



CEDEFOP

European Centre for the Development
of Vocational Training

Fostering innovation through workplace learning: Linking innovation and training policies

29 November 2012, Thessaloniki



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European Centre for the Development
of Vocational Training

Welcome and opening

Mara Brugia

**Acting Deputy Director, Cedefop
Head of Area Enhanced Cooperation in VET and LLL**

Cedefop workshop
Fostering innovation through workplace learning:
Linking innovation and training policies

29 November 2012, Thessaloniki

Agenda

09.30-11.00	European perspective on VET and innovation: Policies, trends and developments
11.00-11.20	<i>Coffee / tea break</i>
11.20-13.00	Cedefop study “Learning and innovation in enterprises”
13.00-14.00	<i>Lunch break: buffet at conference venue</i>
14.00-15.15	• The role of social partners in linking innovation and training
	• Supporting innovation through learning: the role of networking in Europe
15.15-15.45	<i>Coffee / tea break</i>
15.45-16.45	Practice examples
16.45-17.15	Panel discussion
17.15-17.30	Conclusions



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Cedefop study

Learning and innovation in enterprises*

Alexandra Dehmel (Cedefop)

*„Adult learning in the workplace: skill development to promote innovation in enterprises“
(Cedefop contract No AO/ECVL/RLAR/Skill-Innovation/012/10, 2010/S 164-251530 of 25/08/2010)



**Linking
learning and
innovation!?**

http://de.toonpool.com/cartoons/Out%20of%20the%20box_66159



Innovation

Development and introduction of new technologies, changes in work processes, etc.

*is a precondition
and fosters*

*stimulates and
demands*

Learning

Knowledge, skills and competence development in enterprises

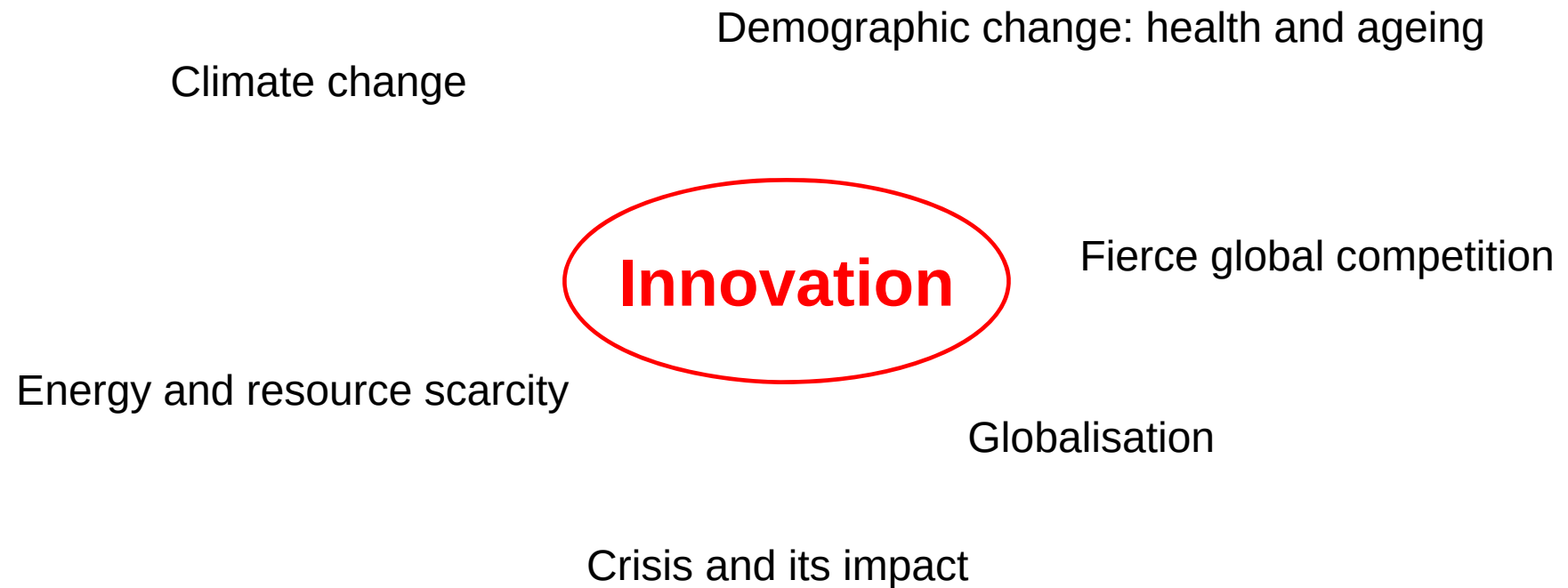
(Cedefop 2011)



Cedefop study

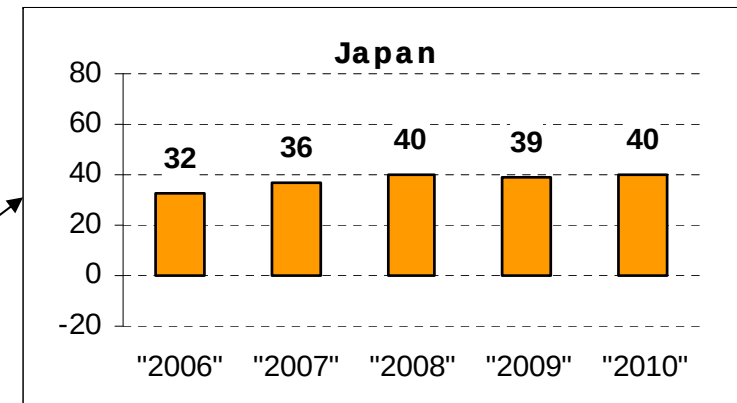
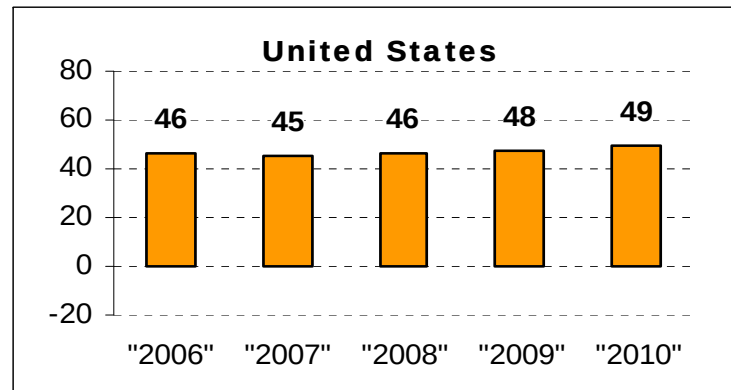
Learning and innovation in enterprises

- I. Policy context**
- II. Learning - in enterprises**
- III. Cedefop study**

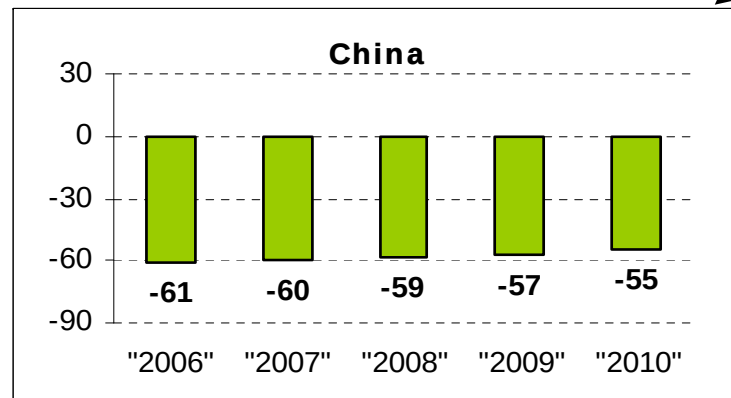




Innovation gap



EU

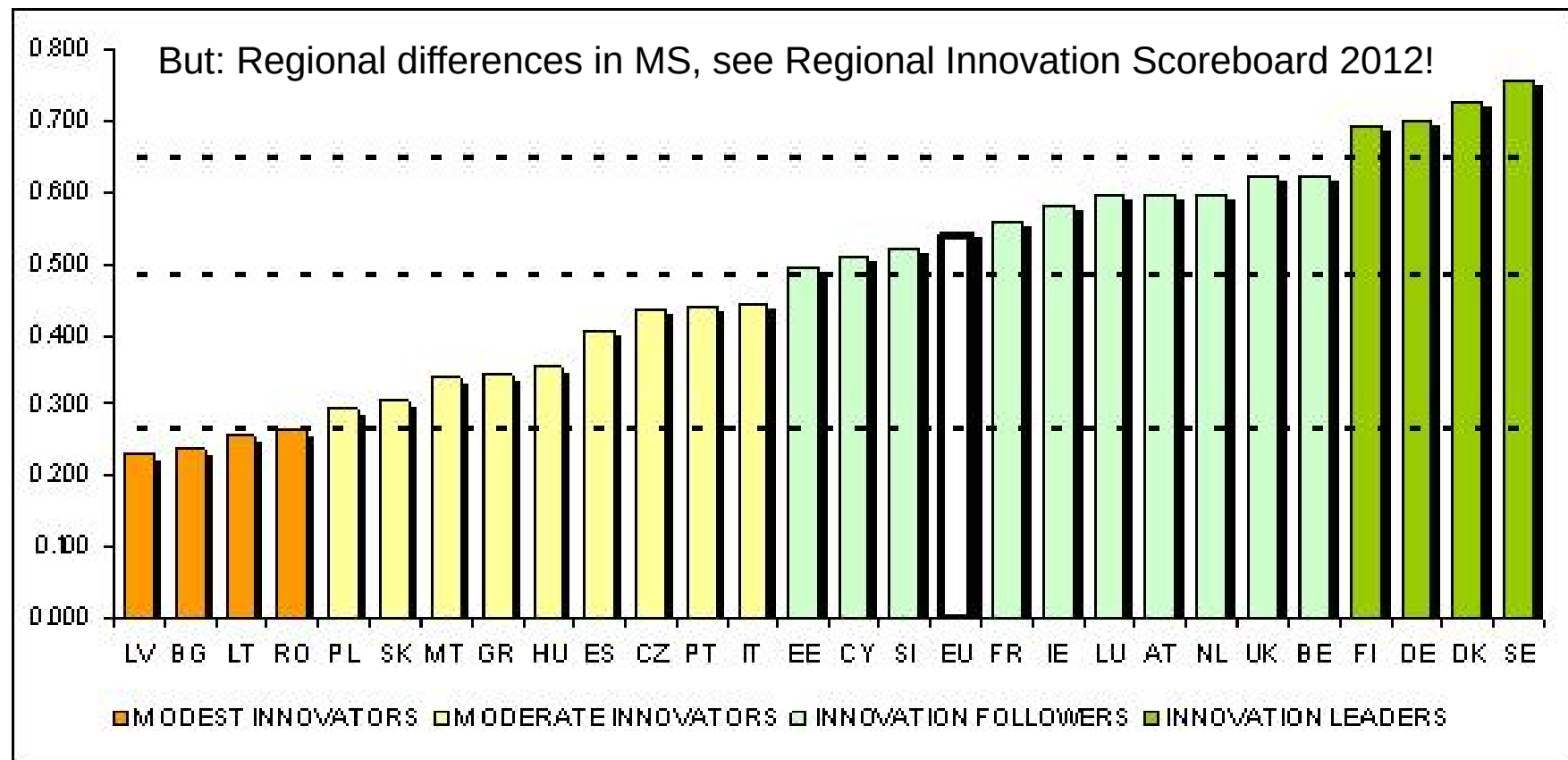


Percentage gaps between EU performance (0) and other countries across 12 indicators.

*Innovation Union Scoreboard Innovation Union Scoreboard 2010,
<http://www.proinno-europe.eu/metrics>*



Innovation performance: variations across EU Member States



Source: Innovation Union Scoreboard 2011,

http://ec.europa.eu/enterprise/policies/innovation/facts-figures-analysis/innovation-scoreboard/index_en.htm;

The index used for comparison in the this chart is based on a set of 25 indicators



EU's strategic approach

- **Lisbon strategy (2000), Europe 2020 strategy (2010)**

Make EU "the most competitive and dynamic knowledge-based economy in the world" (Lisbon goal); „smart, sustainable, inclusive growth" (Europe 2020).

⇒ Strategies give importance to innovation.

Assumption: Innovation is linked with better economic performance, increased productivity and growth.

EU's strategic approach

▪ Innovation Union

Flagship initiative of the Europe 2020 strategy,
need to raise skill levels to foster innovation; education and training crucial.

▪ Education and training 2020

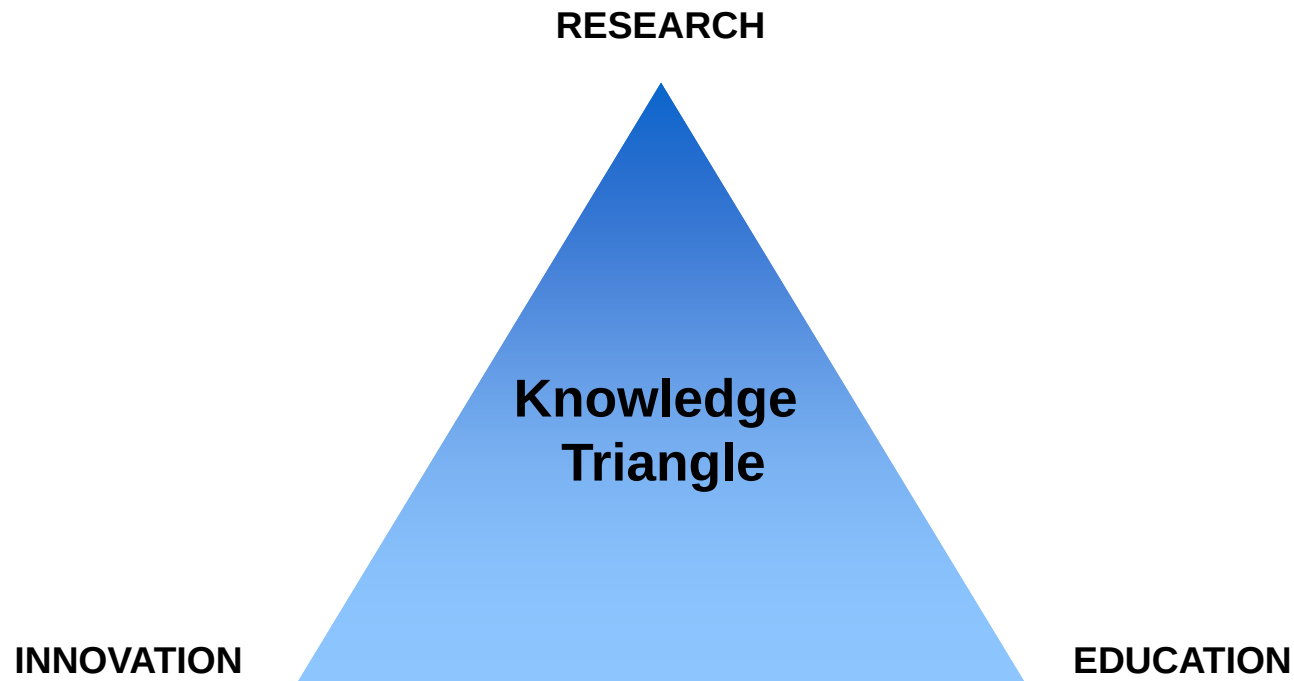
Target: 15% average participation rate of adults in LLL by 2020.

▪ Bruges Communiqué on Enhanced Cooperation in VET (2010)

- Enhance contribution of VET.
- Set up EU-level VET / Business forum; role of VET in knowledge triangle.



EU's strategic approach

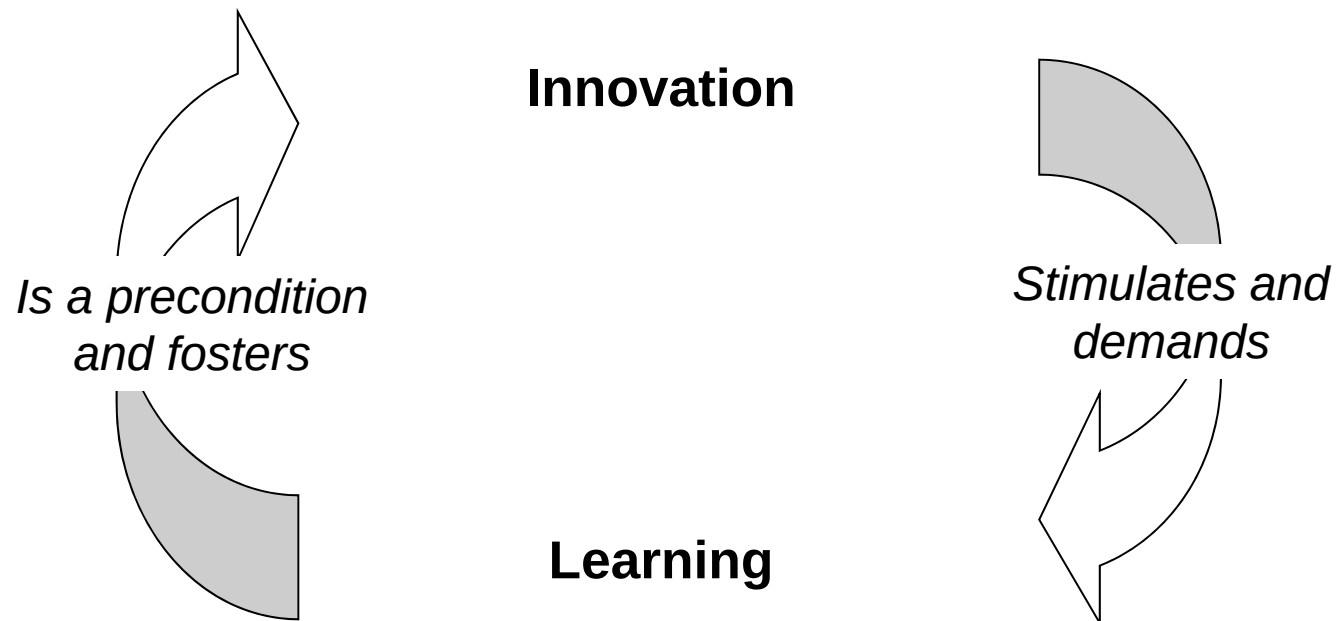


Central and strongly interdependent drivers of the knowledge-based society



Learning and innovation

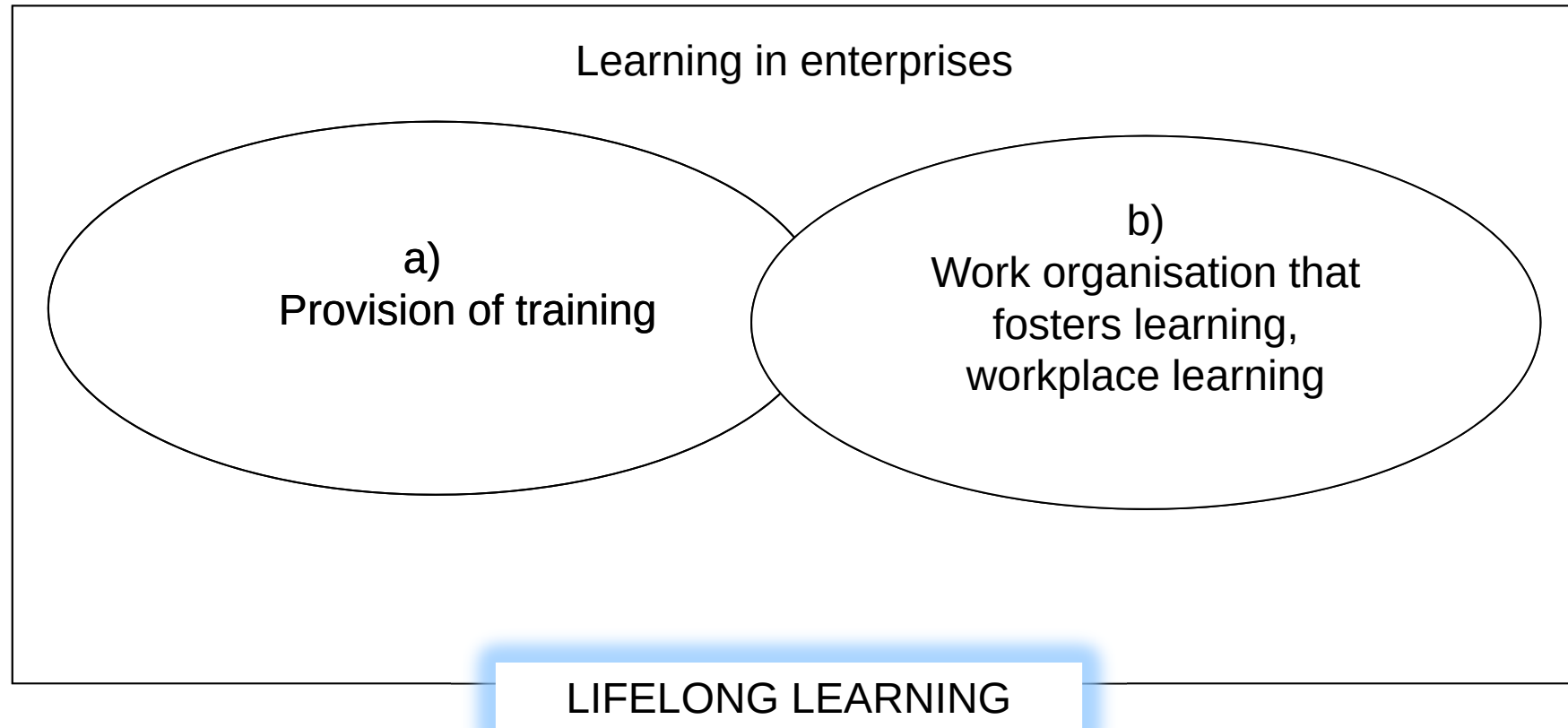
Growing awareness:
Innovation and learning are closely linked and reinforce one another



...but: policies designed to promote innovation tend to focus on raising attainment in tertiary education.

Crucial role of
VET, learning in enterprises and work organisation that fosters learning is often neglected!

*“...the point is not to argue that formal tertiary education does not play a critical role in developing innovative capacity. Rather, the point is that within Europe, and from the point of view of constructing learning organisations, the **bottleneck** would appear to be at the level of **firm-specific vocational training** and not at the level of formal tertiary education.” (OECD 2010: 68)*





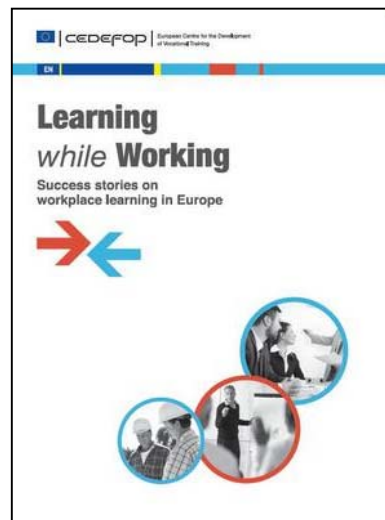
Learning in enterprises – a) provision of training

- Cedefop (2010): Employer provided vocational training in Europe. Evaluation and interpretation of the third continuing vocational training survey.
- Proportion of enterprises providing continuing training differs across EU Member States, e.g.: Denmark (85%), Greece (21%).
- Countries with highest rates of enterprise training provision seem to show also highest rates of innovation performance (e.g. Denmark)! (Cedefop 2012)



Learning in enterprises – b) work organisation, workplace learning

Work organisation: Impact on learning at the workplace; importance increasingly recognised



Cedefop (2011): Learning while working.

- Highlights the crucial role of workplace learning
- Stresses the need to develop and implement work organisations that provide learning-rich working environments



Learning in enterprises – b) work organisation, workplace learning

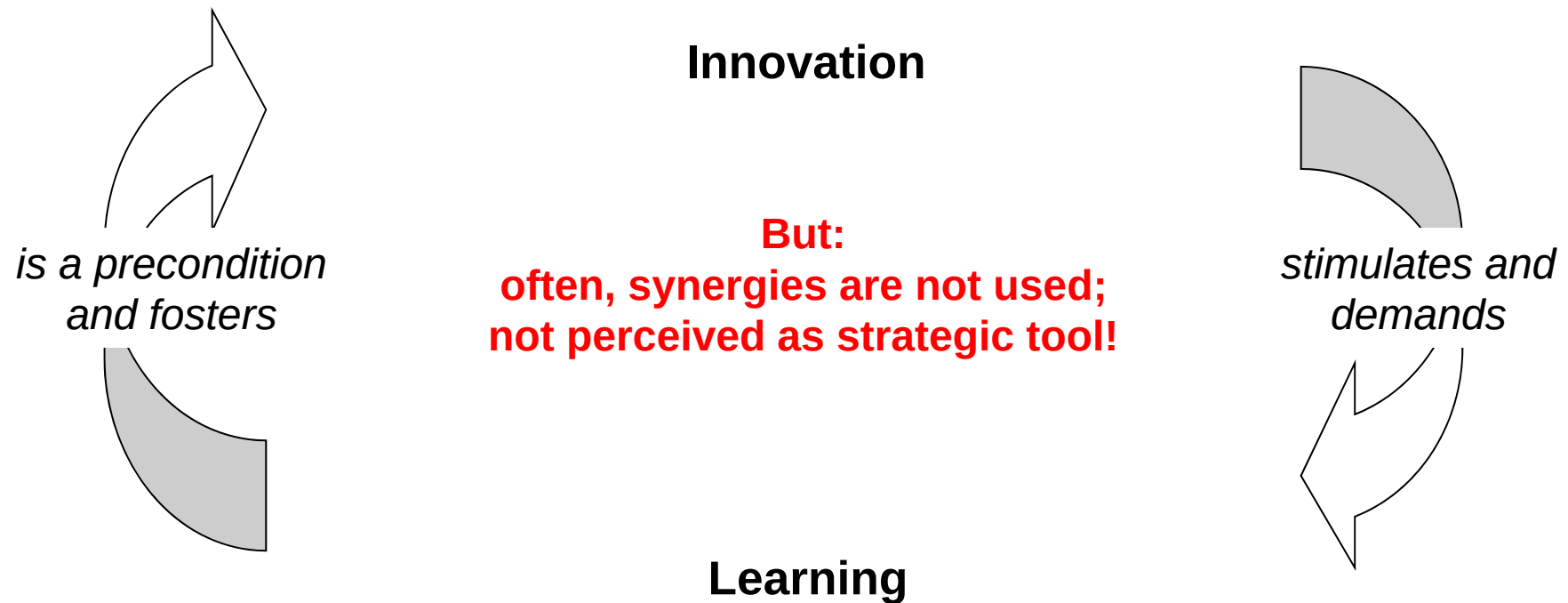
Characteristics of workplaces that foster learning while working, e.g.:

- Autonomy at work, freedom to control work, e.g.: ability to choose or change
 - order of tasks,
 - method of work,
 - speed or rate of work.

- Complexity of work and need for learning, e.g.: work involves
 - solving unforeseen problems on one's own,
 - complex tasks,
 - learning new things,
 - assessment of quality of own work.



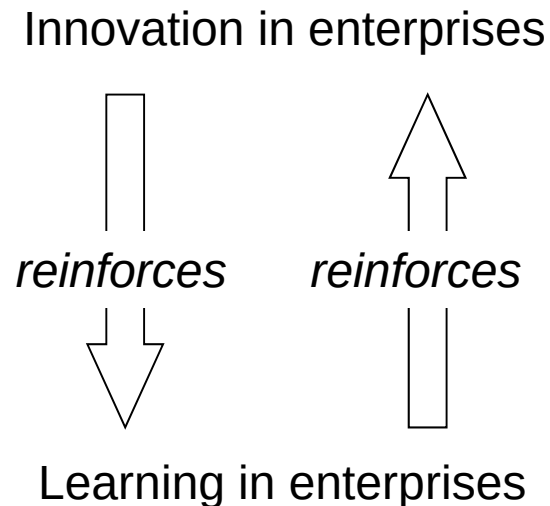
**Enterprises train / foster learning
...to become innovative? Or: ...when they become innovative?**



(Cedefop 2011)



A case for linking policies...



Policies bridging innovation and learning in enterprises may have a positive effect on the scope of learning provided, on the perception of learning as a strategic tool and on innovation (Cedefop 2011).

→ Cedefop study



Cedefop study Learning and innovation in enterprises*

- Examines the links between learning and innovation in enterprises.
- Identifies and analyses policy frameworks and publicly-funded programmes that foster innovation in enterprises.
- Covers EU 27 and Norway.
- Quantitative and qualitative research; incl. case studies (10 examples of policies and programmes in different countries).

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Thank you for your attention!

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<http://www.cedefop.europa.eu/>