



CEDEFOP

European Centre for the Development
of Vocational Training

Innovation and learning in enterprises: Setting the scene

Alexandra Dehmel (Cedefop)

Cedefop workshop “Innovation and Learning in Enterprises”

10-11 November 2011, Thessaloniki

Innovation and learning in enterprises: Setting the scene

I. Innovation

II. Learning - in enterprises



III. Workshop „Innovation and Learning in Enterprises“: Aims & agenda

I. Innovation

Demographic change: health and ageing

Climate change

Innovation

Fierce global competition

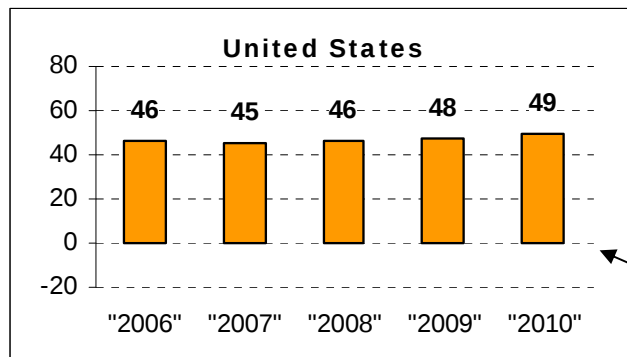
Energy and resource scarcity

Globalisation

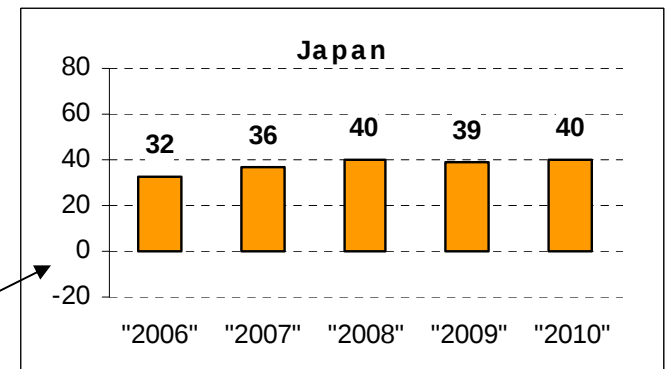
Crisis and its impact



Innovation gap?



EU

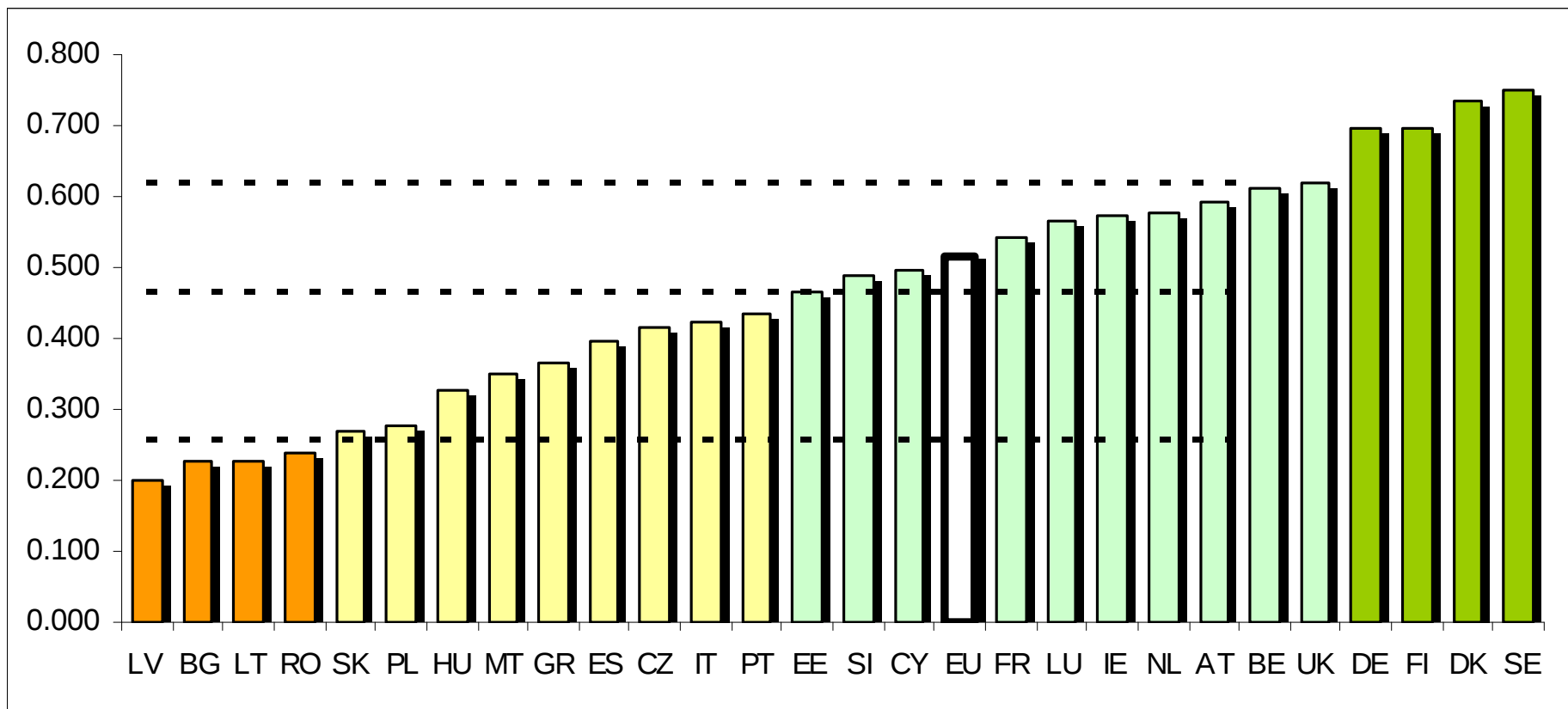


Percentage gaps between EU performance (0) and other countries across 12 indicators.

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



Innovation performance: variations across EU Member States



Source: Innovation Union Scoreboard 2010, <http://www.proinno-europe.eu/metrics>;
The index used for comparison in the this chart is based on a set of 24 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.

- **PRO INNO Europe**

Set up in 2006 as focal point for innovation policy analysis and policy cooperation in Europe.

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.

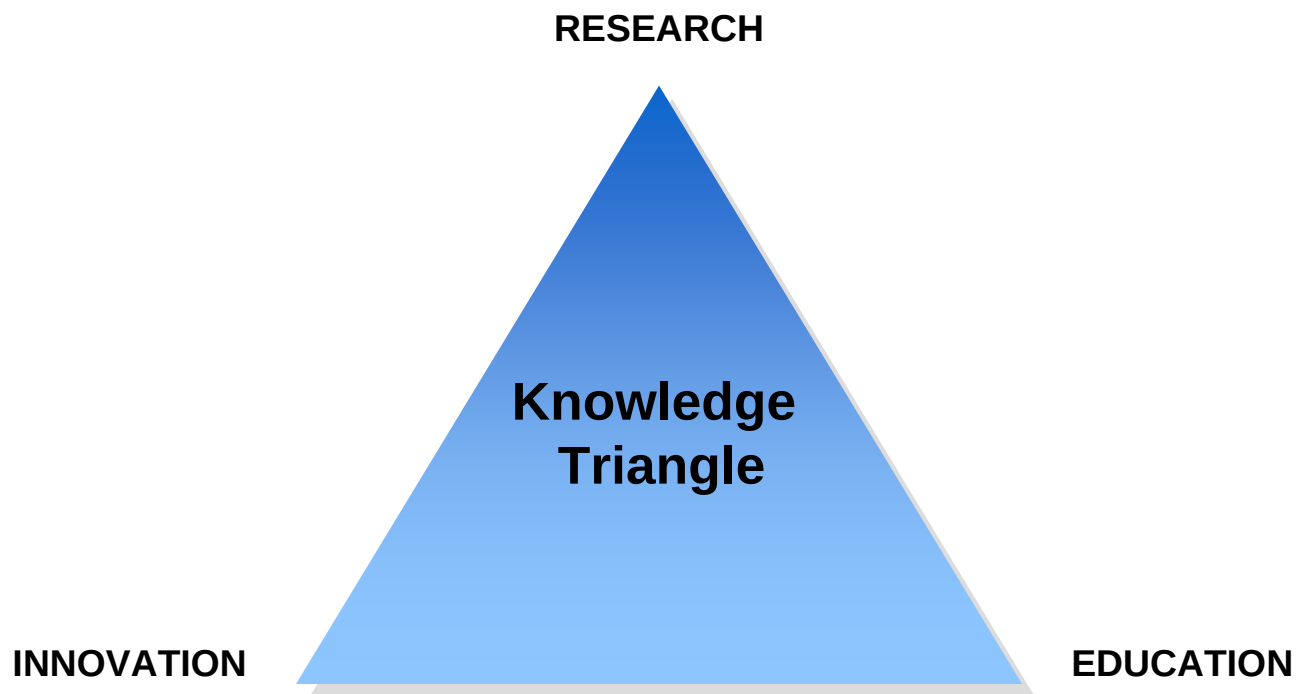
▪ Education and training 2020

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 that looks at role of VET in knowledge triangle

EU's strategic approach

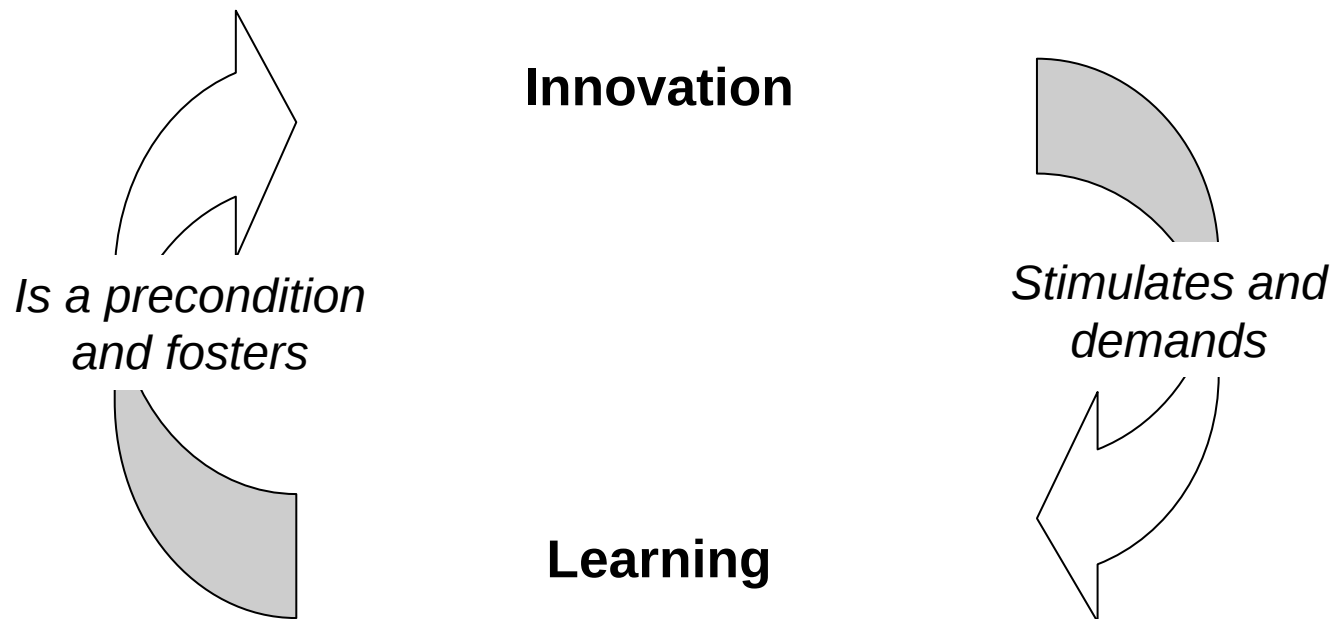


Central and strongly interdependent drivers of the knowledge-based society



Learning and innovation

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



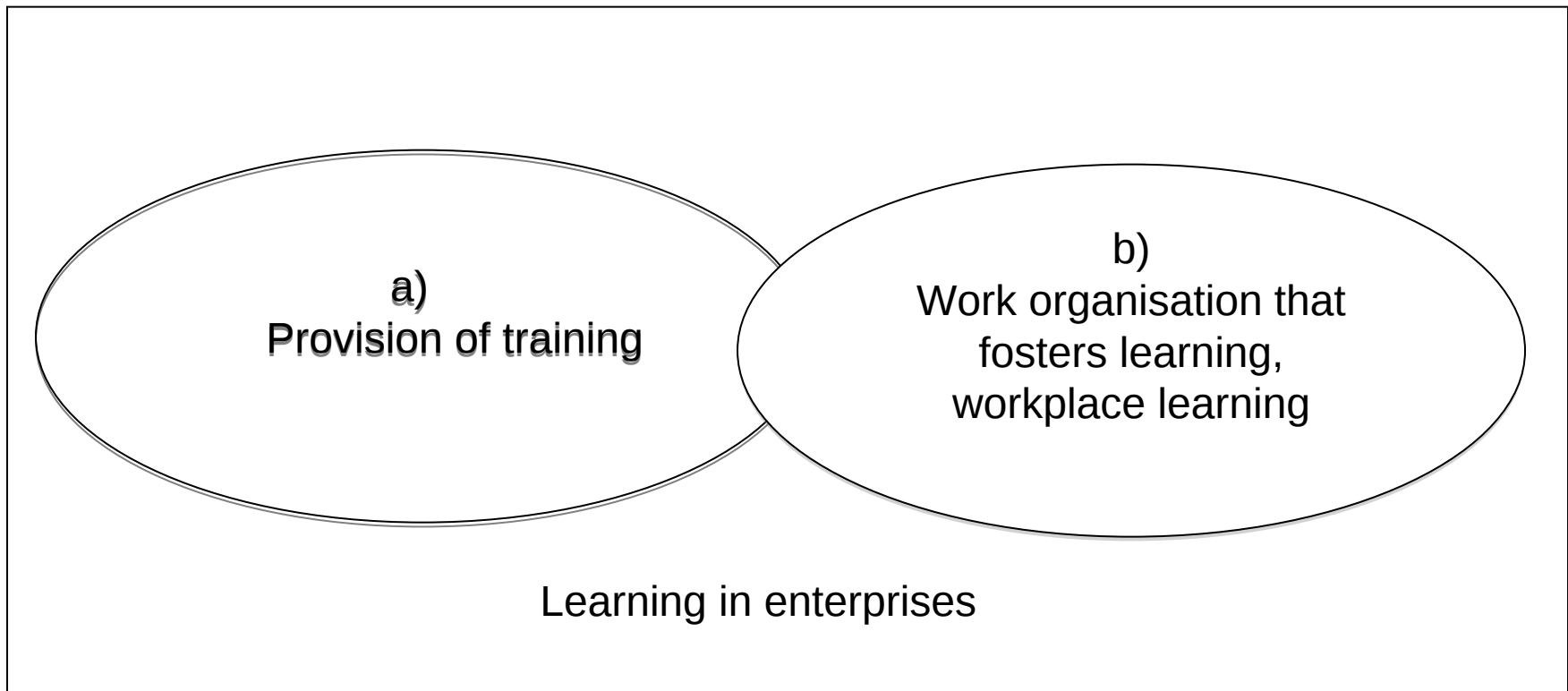
II. Focus: Learning in enterprises

Policies designed to promote innovation tend to focus on raising attainment in tertiary education, but:

Crucial role of **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)*

Focus: Learning in enterprises

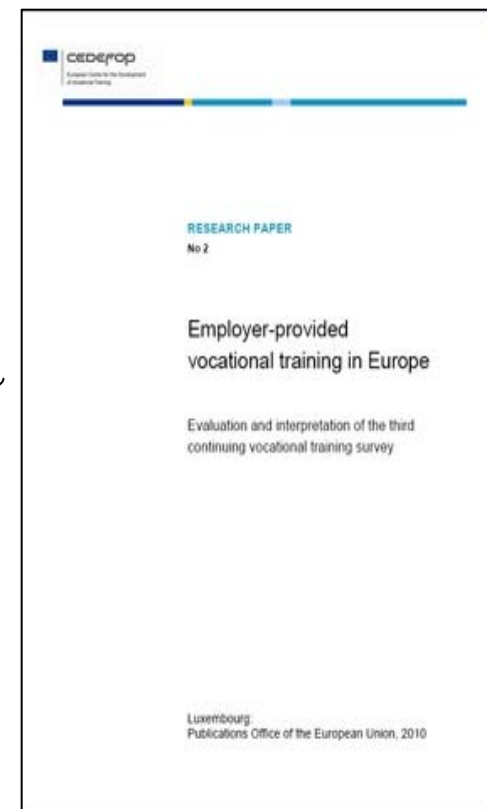




Learning in enterprises – a) provision of training

Third continuing vocational training survey (CVTS3), Eurostat
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%).





Learning in enterprises – a) provision of training

- Training policies and practices in enterprises vary widely across Europe and enterprises. Politicians and scientists: “Other forms” of training (e.g. workplace learning) increasingly important, but: no increase in provision in enterprises (1999: 52%; 2005: 49%).
- Various barriers to training provision, e.g.: enterprises face difficulties in estimating skill and training needs; involvement of social partners crucial for fostering training (Cedefop 2010, 2011).
- Countries with highest rates of enterprise training provision seem to show also highest rates of innovation performance (e.g. Denmark)!

Learning in enterprises – b) work organisation, focus: 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, focus: 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.

Learning in enterprises – b) work organisation, focus: workplace learning

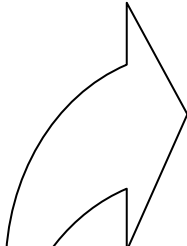
- Eurofound's European Working Conditions Survey (EWCS): covers relevant issues of work organisation
- Link between work organisation and innovation:

Forms of work organisation in enterprises differ across EU Member States. They have impact on the prevailing modes of innovation in these countries, e.g.: countries with a high percentage of enterprises with work organisations that allow high discretionary learning tend to have a high percentage of enterprises who are lead-innovators (OECD 2010: 140).

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

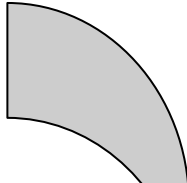
Innovation

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



*is a precondition
and fosters*

**But:
training is often perceived as
legislation requirement, not as
strategic tool!**



*stimulates and
demands*

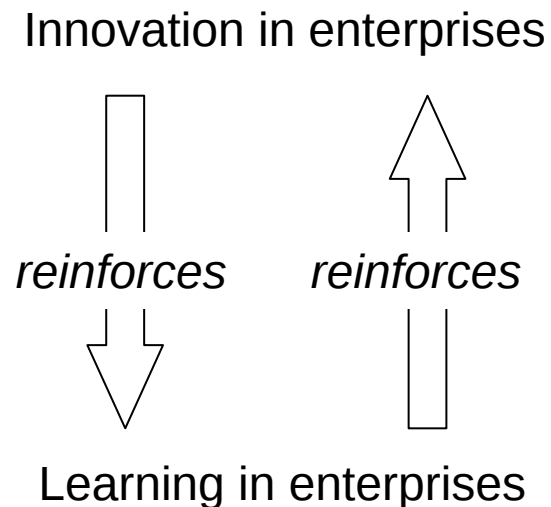
Learning

Skill development in enterprises

(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 and the perception of skill development as a strategic tool (Cedefop 2011).

→ Cedefop study

Cedefop study

Adult learning in the workplace:

Skill development to promote innovation in enterprises

- Examines the links between workplace learning and innovation in enterprises.
- Identifies and analyses policy frameworks and publicly-funded programmes that foster innovation in enterprises by linking business development and skill development.
- Special attention is paid to the introduction of work organisation processes (leading to learning conducive work environments) that can best stimulate business performance and innovation, while enabling employees to develop their skills on-the-job.

Cedefop study

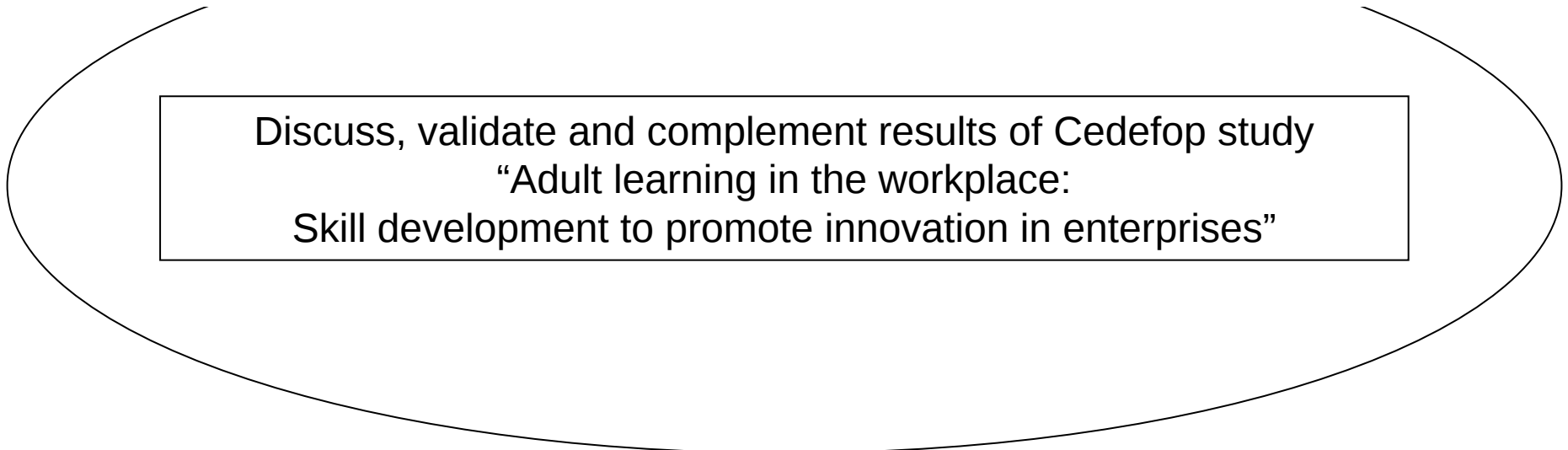
Adult learning in the workplace:

Skill development to promote innovation in enterprises

- Covers EU 27 and Norway.
- Case studies: In-depth analysis of 10 examples of policies and programmes in different countries.
- Timeframe of the study: December 2010 - February 2012.
- VDI/VDE Innovation and Technik GmbH in cooperation with FiBS – Institute for Education and Socio-Economic Research.

Workshop “Innovation and Learning in Enterprises”: Aims

Discuss and open new perspectives on innovation and learning in enterprises

A large, thin black oval frame surrounds a central rectangular box. Inside the box, the text describes the aims of the workshop.

Discuss, validate and complement results of Cedefop study
“Adult learning in the workplace:
Skill development to promote innovation in enterprises”

Workshop “Innovation and Learning in Enterprises”: Agenda

09.45-10.15	Innovation and learning in enterprises: Setting the scene <i>Alexandra Dehmel (Cedefop)</i>
10.15-10.30	<i>Break</i>
10.30-12.30	Cedefop study “Adult learning in the workplace: Skill development to promote innovation in enterprises” - Research design & findings <i>Ernst Andreas Hartmann (VDI/VDE Innovation + Technik GmbH) & Dieter Dohmen (FiBS)</i> Discussion and feedback from participants
12.30-13.30	<i>Lunch break: Buffet at conference venue</i>
13.30-15.00	Fostering skill development and innovation in enterprises: Good practice examples • Skillnets Training Network Programme, Ireland (<i>Carl Blake, Skillnets</i>) • Working - Learning - Developing Competencies Programme, Germany (<i>Claudio Zettel, DLR</i>) • Enterprise Ireland, Ireland (<i>Orla Duffy, Enterprise Ireland</i>) Discussion and feedback from participants

Workshop “Innovation and Learning in Enterprises”: Agenda

15.00-15.30	<i>Tea/coffee break</i>
15.30-17.00	Learning and innovation in enterprises: Workplace learning and organisational learning • Creating and managing expansive workplace learning environments <i>Lorna Unwin, LLAKES Research Centre, Institute of Education, University of London</i> • Learning and innovative capacity in enterprises: cases from private and public policies <i>Paolo Federighi, University of Firenze</i> Discussion
19.00	<i>Dinner at restaurant “PANELLINION” (voluntary & at own expense)</i>

Workshop “Innovation and Learning in Enterprises”: Agenda

09.00-10.30	Work organisation, learning & innovation in enterprises: European Perspectives • Organizational learning, innovation performance and systems of education and training: a regional perspective <i>Edward Lorenz, University of Nice Sophia-Antipolis</i> • Work Organization and Innovation <i>Manuel Ortigao, Eurofound</i> • Action Research and Organisational Learning – A Norwegian Approach <i>Olav Eikeland, Oslo and Akershus University College</i> Discussion
10.30-11.00	Tea/coffee break
11.00-12.15	Discussion: Implications for the project, further areas of research
12.15-12.30	Workshop conclusions

Thank you for your attention!

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