.

References

- Abrahamsson, Kenneth (2003) Var det goda arbetet en parentes? In Prevent (2003) Friskfaktorer i arbetslivet. Stockholm.
- Aronsson, Gunnar (2005) Health and development for those in fixed-term employment. Stockholm: National Institute of Working Life
Arbetsmiljön 2001. Statistiska meddelanden AM 68 SM 0201.
- Barklöf, Klas (2000a) (red.) Vägval. En antologi om förändringsprocesser i magra organisationer. Stockholm: Ralf.
- Barklöf, Klas (2000b) (red.) Smärtgränsen? En antologi om hälsokonsekvenser i magra organisationer. Stockholm: Ralf.
- Decent Work (1999), Report of Mr. Juan Somavia, ILO Director-General, 87th session of the International Labour Conference.
- European Foundation for the Improvement of Living and Working Conditions (2005) Working and Living in an Enlarged Europe. Dublin
- European Foundation for the Improvement of Living and Working Conditions (2005) Annual Review of Working Conditions in the EU: 2004 – 2005. Dublin
- European Foundation for the Improvement of Living and Working Conditions (2005) Quality in work and employment. Dublin
- European Foundation for the Improvement of Living and Working Conditions (2004) Quality of Life in Europe. Dublin
- Gardner, Howard, Mihaly Csikszentmihalyi and William Damon (2001) Good Work: When Excellence and Ethics meet. New York: Basic Books.
- Hogstedt, Christer, Mats Bjurvald, Staffan Marklund, Edward Palmer & Töres Theorell (red.) (2003). Den höga sjukfrånvaron – sanning och konsekvens. Stockholm: Statens Folkhälsoinstitut
- Huzzard, Tony (2003) The convergence of the quality of working life and competitiveness: a current literature review. Stockholm: National Institute of Working Life
- Kira, Mari (2003) From Good Work to Sustainable Development. Human Resource Consumption and Regeneration in the Post-Bureaucratic Working Life. Stockholm: Indek, KTH.

Lennerlöf Lennart (2000) (red.) Avveckla eller utveckla. En antologi om verksamhetskonsekvenser i magra organisationer. Stockholm: Ralf.

Otter, Casten von (2004) Swedish working life – in searching for a new regime. Stockholm: National Institute of Working Life

Shani, Abraham & Peter Docherty (2003) Learning by design: a guide for the creation of a sustainable and competitive work organization. Malden, Mass: Blackwell Publishers.

Wikman, Anders, Staffan Marklund & Kristina Alexandersson (2005) Illness, disease, and sickness absence: an empirical test of differences between concepts of ill health. *Journal of epidemiology and community health*, 59 (2005) xxx-454

Peer reviewed articles in international journals and book chapters (MOA-project)

1. Ahlberg-Hultén G., Härenstam A., Wiklund P. Subjective Significances – A Qualitative validation of the Demand-Control Model. In Ahlberg-Hultén G., Psychological demands and decision latitude within healthcare work. Doctoral thesis, Department of Psychology, Stockholm University, Stockholm 1999.
2. Allvin M., Wiklund P., Härenstam A., Aronsson G. (1999). Frikopplad eller fränkopplad. Om innebörder och konsekvenser av gränslösa arbeten. *Arbete och hälsa*, 1999:02.
3. Härenstam A., Rydbeck A., Johansson K., Karlqvist M., Wiklund P. Work life and organizational changes and how they are perceived by the employees. In Isaksson K., Hogstedt C., Eriksson C., Theorell T. (eds.). *Health Effects of the New Labour Market*. Kluwer Academic/Plenum Publishers. New York. 2000:105-117.
4. Härenstam A., Westberg H., Karlqvist L., Leijon O., Rydbeck A., Waldenström K., Wiklund P., Nise G., Jansson C. (2000). Hur kan könsskillnader i arbets- och livsvillkor förstås? Metodologiska och strategiska aspekter samt sammanfattning av MOA-projektets resultat ur ett könsperspektiv. *Arbete och Hälsa*, 2000:15.
5. Leijon O., Wiktorin C., Härenstam A., Karlqvist L., and the MOA research group. Validity of a self-administered questionnaire for assessing physical work loads in a general population. *Journal of Occupational and Environmental Medicine*, 2002:44; 724-735.
6. Härenstam A., Bodin L., Karlqvist L., Nise G., Schéele P., and the MOA-research group. Patterns of working and living conditions. A person-oriented, multivariate approach for occupational health studies. *Work & Stress* 2003:17; 73-92.
7. Karlqvist L., Leijon O., Härenstam A. Physical demands in working and individual physical capacity. *European Journal of Applied Physiology*, 2003:89; 536-547.
8. Karlqvist L., Härenstam A., Leijon O., Schéele P., and the MOA research group. (2003). Excessive physical demands in modern working life and characteristics of work and living



- conditions of persons at risk. *Scandinavian Journal of Work Environment and Health*, 29; 363-377.
9. Waldenström K., Lundberg I., Waldenström M., Härenstam A., (2003). Does psychological distress influence reporting of demands and control at work? *Occupational and Environmental Medicine*, 60:887-891.
 10. Härenstam A., Bejerot E., Schéele P., Waldenström K., Leijon O., and the MOA Research Group. (2004). Multilevel analyses of organizational change and working conditions in public and private sector. *European Journal of Work and Organizational Psychology*, 2004;13(3), 305-343.
 11. Härenstam A., Rydbeck A., Karlqvist M., Waldenström K., Wiklund P., and the MOA Research Group. The Significance of Organisation for Healthy Work. Methods, study design, analyzing strategies, and empirical results from the MOA-study. *Arbete och Hälsa*, 2004;13;1-89.
 12. Leijon O., Bernmark E., Karlqvist L., Härenstam A. (2005). Awkward Work Postures: Association with Occupational Gender Segregation. *American Journal of Industrial Medicine*, 47:381.
 13. Härenstam A. and the MOA Research Group (2005). Different development trends in working life and increasing occupational illness requires new working environment strategies. *Work: A Journal of Prevention, Assessment and rehabilitation*, 2005;24(3); 261-277.



Appendix 1: Programme

Preliminary time schedule for the Stockholm meetings, May 25-27, 2005

Wednesday May 25

Arrival at Arlanda Airport in the afternoon on Wednesday, May 25 around 14.00 h.
Arlanda Express leaves each 15 minutes (travel time 20 minutes).

- 16.00 **Informal reception – getting together at FAS**, Birger Jarls Torg 5 (behind Riddarholmskyrkan), Riddarholmen (close to the Old Town), www.fas.forskning.se
- 18.00 **Steering Committee Meeting at FAS**
- 20.00 Dinner for foreign partners in the Old Town, Mårten Trotzig, Västerlånggatan 79 (08-4422530)

Thursday May 26

- 8.30 Coffee and registration
- 9.00 - 17.00 **Workshop I at VINNOVA**, Room: Nobel, Mäster Samuelsgatan 56 (behind the department store Åhléns) www.VINNOVA.se (Light lunch at Rica Hotel, Slöjdgatan 7)
- 19.00 **Jazz steamer tour in Stockholm Archipelago** www.sverigesjazzband.com
See also www.saltsjon.nu
- 22.30 Back to hotel



Friday May 27

9.00 - 17.00 **Workshop II at Hilton Hotel, Stockholm**, Guldgränd 8, Slussen
<http://www.hilton.com/en/hi/hotels/index.jhtml?ctyhocn=STOSLHI> Room:
Socrates and Aristoteles

After work - summing up

17.00 End of activity

Rooms have been reserved at Scandic Sjöfartshotellet (link below), Katarinavägen 26, Stockholm (close to Slussplan) or other hotel chosen at own option.



VINNOVA
WORK-IN-NET

Erling Ribbing

2005-05 -20

Workshop on Corporate Social Cultures for implementing Innovative Work Organizations, Stockholm May 26, 2005

WORK-IN-NET is a consortium of research financiers in the EU countries with common interests and programme initiatives concerning innovation work organization, social inclusion and business development. Its purpose is to exchange good practices, evaluate methods, forms of dissemination concerning the fields of innovative and inclusive work organizations as well as possible joint calls in the future.

WORK-IN-NET will bring representatives of business, labour market organisations and public bodies as well as representatives from the research communities in all partner countries together.

Within the work package on information exchange the three selected thematic issues will be decided upon in detail and working and task groups (WTG) on these themes established. This workshop aims at a qualified and policy-oriented discussion concerning Innovative human resource management for improving quality of working life and labour productivity.

TIME: Thursday, May 26, 2005 at 9.00 – 17:00

PLACE: VINNOVA: Mäster Samuelsgatan 56, fourth floor, Room NOBEL (VINNOVA is located behind the department store Åhléns: Subway T-Centralen).

AGENDA:

8:30 Coffee and registration

9:00 Welcome to the workshop – Erling Ribbing, senior programme manager, Department for Work Life Development – VINNOVA

9:15 Brief review of ongoing programmes with focus on work organization and innovation, ways of networking between business, universities and the public sector and the formation of strong R&D-organizations – comments on a selection of national cases.

Klas Barklöf, senior analytic executive officer, VINNOVA

9:45 Work Life Research Perspectives on innovation and innovation systems. Where are we heading? Professor Jan Forslin, Royal Institute of Technology
Question and answer session.

10:30 Coffee break



- 10:45 Trends and developments in Swedish Working Life
Overview over recent changes concerning work organization, innovation, mobility and social corporate culture in Sweden. Professor Casten von Otter, Swedish Institute of Working Life
- Questions and answers and brief group discussions
- 12:30 Lunch at Rica Hotel, Slöjdgatan 7 (5 minutes from VINNOVA)
- 13:30 Parallel sessions chaired by members of the steering committee:
Exchange of information and ideas concerning national structures and profiles in WORK-IN-NET's participating countries
- 15:00 Coffee break
- 15:30 Parallel sessions on programmes, profiles and existing networks of collaboration
- 16:30 Brief summaries from the group discussions
- 17:00 End of workshop
- 18:30 Gathering at the Jazz Steamer (SHARP!! IN ORDER TO SEATS) s/s Saltsjön located in the Old Town by the Statue of the late Swedish king Gustavus III by the Royal castle.
- 19:00 The steam boat departs. Dinner at sea, jazz entertainment sessions and nice views of Stockholm and the Stockholm Archipelago
- 22.30 Back in town again



Swedish Council for Working Life and Social Research, FAS
WORK-IN-NET
Kenneth Abrahamsson

2005-05-20

Workshop on Human Resource Management for improving Quality of Working Life and Labour Productivity, Stockholm May 27, 2005

WORK-IN-NET is a consortium of research financers in the EU countries with common interests and programme initiatives concerning innovative work organization, social inclusion and business development. Its purpose is to exchange experience and professionalism on good practices, evaluation methods, forms of dissemination concerning the field of innovative and inclusive work organizations as well as possible joint calls in the future.

WORK-IN-NET will bring representatives of business, labour market organisations and public bodies as well as representatives from the research communities in all partner countries together.

Within the work package on information exchange the three selected thematic issues will be decided upon in detail and working and task groups (WTG) on these themes established. This workshop aims at a qualified and policy oriented discussion concerning Innovative human resource management for improving quality of working life and labour productivity.

TIME: Friday, May 27, 2005, at 9.00 -17.00

PLACE: Hilton Hotel, Guldgränd 8, close to Slussen, Room

AGENDA:

08.30 Registration and coffee

9.00 Opening of workshop: Current Swedish work life policies – a background (to be added)

9.30 The Good Work Vision in Sweden – introductory remarks by Kenneth Abrahamsson, Programme Director at FAS

9.45 Two perspectives on healthy workplaces in a Swedish context

Healthy work places – concepts and results from the MOA-project, Dr. Annika Härenstam, National Institute for Working Life

Health accounts in Sweden – from policy to practice by professor Ulf Johanson, Mälardalen University College



- 11.00 Parallel sessions on comparisons of quality of work , HRD and labour productivity
- 12.15 Lunch
- 13.15 Three parallel sessions:
Moderators from WORK-IN-NET-steering committee
I: Good work as a field for policy and research
II: Socially inclusive Human Resource Management
III: Do healthy work places increase productivity and innovative work patterns?
- 14.45 Coffee break
- 15.15 Short reports from thematic group sessions
- 16.00 Quality of working life in Sweden in retrospect, Dr. Tony Huzzard, National Institute for Working Life, Malmö
- 16.15 Ways ahead – lessons on innovative collaborative working patterns in WIN
Comments by project coordinator, Dr. Claudio Zettel
- 16.45 Final comments by FAS and VINNOVA
- 17.0 End of day – end of Stockholm Workshops



Appendix 2: Questions

Questions concerning joint themes on Policy Context, Industrial Relations Regimes and Implementation of Innovative Work Organizations³

Dear WORK-IN-NET-friends,

Please find below a set of questions to be discussed at the Stockholm Workshops. We regret the delay in the mailing procedure. If possible, we would like to have your comments on Tuesday May 24, 2005 in order to incorporate them in material to be delivered at the workshops. We are really looking forward to seeing you next week and will mail the final programme and list of participants on Thursday May 19 this week.

All the best from Stockholm.

Yours sincerely,

Kenneth Abrahamsson
Programme Director, FAS

Erling Ribbing
Senior Programme Manager, VINNOVA



3

Questions with special reference to Corporate Social Cultures and Quality of Working Life for implementing productive and innovative work organizations in a knowledge-intensive economy



Questionnaire

According to the Work Package 2 of the WORK-IN-NET planning document, VINNOVA, Sweden, is responsible for a “Systematic exchange of information concerning: corporate social cultures for implementing innovative work organizations in a knowledge-intensive economy” and FAS has the responsibility to focus on human resource management for improving the quality of working life and labour productivity. FAS and VINNOVA have agreed upon one set of questions to be used for both meetings.

In order to get more detailed information of ongoing activities with regard to the main topics of the workshop in Stockholm, the ambition of the enclosed questionnaire is to provide us with interesting variety of ideas, practices and results.

PARTNER:

ANSWERED BY:

1. NATIONAL POLICY LEVEL

Which priorities are made on the national level with regard to Quality of Working Life (QWL) and/or corporate social responsibility (CSR)?

2. QUALITY IN WORKING LIFE AND ECONOMIC POLICIES

Most of our national systems face important challenges, among others including

- Outsourcing and off shoring
- Design of new products and services and their relation to production and maintenance,
- Importance of knowledge work,
- Dependency to local contexts (closeness to the end user),
- Inconsistency between QWL and flexibility.

They tend to have an influence on ambitions to improve quality of working life.

In general, how do you usually define QWL in your national and/or regional research programmes?

Are they important arguments when allocating resources to national and/or regional programmes?

Are they of equal importance in all kind of programmes?



3. SOCIAL PARTNERS ROLE VS LEGISLATION

What role do employers play in order to maintain and develop QWL-values?

In principle, what QWL-standards are based on national legislation, what standards are established through agreements between the social partners and what is left at employers' own discretion?

Are issues related to the role of QWL disputed and which are the main arguments among parties?

Which are the current key issues?

4. TO WHAT EXTENT ARE THESE ISSUES REFLECTED IN YOUR PROGRAMMES/COUNTRIES?

Focussing on programmes that cover QWL issues, are they integrated into national politics (Question 1) and to what extent are they explicitly motivated in terms of economic policies?

5. EXAMPLES OF GOOD PRACTICE WITH REGARD TO QWL AND/OR CSR?



Shortly describe one of your programmes that you would characterise as an example of good practice, covering QWL and CSR.

Shortly describe one project that you consider to be innovative (applying different concepts, using new and unconventional methods) in its approach to QWL and/or CSR.

6. COMPANY STRATEGIES

Describe how various companies from different sectors in your countries use HRM-strategies, consultants, researchers and other methods for increased productivity and better functioning value added chains.

What are currently the dominating company strategies?

Can you give some examples?

7. CO-DETERMINATION AND EMPLOYEE INVOLVEMENT IN DEVELOPMENT OF INNOVATIVE WORK ORGANISATION

From a programme point of view, what efforts have you made to mobilise core actors in a discourse around QWL and work organising principles? Do you have special relations (good and bad) to specific actors?

Which actors are important players when work organisation projects are carried out at the local, regional or national level?

To what extent are employees involved in the development of future work organisation?

8. INTERACTIVE LEARNING - FROM GOOD OR BAD EXAMPLES

What are the most important processes that disseminate experiences and results from QWL and CSR projects?



One can learn from both good and bad examples. How is learning between important actors promoted by your programme and/or in your country?

9. ADDITIONAL COMMENTS ON QWL, INNOVATIVE WORK ORGANISATION OR CSR?

Please share with us some additional thoughts on the issues we will discuss in Stockholm since we are sure we have forgotten important aspects of these very important issues.

Please give filling this questionnaire some of your valuable time and **send it to us no later than May 24 (This coming Tuesday)**

To kenneth.abrahamsson@fas.forskning.se and erling.ribbing@VINNOVA.se as well as to ulla.kihlblom@fas.forskning.se



FORSKNINGSRÅDET FÖR ARBETSLIV
OCH SOCIALVETENSKAP
SWEDISH COUNCIL FOR WORKING LIFE AND SOCIAL RESEARCH





Editors:

Forskningsradet för arbetsliv och socialvetenskap
(FAS - Swedish Council for Working Life and Social Research)
Birger Jarls Torg 5, Se 10315 Stockholm, Sweden

Tel.: +46 8 775 4091

Fax: +46 8 775 4075

Internet: <http://www.fas.forskning.se>

VINNOVA (Swedish Agency for Innovation Systems)
Mäster Samuelsgatan 56, Se 101 58 Stockholm, Sweden

Tel.: +46 8 473 30 50

Fax: +46 8 473 30 05

Internet: <http://www.vinnova.se>

Joint Secretariat of WORK-IN-NET

c/o Project Management Organisation at DLR
of the Federal Ministry of Education and Research

Heinrich-Konen-Strasse 1
D - 53227 Bonn, Germany

Tel.: +49 (0)228 3821 131

Fax: +49 (0)228 3821 248

<http://www.workinnet.de/>

Stockholm, September 2005

All rights reserved.