

# EUROPEAN PROGRAMMES AND ACTIVITIES ON WORK-ORIENTED INNOVATION

Claudio Zettel (Ed.)



## WORK-IN-NET

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

Coordinated Action

# WORK-IN-NET





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## **1 Preface**

The brochure “European Programmes on work and labour innovation” is part of an European project that brings ministries and funding agencies of several European countries and regions together with the purpose to stimulate the networking of research activities for creating an European Research Era.

“WORK-IN-NET” stands for: Labour and innovation: Work-oriented innovations – a key to better employment, cohesion and competitiveness in a knowledge-intensive society. The brochure contents brief descriptions of the ten programmes and institutions from seven countries that are engaged in the project network.

WORK-IN-NET is supported within the ERA-NET scheme in the context of the Sixth Research Framework Programme (2002-2006) of the European Commission.

The overall objective of the ERA-NET scheme is to step up the cooperation and coordination carried out at national and regional level in the Member States. Thus, the aim of WORK-IN-NET is to build up sustainable communication and cooperation channels in Europe between the still fragmented national and regional research activities in the area of work-related innovation issues. Information will also be shared with the other member states of the EU where innovative work organisation is less advanced in order to contribute to reducing the economic and social differences between north and south, and Eastern and Western Europe.

Claudio Zettel

WORK-IN-NET Coordinator



## **2 Work oriented innovations and the Lisbon Strategy**

Innovative interactions of all 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.

Successful performance depends on many factors. IT applications are perhaps the most obvious, but also crucial are enlightened company strategies and new forms of work organisation. These include the promotion of health and skills with regard to the ageing of the workforce and equal opportunities for women and minority groups, and many more.

To cope with the lasting innovation, productivity and employment challenges in European countries, the focus will be on three key themes with respect to

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

Only by increasing the quality of work and the creativity of employees as well as a new balance of social security and flexibility of organisations, Europe will be able to meet the demands of the knowledge-based economy of the 21<sup>st</sup> century and the objectives of the Lisbon Strategy.

## **3 Two approaches and key activities of WORK-IN-NET**

The WORK-IN-NET Coordination Action (CA) will take two complementary approaches throughout to improve the cooperation and coordination of national research efforts for work-oriented innovations.

- The 'RTD management approach' is concerned with establishing joint electronic tools for further information exchange, evaluation and benchmarking procedures for promoting learning processes, and arrangements and agreements for multilateral research activities.
- In parallel, the 'RTD thematic approach' will set up pilot models for joint strategic approaches, primarily to identify and to cope with the key challenges affected by new interactions between markets and companies, social partners and public bodies.

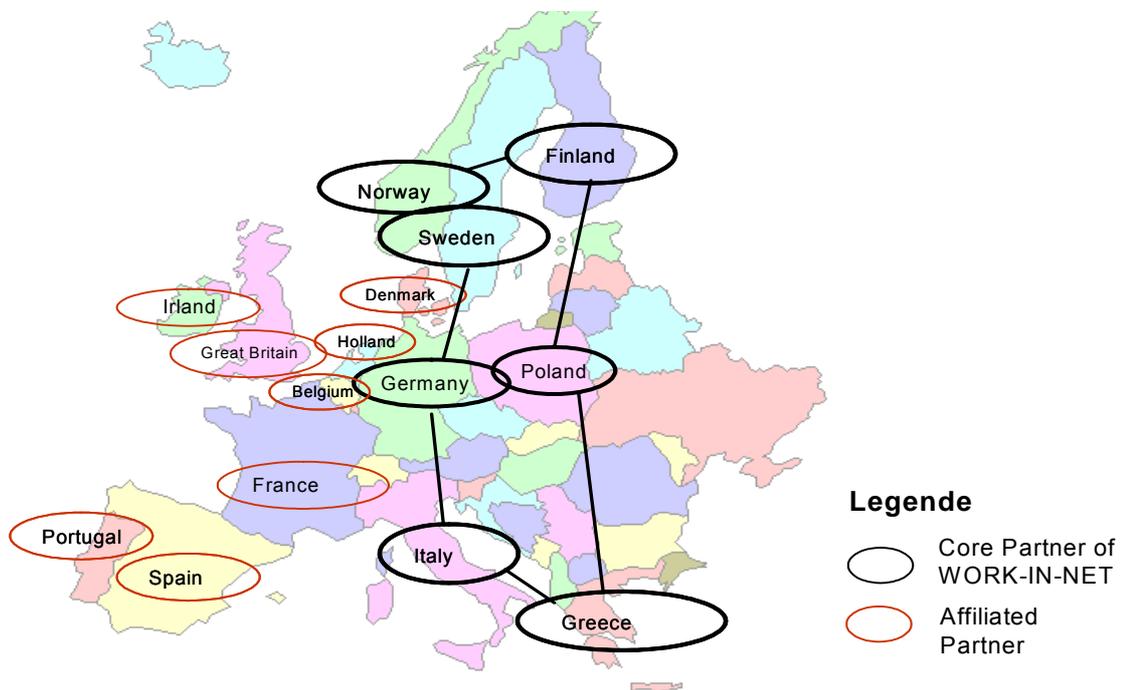
The key activities of WORK-IN-NET will be elaborated by the national and regional partners in a step-by-step process on going together in key areas of work-oriented innovations with the inclusion of business and labour organisations as well as public bodies and the research communities.

- In the *starting phase of Information Exchange*, the national and regional partners will systematically exchange information about their research activities by developing joint electronic communication tools and by developing distinctive indicators on general programme descriptions and research processes.
- In the *second phase of Strategic Activities*, further interactive approaches will identify similarities and differences between national research programmes with three thematic working groups on the selected key themes to develop core elements for an integrated innovation strategy.
- In the *third phase of Joint Activities*, there will be developed a joint action plan for areas of mutual interest on the basis of a joint database and infrastructure including transfer and training resources as well as foresight and impact studies on future challenges for European development goals.
- In the *final phase of Transnational Activities*, the strategic and joint activities shall lead to lasting structures to continue the work with bilateral and multilateral joint R&D programme activities on high-road innovation strategies based on sustainable work life approaches in Europe.

#### 4 National and Regional Activities/Programmes represented in WORK-IN-NET – overview

Country	Institution	Main Activities/Programmes
<b>Finland</b>	Ministry of Labour – TYKES, Finnish Workplace Development Programme (FWDP)	<ul style="list-style-type: none"> <li>- Work organisation</li> <li>- Workplace innovation</li> <li>- Learning networks</li> </ul>
	Work Environment Fund (FWEF)	<ul style="list-style-type: none"> <li>- Work environment</li> <li>- Industrial relations, productivity</li> </ul>
<b>Germany</b>	Federal Ministry of Education and Research (BMBF), Germany with Project Management Agency of BMBF at DLR (PT-DLR)	<ul style="list-style-type: none"> <li>- Competence, Health and Employability</li> <li>- Sustainable Company Development</li> <li>- Equal Opportunities and Demographic Change</li> <li>- New Ways of Implementation and Transfer</li> <li>- Interregional Alliances</li> </ul>
	Regional Ministry of Economy and Labour, Nordrhein-Westfalen–MWA, G.I.B.	<ul style="list-style-type: none"> <li>- Work oriented modernisation</li> </ul>
<b>Greece</b>	Ministry of Development, General Secretariat for Research and Technology	<ul style="list-style-type: none"> <li>- Competence</li> <li>- Work and Health programme</li> </ul>
<b>Italy</b>	Regional Government of Emilia Romagna, Istituto per il Lavoro	<ul style="list-style-type: none"> <li>- Regional development networks</li> <li>- Work environment</li> <li>- Health and safety</li> <li>- Regional social quality label</li> </ul>
<b>Norway</b>	Research Council of Norway – (Norges forskningsraad)	<ul style="list-style-type: none"> <li>- Value Creation 2010 (Employee participation)</li> </ul>
<b>Poland</b>	Ministry of Scientific Research and Information Technology	<ul style="list-style-type: none"> <li>- Regional Innovation Strategy “RIS”</li> <li>- Pilot Foresight Programme “Life and Health”</li> <li>- Goal-oriented Projects for SME’s</li> </ul>
<b>Sweden</b>	Swedish Agency for Innovation Systems- VINNOVA	<ul style="list-style-type: none"> <li>- Work Life Development for Sustainable Growth</li> <li>- Dynamic Labour Markets and Organisations</li> <li>- Efficient Product Development</li> </ul>
	Swedish Council for Working Life and Social Research – FAS	<ul style="list-style-type: none"> <li>- Work, chemical and physical hazards</li> <li>- Work, family and welfare</li> <li>- Stress, work and health</li> <li>- Labour market, qualification and discrimination</li> </ul>

## 5 The programmes/activities in detail



Within WORK-IN-NET, there are two axis from North to South and West to East. The project links the Northern countries Finland, Norway and Sweden with Mediterranean countries as Greece and Italy. On the other axis the Eastern part of Europe will be integrated. Poland is the first Eastern country that became an integral member within the project.

Other countries, e.g. the Netherlands, Ireland, Great Britain, Portugal or Austria are affiliated to WORK-IN-NET. During the project new partners will be invited to join the network.

On the following pages, the activities and programmes in all countries will be introduced.

### **5.1 Finland - Finnish Workplace Development Programme (TYKES-FWDP) at the Ministry of Labour**

#### **1. Name and address of institution**

Project Team of the Finnish Workplace Development Programme (TYKES-FWDP) at the Ministry of Labour

P.O.Box 34  
FIN-00023 Government  
FINLAND  
Tel.: +358 10 60 4001  
Fax: +358 10 60 48900  
<http://www.tykes.fi>

#### **2. Fact and figures**

Year of foundation	1996
Juridical status (public/private body etc.)	Project Team is part of the organization of the Ministry of Labour
Number of employees institution/work related programme	Institution (Ministry): 400 employees Programme (Project Team): 12 employees
Annual budget institution/work related programme	Programme: 12.5 Mio €
No. of programmes/projects on work-related issues managed annually	One programme, about 300 projects

#### **3. Programme and objectives (e.g. name of programme(s), main objectives)**

1. Qualitatively sustainable productivity growth, i.e. productivity growth which is combined with improved quality of working life and which, as a consequence, supports employees' ability to stay on at work
2. Learning networks
3. Development of new organizational models and development methods
4. Dissemination of project results
5. Reinforcing expertise on workplace development

#### **4. Management and modalities**

##### **4.1 Organizational structure**

TYKES-FWDP is established until the end of 2009, based on the programme of the Finnish Government. The current programme concept, which has been in operation since the beginning of 2004, was created in cooperation between the Ministry of Labour and the central labour market organizations. A tripartite Management Group is appointed for the programme.

##### **4.2 Funding procedures**

Most projects receive funding through application procedure, which is open for workplaces of all kinds throughout the year. Method development projects, which aim to create new organizational models and development methods, are based on public competitive calls with defined deadlines.

##### **4.3 Planning R&D**

The programme consist three successive periods (1996-99, 2000-03 and 2004-09). The Ministry of Labour, together with the central labour market organizations, sets general objectives for the programme periods. The Management Group sets the annual targets. The programme has a scientific forum as an advisory body to help develop the programme in scientific and research-related aspects.

## 5. Mission and activities

### 5.1 Mission of institution

The guiding principle of labour administration in Finland is as follows: "The labour administration promotes the effective functioning of the labour market, the development of work organizations, employment and the integration of immigrants".

According to the guiding principle of TYKES-FWDP, the programme supports research-assisted work organization development based on cooperation between management and staff, which promotes qualitatively sustainable productivity growth in Finnish workplaces. The programme focuses on practical applications, but also promotes research linked with organizational development, which produces new, generally applicable and useful knowledge in support of development.

### 5.2 Areas of strategic activities (e.g. safety and occupational health, skills and competence development, work organisation and production concepts, company and innovation strategies, regional development coalitions)

Workplace development projects aim to develop the modes of operation at workplaces, aiming at simultaneous improvements in performance and the quality of working life. The projects typically focus on the following areas: the organization of work, work processes, working methods, cooperation and interaction within the work community, external networking, leadership and human resource management, pay and working time systems and work environment.

Method development projects aim to promote qualitatively sustainable productivity growth in Finnish workplaces by producing new work, organization and management practices, and new development methods, models and tools. The emphasis is on tangible methods, practices and solutions which are designed for an increasingly knowledge-intensive and networked economy, and which are widely applicable and suitable for dissemination.

Learning network projects are joint learning forums of R&D units and workplaces. Their purpose is to increase the developmental expertise of the participants, to create and experiment with new forms of development cooperation between R&D units and workplaces, and to generate new, innovative solutions for Finnish working life.

### 5.3 Target groups (e.g. younger/elder people, disabled/handicapped people, male/female, employers/employees/workers)

- Workplaces of all kinds can take part in activities funded by the programme. The emphasis is on the development of SMEs and work organizations of the social welfare and health care sector.
- The programme monitors the share of ageing employees and female employees of all participants to the projects

## 6. Institutional client groups (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)

TYKES-FWDP operates in close cooperation with other ministries, the labour market organizations, R&D institutes (e.g. universities, state research institutes and polytechnics), consulting companies, regional public authorities and workplaces.

## 7. Dissemination activities (e.g. workshops/conferences, publications, internet, database, community building)

TYKES-FWDP arranges conferences, seminars and workshops with a view to disseminating information, supporting dialogue between different stakeholder groups of the programme and enhancing mutual learning between workplaces, researchers and developers. In addition, the programme has two publications series (reports and working papers), comprehensive www sites and activities of different kinds to strengthen communities of practice in the area of workplace development in Finland.

### 5.2 Finland - Finnish Work Environment Fund- Työsuojelurahasto

#### 1. Name and address of institution

Finnish Work Environment Fund- Työsuojelurahasto  
Eerikinkatu 2  
FIN 001001 Helsinki  
Finland  
Tel.: +358-9-68033311  
Fax: +358-9-68033315  
<http://www.tsr.fi>  
email: [info@tsr.fi](mailto:info@tsr.fi) / [firstname.familyname@tsr.fi](mailto:firstname.familyname@tsr.fi)

#### 2. Fact and figures

Year of foundation	1979
Juridical status (public/private body etc.)	Private/ public
Number of employees institution/work related programme	6
Annual budget institution/work related programme	9,6 Mio Euro
No. of programmes/projects on work-related issues managed annually	250

#### 3. Programme and objectives (e.g. name of programme(s), main objectives)

- Occupational health and safety
- Industrial Relations
- Productivity
- Other workplace and worklife related issues

#### 4. Management and modalities

##### 4.1 Organizational structure

The Fund's activities are monitored by the Ministry of Social Affairs and Health.

The seats in the Council of the Fund are divided between the social partners and Ministry of Social Affairs and Health. The purpose of the Council is to set the guidelines for the activities in the Fund and to control the work carried out by the Board.

On the board of the Fund there are eight members. Four of them represent the Finnish employers and four represent the employees. The Board makes the main decisions concerning the funding of the project applications

The office led by the managing director takes care of the operative activities.

##### 4.2 Funding procedures

The Fund calls for new project applications twice a year. The applications are pre -evaluated by scientific experts. The Board decides on the funding for each project based on the scientific evaluation and the estimated practical relevance of the project. Out of some 500 applications around 250 can be approved of annually.

##### 4.3 Planning R&D

The subject of the projects emerges from the researchers, the workplaces and other actors in the field. The Fund does not issue any specific target areas as these are defined according to three-partite negotiations in other arenas, where the representant of the Fund is participating.

#### 5. Mission and activities

##### 5.1 Mission of institution

The ultimate goal of the organisation is to sponsor research, development and information dissemination in order to prevent accidents and illness at work. This has to be in the interest

of both the employers and the employees.

**5.2 Areas of strategic activities** (e.g. safety and occupational health, skills and competence development, work organisation and production concepts, company and innovation strategies, regional development coalitions)

- Occupational health and safety
- Industrial Relations
- Productivity
- Other workplace and worklife related issues

**5.3 Target groups** (e.g. younger/elder people, disabled/handicapped people, male/female, employers/employees/workers)

All employees and employers that are within the Employment Accidents Insurance system. Practically this means all employees excluding the state/ government employees.

**6. Institutional client groups (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)**

The research projects are mainly carried out by universities and other research institutions such as Finnish Institute for Occupational Health and VTT (technical research)

**7. Dissemination activities** (e.g. workshops/conferences, publications, internet, database, community building)

Every project has the responsibility for information dissemination. In addition to that the Fund provides additional grants for information projects (material for training programs, seminars, books, multimedia products, TV-programs etc).

The Fund maintains an Internet homepage [www.tsr.fi](http://www.tsr.fi) where information is available regarding funding of projects. Also all projects that are approved of will be announced on the homepage.

An abstract for all project reports is put on the homepage. For projects of special interest an English abstract is made and put on the address <http://www.tsr.fi/tutkimus/database/>

The Fund also publishes a magazine (Tiedon Silta) twice annually.

### 5.3 Germany - Project Management Organisation at DLR of the Federal Ministry of Education and Research Development of work and services (PT-DLR)

#### 1. Name and address of institution

Project Management Organisation at DLR of the Federal Ministry of Education and Research  
Development of work and services

Heinrich-Konen-Strasse 1  
D - 53227 Bonn  
GERMANY  
Tel.: +49 228 3821 306  
Fax: +49 228 3821 248  
<http://www.pt-dlr.de/>

#### 2. Fact and figures

Year of foundation	1974
Juridical status (public/private body etc.)	Public mission and status, private body
Number of employees institution/work related programme	Institution: 500 employees Work-oriented programme(s): 30 employees
Annual budget institution/work related programme	Institution: 660 Mio € Work-oriented programme(s): 30 Mio €
No. of programmes/projects on work-related issues managed annually	3 programmes, 457 projects

#### 3. Programme and objectives (e.g. name of programme(s), main objectives)

##### a) Innovative Development of Work –The Future of Work

- Competence, Health and Employability
- Sustainable Company Development
- Equal Opportunities and Demographic Change
- New Ways of Implementation and Transfer

##### b) Innovative Services

##### c) Interregional Alliances

#### 4. Management and modalities

##### 4.1 Organizational structure

The framework concept was devised in a discussion process between the social partners, trade and industry, the scientific community, representatives of intermediary organisations and the Federal Government. An tripartite advisory board accompanies the programme development.

##### 4.2 Funding procedures

By means of special funding programmes, which are based on public competitive calls and peer-review evaluations, the Federal Ministry of Education and Research (BMBF) supports innovative projects in various research fields. The funding of work-oriented innovations is embedded in the national framework concept “**Innovative Development of Work – The future of work**”, which is externalized to the Project Management Agency at DLR.

##### 4.3 Planning R&D

In particular, efforts were undertaken for the programme on work development to establish tools for internal knowledge management and interactive evaluation.

For high quality standards, the PT at DLR received on 1998 as the first funding agency on research in Germany the certification according DIN EN ISO 9002.

## 5. Mission and activities

### 5.1 Mission of institution

The project management organisation in the German Aerospace Center (PT-DLR) is a service organisation for the promotion of research, training and science.

The PT-DLR's core task is to support its principals, in particular the Federal Ministry of Education and Research (BMBF) and the Federal Ministry of Economics and Labour (BMWA), along with other Federal Ministries, in the implementation of programme-related project funding. Bearing in mind the necessity and the importance of research and development for the science and business location Germany, the PT-DLR is committed to the interests of the community. It carries out the specifications of its principals competently and swiftly, thus supporting the acquisition and utilisation of scientific knowledge and technological progress.

Goals which we feel inspired to attain include:  
professional and administrative expertise; cost-effectiveness and transparency; customer-focused organisation; constant further training and sophisticated quality management.

### 5.2 Areas of strategic activities

The programme "Innovative Development of Work – The Future of Work" is focused mainly on the following research areas: occupational safety and health, demographic change, working conditions in call centers, identification, communication and integration of knowledge, working conditions in the e-business, working conditions in virtual companies, diversity and corporate culture. The mission of the Programme is to promote and expand the development opportunities of individuals and companies, so that they can shape the processes of change occurring in the working world in an active and human-oriented manner, and thus contribute to economic success and employment.

The programme "Innovative Services" is related to new management processes and methods in a service economy (knowledge in a service economy, cooperation management in virtual companies, marketing, benchmarking etc.) and new initiatives in diverse sectors of the service economy (health care, public services, facility management, financial services)

The programme "Interregional Alliances for the markets of tomorrow" deals in the context of the InnoRegio Process with regional development and networking.

### 5.3 Target groups

- Employers/employees/workers, e.g. ageing workforce
- Researchers, trainers, multipliers

## 6. Institutional client groups (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)

The current Programme "Innovative Development of Work – The future of work" works in close contact with the most important research institutions, social partners and enterprises in Germany. Client groups of the project oriented support are research institutes, professional associations, companies, management and works councils, social partners, public/private bodies.

## 7. Dissemination activities (e.g. workshops/conferences, publications, internet, database, community building)

PT-DLR disseminates information in annual reports, frequent workshops and biennial conferences. An expert board (Beirat) as well as ad-hoc evaluators are regularly involved on programmatic level.

A joint database was established to coordinate and supervise the programmes and projects, including internet presentation with project lists, timetable for events, project presentations. Each priority area develops a specific concept for transfer and publicity. Within the projects, institutional multipliers play a crucial role.

### 5.4 Germany - Innovative employment promotion company GmbH (G.I.B.)

#### 1. Name and address of institution

Gesellschaft für innovative Beschäftigungsförderung mbH, G.I.B.  
(Innovative employment promotion company GmbH – Public equivalent body)  
Im Blankenfeld 4  
D – 46238 Bottrop  
Germany  
Tel.: +49-2041-767-0  
Fax: +49-2041-767-299  
[mail@gib.nrw.de](mailto:mail@gib.nrw.de)

#### 2. Fact and figures

Year of foundation	1986
Juridical status (public/private body etc.)	Limited company, owned by the Ministry for Economy and Labour in North-Rhine Westphalia (NRW)
Number of employees institution/work related programs/ work-oriented modernisation related programs	Institution: 60 employees/ Work-related programs: 60 employees Work-oriented modernisation related programs: 5 employees
Annual budget institution/ Work related programme/ Work-oriented modernisation	Annual budget institution: 5 Mio €/ Annual work related budget of the Land's government we provide service for as Institution at the whole: 650 Mio €/ Annual work related budget of the Land's government we provide service for to support work oriented modernisation: 75 Mio €
No. of programmes/projects on work-related issues managed annually	2 programs (ESF objective-2-program ESF objective-3-program)

#### 3. Programme and objectives (e.g. name of programme(s), main objectives)

Objectives:

- The integration of the unemployed into the labour market
- Support for employees, enterprises, and regions in the event of loss of jobs
- Support for employees and enterprises during the modernisation of the enterprise
- The promotion of business start-ups and young enterprises

#### 4. Management and modalities

##### 4.1 Organizational structure

EU and Land's government of North Rhine-Westphalia gives funding. The overall strategy was decided and will be controlled in an ongoing process by an advisory board. Members of this advisory board are social partners, the Land's government and other stakeholders of economy and labour policy.

##### 4.2 Funding procedures

Land's government and G.I.B. publish and promote the objectives and procedures of funding schemes. Applicants describe planned projects. G.I.B. carries out project rating. Project funding is carried out by a government organisation. The funding of work-oriented modernisation is embedded in the strategic objective of supporting employability of workforces. G.I.B. provides controlling and evaluation on project and program level.

##### 4.3 Planning R&D

Within the overall strategy of the programs mentioned above the advisory board define priorities and milestones. In order to achieve those strategic aims beside of standard schemes

government and G.I.B. launches calls for special projects.

## **5. Mission and activities**

### **5.1 Mission of institution**

With G.I.B., as a federal state counselling organisation, we work on the conceptual development, counselling, implementation and controlling of labour policy programmes and projects. G.I.B. takes the part of an interface between the federal state and the regions, between programme providers and project implementers, between the state and the different actors working in the municipalities, providing organisations, companies and private labour market service providers.

G.I.B.'s key objective is the promotion of employment in North-Rhine Westphalia (NRW), which results in the following four main objectives:

- (1) Integration of the unemployed into the labour market
  - (2) Support for employees and companies during job cutbacks caused by structural change
  - (3) Assistance for employees and companies during company modernisation
  - (4) Assistance for start-ups and strengthening of new companies
- Comprehensive range of services

### **5.2 Areas of strategic activities** (e.g. safety and occupational health, skills and competence development, work organisation and production concepts, company and innovation strategies, regional development coalitions)

G.I.B.'s comprehensive range of labour policy services is based upon these main objectives. Please find below an overview of G.I.B.'s different levels of activity:

- (1) Development of independent activities and integrated projects
- (2) Support for regional counselling structures and partnerships
- (3) Development and implementation of land-wide programmes and initiatives
- (4) Interstate transfer of innovations

### **5.3 Target groups** (e.g. younger/elder people, disabled/handicapped people, male/female, employers/employees/workers)

- SMEs, employees, older employees
- Young-, elder- and long-term-unemployed
- Disadvantaged
- Male/female
- Start-ups
- Immigrants

## **6. Institutional client groups** (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)

- Management and works councils
- Professional associations
- Social partners
- Public bodies
- Research institutes

## **7. Dissemination activities**

- G.I.B.-Journal and other print media <http://www.gib.nrw.de/shop/index.htm?id=23180>
- Internet [www.gib.nrw.de](http://www.gib.nrw.de)
- Newsletter <http://www.gib.nrw.de/de/newsletter/index.htm?id=14348068>
- Seminars, workshops, conferences etc. <http://www.gib.nrw.de/de/events/index.htm?id=23180>
- Building of various networks (sub regional multiplier, local player, consultants, etc.)

### 5.5 Greece – The General Secretariat for Research and Technology, Ministry of Development (GSRT)

#### 1. Name and address of institution

General Secretariat for Research and Technology (GSRT)  
Mesogeion Avenue 14-18  
11527 Athens  
Greece  
Tel.: +30-210-7753834, +30 210 6514544  
Fax: +30-210-7753872  
Internet: <http://www.gsrt.gr>

#### 2. Fact and figures

Year of foundation

Juridical status (public/private body etc.)      Public body

Number of employees institution/work related programme

Annual budget institution/work related programme

No. of programmes/projects on work-related issues managed annually      "Competitiveness" (OP-COM) 2000-2006

#### 3. Programme and objectives (e.g. name of programme(s), main objectives)

The GSST/GSRT has planned, managed and implemented a series of programmes in the field of science and technology and is involved in the implementation of the Operational Programme "**Competitiveness**" (OP-COM) 2000-2006, aiming to support quality-orientated competitiveness and giving particular attention to cohesion, synergy and effective co-ordination with other operational programmes (in particular those relating to the Information Society and those implemented by the Ministries of Labour and of Education).

As the field of work-oriented innovation also is relevant for activities of the Ministry of Health and the Ministry of Development, institutional representatives of these ministries will be members (policy makers, Ministry) or experts for the project together with the GSST. These are the National School of Public Health (NSPH) under the Ministry of Health and the NCSR 'Demokritos' under the Ministry of Development.

#### 4. Management and modalities

##### 4.1 Organizational structure

##### 4.2 Funding procedures

##### 4.3 Planning R&D

#### 5. Mission and activities

##### 5.1 Mission of institution

##### 5.2 Areas of strategic activities

##### 5.3 Target groups

- Researchers, professionals

6. **Institutional client groups** (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)

The GSST supports by means of programmes the research activities of both research institutions and companies, focussing on areas that are important for the national economy and for the improvement of the quality of life.

7. **Dissemination activities** (e.g. workshops/conferences, publications, internet, database, community building)

It promotes the transfer and dissemination of advanced technologies and represents Greece in relevant institutions of the European Union, thus bringing the country's research and technology activities into line with the requirements of the international community. It promotes co-operation with other countries and international organisations on research and technology issues and establishes new institutes and technological centres in support of sectors of high priority for the development of the Greek economy. It supports the dissemination of research and technology information throughout the country and internationally by means of advanced IT systems and networks.

## 5.6 *Italy – Government Emilia Romagna*

### 1. Name and address of institution

Regione Emilia-Romagna  
 Viale Aldo Moro, 52  
 40127 Bologna  
 Italy  
 Tel: 0039 051 283111  
 Fax: 0039 051 283984  
[www.regione.emilia-romagna.it/ermes/index.htm](http://www.regione.emilia-romagna.it/ermes/index.htm)  
 e-mail: [pgigante@regione.emilia-romagna.it](mailto:pgigante@regione.emilia-romagna.it)

### 2. Facts and figures

Year of foundation	1971
Legal status (public/private body etc.)	Public Administration
Number of employees institution/work related programme	2,500/10
Annual budget institution/work related programme	Institution: € 400 mio Work-oriented programme: € 5 mio
No. of programmes/projects on work-related issues managed annually	2

### 3. Programme and objectives

The Emilia–Romagna Region exercises its institutional function on topics such as labour and economic policy. To this end the Region developed two programmes focused on forms of organisational innovation and management. As part of the development of the triennial programme 2003-2005 of the regional Ministry for Economy, the Region set a few benchmarks that characterise the productive structure of the Region developed along technological filières in which new forms of work linked to the knowledge economy are developing, and in which consistent resources for scientific and technological research as well as for research and development, are invested. In this context knowledge is the central element of economic policies for maintaining and reinforcing the diffuse character of the regional productive system, centred around the SMEs.

Investment in knowledge also sustains product promotion and clean production methods which guarantee the safety of working conditions and the reduction of the environmental impact of production and consumption. These are the elements on which the regional programme is based on. The regional programme provides funding for research designed to sustain projects in the pursuit of quality management and the valorisation of the social role of enterprises, in a global vision that includes objectives of organisational innovation, containment of environmental impacts, of workplace safety and the development of a socially responsible entrepreneurial culture and working environment.

### 4. Management and modalities

#### 4.1 Organizational structure

The Emilia-Romagna Region is an elected body composed of a cabinet and regional assembly. Each cabinet member, or minister, has their own staff and budget and is in charge of implementing regional policy. Regarding the economy and work-oriented research, the three most important Ministries are the Ministry of the Economy, the Ministry of Labour, and the Ministry of Health.

In addition, the regional government manages a regional development agency ERVET, which provides technical assistance to policy-makers and the regional government. ERVET carries out research, analyses regional economic dynamics, and aids Ministries in choosing which research and other projects to fund each year.

In addition to the services provided by ERVET, the Ministry of the Economy has a network of experts, outside of Emilia-Romagna, who are responsible for doing the initial evaluation, in terms of the scientific merits of a particular proposal, before any proposed project is awarded funding by the region.

#### **4.2 Funding procedures**

Funding for work-oriented programmes comes both from the European Social Fund and the region. The national government has a limited role in terms of funding, providing financing through two national laws that promote equal opportunities and the reconciliation of work and social-life. In all cases, it is the regional level that disburses funds and manages their use.

Some projects are awarded funding through a competitive bidding process. Others, as in the case of an annual report on workplace health and safety, are awarded directly to the Institute for Labour by the Ministry, as part of the Institute's mission.

#### **4.3 Planning R&D**

Major objectives are set by a series of three-year plans, in concert with the regional administration and the social partners. The result is a common plan that reflects the consensus of the social partners. Within the three-year plan, there are different initiatives, for example under the Economy Ministry's plan, there are two programs the Program for Industrial Research and Technology Transfer (PRITT) and the regional Quality Plan. Likewise, for workforce training, objectives are set by the three-year plan, but funding is yearly, based on a competitive bidding process.

The programme on "Health and Safety in Emilia-Romagna" is planned and organised according to the needs expressed by the Emilia-Romagna regional government, particularly by the Regional Health Ministry, in order to introduce innovative tools for knowledge management among social partners and to improve working and living conditions in accordance with the EU Directives.

### **5. Mission and activities**

#### **5.1 Mission of institution**

The Region's policy is aimed at improving and the increasing the company's productive capacity by supporting the development of networks of enterprises and projects aimed at information, study, research and promotion for the diffusion and adoption of the principles of social responsibility inside the enterprise.

The Emilia-Romagna Region promotes and strengthens a new concept of quality of work based on participation, innovative work organisation practices and gender equality, the creation of safe workplaces and the creation of opportunities for participatory and deliberative citizenship.

#### **5.2 Areas of strategic activities**

The regional government, and in particular the three Ministries examined, focuses on a number of different strategic areas: innovation, research and technology transfer; new forms of work organisation; health and safety in the workplace; workforce training; and gender equality.

#### **5.3 Target groups**

Businesses; universities; and private and public organizations involved in innovation, knowledge transmission and health and safety.

### **6. Institutional client groups**

Not applicable

### **7. Dissemination activities**

Publication of reports, conventions, website, seminars and workshops.

### 5.7 Italy - Institute for Labour Foundation (IpL)

#### 8. Name and address of institution

Fondazione Istituto per il Lavoro (Institute for Labour Foundation)  
Via Marconi, 8  
40122 Bologna  
Italy  
Tel: 0039 051 6564211  
Fax: 0039 051 6565425  
[www.fipl.it](http://www.fipl.it)  
e-mail: [info@fipl.it](mailto:info@fipl.it)

#### 9. Facts and figures

Year of foundation	1998
Legal status (public/private body etc.)	Private Foundation
Number of employees institution/work related programme	Institution: 16 employees Work- oriented programme: 5 employees
Annual budget institution/work related programme	Institution: 1,800,000 € Work-oriented programme: 76,000 €
No. of programmes/projects on work-related issues managed annually	1 Programme (Health and Safety in Emilia-Romagna)

#### 10. Programme and objectives

The Institute for Labour Foundation pursues the goal of developing technical and organisational expertise aimed at fostering the organisational evolution of enterprises and public bodies, as well as valorising work by encouraging different forms of organisation and promoting, within the individual organisational and productive set-ups, quality processes in the relations between the social partners. With this purpose the Emilia-Romagna region founded with a regional law dated 6<sup>th</sup> April 1998 the Institute for Labour Foundation. As it is possible to notice from the nature of the Institute, all its activities deal with work and labour subjects. The Institute for Labour manages the programme on Health and Safety which addresses the following issues:

- Skills development
- Health and safety in the workplace and systemic interventions for the improvement of the quality of living and working conditions
- Introduction of ergonomic design in companies
- Employees' psycho-social equilibrium
- Corporate social responsibility
- Sustainable development
- Employability
- Health and safety with a gender approach
- Building of partnerships at the local, national and international level for the implementation of governance policies and support of social dialogue

#### 11. Management and modalities

##### 4.1 Organizational structure

The role and nature of the Institute for Labour Foundation is the result of a discussion process among the social partners, scientific community and public institutions. The regional government of Emilia-Romagna is in charge of nominating the members of the Scientific Committee, the organ charged with approving the programmes and strategies proposed by the Institute's director. The representatives of the main entrepreneurial associations and the main trade union organisations are represented on the Steering Committee in order to encourage a social dialogue approach.

The structure of the Institute for Labour Foundation is divided into research activities, internal integrated services and external services. The research activities fall under five different areas dealing with specific subjects:

- Territory and Employment
- Private Sector
- Public Sector
- Rights and Opportunities
- European International Policies

All the areas provide tools and indications for a better relation between social partners and public bodies.

#### **4.2 Funding procedures**

The activity of the Institute for Labour Foundation is partly financed by the Emilia-Romagna regional government. In particular, by means of direct funding, Emilia-Romagna supports the carrying out of specific research activities on “Health and Safety in Emilia-Romagna”. Each year, the Emilia-Romagna Region provides a budget to the Rights and Opportunity Department of the Institute for Labour Foundation and, depending on the research focus, the Department is entitled to involve consultants and representatives of the social partners and the scientific community.

#### **4.3 Planning R&D**

The programme on “Health and Safety in Emilia-Romagna” is planned and organised according to the needs expressed by the Emilia-Romagna regional government, particularly by the Regional Health Ministry, in order to introduce innovative tools for knowledge management among social partners and to improve working and living conditions in accordance with the EU Directives.

### **12. Mission and activities**

#### **5.1 Mission of institution**

In order to create opportunities for participatory and deliberative citizenship, the programme on “Health and Safety in Emilia-Romagna” intends to contribute to defining the model of health and social security and well being, capable of interacting with new forms of work organisation, following the “high road” of development. The creation of the model constitutes the first step towards a reorganisation in the field of the socio-economic development sectors and will exert an influence upon the social organisation itself, including the European dimension.

#### **5.2 Areas of strategic activities**

The programme on “Health and Safety in Emilia-Romagna” is directed towards the improvement of occupational health and safety and working conditions. Furthermore, the programme aims at providing instruments for reducing the environmental impact of production and disseminating best practices regarding safety measures and injury prevention at the work place.

#### **5.3 Target groups**

Female employees in the context of Health and Safety projects; Employers, employees and workers

### **13. Institutional client groups**

The programme on “Health and Safety in Emilia-Romagna” involves not only other research Institutes and professional associations but also companies, management and works councils, social partner organisations and public/private bodies.

### **14. Dissemination activities**

Each year the Rights and Opportunity Department of the Institute for Labour Foundation publishes a report on specific issues in the field of “Health and Safety in Emilia-Romagna.” The results are also discussed in local and national conferences and workshops.

### 5.8 Norway - The Research Council of Norway

#### 1. Name and address of institution

The Research Council of Norway  
P.O. Box 2700 St. Hanshaugen  
N-0131 Oslo, Norway  
Stensberggata 26, Oslo

Tel.: +47 22037000

Fax: +47 22037001

http: www.forskningsradet.no

#### 2. Fact and figures

Year of foundation	The programme Value Creation 2010 (VC 2010) was initiated in 2001 and will go on until 2010.
Juridical status (public/private body etc.)	The Norwegian Research Council is a strategic governmental agency
Number of employees institution/work related programme	-The Research Council of Norway: 300 -Two work related programmes: 6 directly employed, about 5 engaged (exclusive of other innovation programmes)
Annual budget institution/work related programme	-The Norwegian Research Council: 560million Euro per year. -VC2010: about 3,5 million Euro per year.
No. of programmes/projects on work-related issues managed annually	-Programmes: 2, about 20 main projects of which each comprises several individual projects.

#### 3. Programme and objectives (e.g. name of programme(s), main objectives)

The programme Value Creation 2010 is a research programme in co-operation between the Confederation of Norwegian Business and Industry, The Norwegian Confederation of Trade Unions, The Norwegian Industrial and Regional Development Fund and NRC. The main objective of this programme is to encourage and contribute to organisational development and innovation, both within individual enterprises and in learning networks between enterprises, based on new forms of co-operation between the industrial (social) partners and other players of significance in the value creation processes. The programme also contributes to the development of regional partnerships.

#### 4. Management and modalities

##### 4.1 Organizational structure

The Research Council comprises three research divisions:

- The Division for Science
- The division for Strategic Priorities
- The Division for Innovation

**VC2010:** Eleven combinations of research groups and enterprises (called "main projects") are already involved, encompassing about 45 researchers (including part-time participants) and about 300 enterprises.

##### 4.2 Funding procedures

-The Research Council gets funding from the Ministry of education and research, the Ministry of Trade and Industry and other ministries. The Research Council bears overall responsibility for national research strategy, and manages nearly one third of public-sector research funding. One of the principal tasks of the Research Council is to promote co-operation and co-ordination among Norwegian research institutions. Business development is specified as a goal for about half of the Council's annual spending.

-The annual budget for the R&D activities within VC2010 exclusive of the enterprises own effort is about 3,5 million Euro per year. This funding is directly to the research institutions.

#### **4.3 Planning R&D**

During the programme period of 2001-2010 the Programme Board in cooperation with the Programme Secretariat and the Administration (RCN) sets the programme objectives and targets. The programme also has a Research Manager giving advice to the research related matters of the programme.

### **5. Mission and activities**

#### **5.1 Mission of institution**

Five main goals for the Research Council:

- Enhanced quality in research
- Increased research for innovation
- Expanded dialogue between research and society
- Increased internationalisation of Norwegian research
- Do more to foster talent

#### **5.2 Areas of strategic activities** (e.g. safety and occupational health, skills and competence development, work organisation and production concepts, company and innovation strategies, regional development coalitions)

The Research Council:

- Advisor to the government on research-policy issues
- Finance and stimulate public and private R&D
- Create arenas for cooperation and knowledge distribution

VC2010: At a strategic level, the VC2010 programme promotes competence on themes of relevance to enterprise development and innovation in the research community. The programme contributes to a richer offer of teaching experience and teaching material based on Norwegian experience.

#### **5.3 Target groups** (e.g. younger/elder people, disabled/handicapped people, male/female, employers/employees/workers)

Research Council:

- Programmes
- Infrastructure
- Individual projects

Programme Value Creation 2010:

- Individual enterprises (employers/employees/workers)
- Research institutions

### **6. Institutional client groups (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)**

Research Council:

- Programmes
- Infrastructure
- Individual projects

The VC2010 programme encompasses a module for educating students at Ph.D degree level within social (work-life) research. The first module started in 2003, with a total of 25 students mainly from the research institutions in the VC2010 programme.

### **7. Dissemination activities** (e.g. workshops/conferences, publications, internet, database, community building)

The researchers in VC2010 produce scientific material and publications to increase the general knowledge in the field of worklife research. The programme also runs workshops and conferences within its core field and is a contributor at regional level by involving at both administrative, educational and business levels.

### 5.9 Poland - Ministry of Scientific Research and Information Technology (MSRIT)

#### 1. Name and address of institution

Minister of Scientific Research and Information Technology

Wspolna 1/3,  
00-529 Warsaw, Poland  
Tel.: +48 22 52 92 250  
Fax: +48 22 52 92 283  
<http://www.mnii.gov.pl/en>

#### 2. Fact and figures

Year of foundation	1 <sup>st</sup> April 2003 (State Committee for Scientific Research 1991)
Juridical status (public/private body etc.)	Ministry
Number of employees institution/work related programme	280 employees
Annual budget institution/work related programme	700 000 000,00 €
No. of programmes/projects on work-related issues managed annually	

#### 3. Programme and objectives (e.g. name of programme(s), main objectives)

1. Regional Innovation Strategy "RIS"
2. Pilot Foresight Programme "Life and Health"
3. Goal-oriented Projects for SME's (related to WIN Project)

#### 4. Management and modalities

##### 4.1 Organizational structure

Ministry of Scientific and Information Technology in Poland (MSRIT) – as a central governmental body, supreme authority on state policy in the area of science and technology – charged the implementation of Goal Oriented Projects (GOPs) to the Polish Federation of Engineering Association (FSNT-NOT).

FSNT-NOT is non-profit and non-governmental organisation, affiliates 37 branch Engineering Associations representing all fields of technology (ca. 130.000 individual members altogether).

The GOPs programme conception has been consulting with scientific society, entrepreneurs and policy makers in Poland. Programme is managed by Steering Committee, consisted with represents of the Polish Engineering Associations, R&D sector and SMEs sector.

##### 4.2 Funding procedures

Programme GOPs supports the R&D phase of the innovative projects results implementation of the new technology or new products. The projects should be realized by SMEs in collaboration with Polish R&D institutes. Implementation phase of the projects should be financed by own budget of the entrepreneurs. In order to facilitate them an implementation of the project results it have been open a special credit line, based of the agreement between FSNT NOT and the BGK Bank.

##### 4.3 Planning R&D

Programme GOPs is focused on the supporting development of the modern technology sectors, as optoelectronic, biotechnology and electronics. Increasing international co-operation is planning in this domain. Moreover, FSNT-NOT as a member of European Federation of Engineering Organisation (FEANI) provides many trainings for the polish engineers, giving them

an opportunity to achieve diploma of „European Engineer”.

## **5. Mission and activities**

### **5.1 Mission of institution**

The mission of the Programme GOPs is supporting and promoting of modern technologies and technical innovations development by the Polish SMEs as well as supporting of the closed cooperation between R&D organisations and industry.

### **5.2 Areas of strategic activities** (e.g. safety and occupational health, skills and competence development, work organisation and production concepts, company and innovation strategies, regional development coalitions)

Long term strategy of the GOPs Programme is increase innovativeness and competitiveness of the Polish SMEs and supporting development of the technology sectors having the great impact for economy developing and increasing of employment.

One other programme “FSNT-NOT Consulting Points” (CP) is related to this programme and will be associated to the WORK-IN-NET project. CP renders actual information about regional financial offers for supporting enterprises and projects destined for SMEs.

In the future will be launching few next programmes: “Network Innovation Centres of NOT” and “School of Innovation – NOT”, supporting SMEs sector.

### **5.3 Target groups** (e.g. younger/elder people, disabled/handicapped people, male/female, employers/employees/workers)

Large groups of SMEs employers/employees, researchers and engineering in R&D sector.

## **6. Institutional client groups** (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)

The GOPs programme is related to the SMEs and R&D sectors and therefore institutional client groups are, as following:

- associations of the SMEs
- research institutes
- high schools
- local administrations.

## **7. Dissemination activities** (e.g. workshops/conferences, publications, internet, database, community building)

Database was established, in order to co-ordinate and supervise every programmes and projects, including list of programme members, new technologies and new products. Database is still updating to keep important information about realizing projects.

FSNT-NOT is publishing “Technical Review” biweekly and brochures presenting information about activity of their Board, members associations and Regional Business Departments.

### 5.10 Sweden - Swedish Council for Working Life and Social Research (FAS)

#### 1. Name and address of institution

Swedish Council for Working Life and Social Research, FAS  
P.O.Box 2220  
SE-103 15 Stockholm  
SWEDEN  
Tel: + 00467754090  
Fax: + 00467754075  
[www.fas.forskning.se](http://www.fas.forskning.se)

e-mail: [info@fas.forskning.se](mailto:info@fas.forskning.se) or [Kenneth.abrahamsson@fas.forskning.se](mailto:Kenneth.abrahamsson@fas.forskning.se)

#### 2. Fact and figures

Year of foundation	2001
Juridical status (public/private body etc.)	Public agency under Ministry of Health and Social Affairs
Number of employees institution/work related programme	Research council, 21 employees Work organisation: 4.5 employees
Annual budget institution/work related programme	(Total budget 30 M Euros)5 M Euros
No. of programmes/projects on work-related issues managed annually	Around 50 projects of relevance (in total 150 projects on OSH, work organisation and labour market issues)

#### 3. Programme and objectives (e.g. name of programme(s), main objectives)

- To support basic and applied research of highest quality and with relevance for working life
- Promoting national and international collaboration in the field
- Encourage multi-disciplinarity and inter-disciplinarity research
- Promoting gender equity and gender studies
- Support careers of young scholars

#### 4. Management and modalities

##### 4.1 Organizational structure

...FAS is a research council built on a majority of scholars elected by the academic community. The government decides on public representatives from working life, welfare and public health

##### 4.2 Funding procedures

...Most projects or programme decisions is taken by the governing board of FAS and the secretary general is given a mandate from the board to take decisions for projects/investments each/under 30.000 Euros annually

##### 4.3 Planning R&D

...Research grants are applied for in an annual procedure in a two-step process with 25% of sketches going further on to second round. In addition FAS announces ear-marked calls for fields of working life and labour market issues. Projects grants usually last 3-4 years. "Programme support" last for 3+3 years. Support to networks, guest scholars and conferences are also given.

#### 5. Mission and activities

##### 5.1 Mission of institution

...The guiding principle is to support basic and applied research with a view to improving our knowledge about working life, public health and welfare. Furthermore, FAS is monitoring evaluations and policy analysis of fields of research as well as knowledge dissemination

## 5.2 Areas of strategic activities

... FAS is supporting research on safety and occupational health, skills and competence development, work organisation and production concepts, industrial relations and labour market function and development. FAS has coordinating responsibility for research on ageing, disability, migration and ethnicity as well as alcohol and drugs. FAS is together with VINNOVA responsible for strategic development of Swedish working life research (directives from the government).

### 5.3 Target groups (e.g. younger/elder people, disabled/handicapped people, male/female, employers/employees/workers)

- ...FAS has responsible for youth research, ageing research, disability research and also focuses on gender and ethnicity

### 6. Institutional client groups (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)

- ...social partners, national, regional and local actors in field of welfare, labour market and public health, government office
- ...research councils and research financers, public agencies in the field
- ...professionals and the interested public
- ...media, journalists, dissemination organisations

### 7. Dissemination activities (e.g. workshops/conferences, publications, internet, database, community building)

... FAS is supporting external conferences in fields of relevance. Furthermore FAS organises annual conferences concerning work, welfare and social security. An annual initiative for the fourth year is the National Working Life Forum, a joint mission with FAS, VINNOVA, Working Life Institute, Office of labour market measures evaluation and European Social Fund. This takes place at University of Växjö in October each year. Strategic conferences are organised as part of various evaluations, e.g. the labour law research evaluation

FAS also has a website [www.fas.forskning.se](http://www.fas.forskning.se) providing a project grants data base both in Swedish and English. Furthermore FAS produces a newsletter in Swedish and in English which also is available and can be ordered from the website. FAS is furthermore collaborating with other research councils and financers on various portals and websites.

Finally FAS takes part in major exhibitions and conferences of interests and thereby disseminate information on ongoing research. Popularization of science is an important mission and FAS has a series of booklets on relevant issues. Publication grants are provided for books and also scientific journals. Press contacts, press releases and other information is constantly being provided.

### 5.11 Sweden - Swedish Agency for Innovation Systems (VINNOVA)

#### 1. Name and address of institution

VINNOVA  
Swedish Agency for Innovation Systems  
SE-101 58 Stockholm  
SWEDEN  
Tel: + 46 473 30 00  
Fax: +46 473 30 05  
[www.vinnova.se](http://www.vinnova.se)

e-mail: [VINNOVA@VINNOVA.se](mailto:VINNOVA@VINNOVA.se)  
[erling.ribbing@vinnova.se](mailto:erling.ribbing@vinnova.se)

#### 2. Fact and figures

Year of foundation	2001
Juridical status (public/private body etc.)	Public agency under Ministry of Industry.
Number of employees institution/work related programme	VINNOVA in total: 145 employees Working Life Issues: 7 employees(incl. Work Organization 2 employees)
Annual budget institution/work related programmes	(Total budget 100 M Euros) 7.5 M Euros
No. of programmes/projects on work-related issues managed annually	6 programmes including around 200 ongoing working life projects projects on OSH, work organisation and labour market issues out of which around 120 focus on work organization

#### 3. Programmes and objectives (e.g. name of programme(s), main objectives)

##### Six programmes:

1. Strategic Work Life Development for Sustainable Growth
2. Development for sustainable health in Working Life: Personell Economy and Health Statement
3. Knowledge Creating and Organizing. Includes work organization and management perspectives
4. Gender Perspectives on Innovation Systems and equality
5. DYNAMO: Dynamic Labor Markets and Organizations. Includes employer cooperation for Efficient Work Life Rehabilitation and a strong focus on local and regional mobility
6. Efficient Production Development (partly focusing on work life Issues eg. Organization for Flexibility and a focus on Design and Innovation Processes

#### 4. Management and modalities

##### 4.1 Organizational structure

VINNOVA is mainly a council with the aim to sponsor Research but also Development work and Demonstration projects. The Board and the Director General are appointed by the Swedish Government.

VINNOVA has five divisions. The largest division is the Competence Areas Division which holds about half (70) of VINNOVA's 145 employees. This Division includes the Department for Working Life Development. VINNOVA also has divisions for International Collaboration and Networks, Innovation Actors, Innovations System Analysis, Communications and Administration.

##### 4.2 Funding procedures

The decisions about projects are taken by VINNOVA'S managers at various levels after careful reviewing by specially appointed Program Boards. These Boards are built up according to "Triple Helix" i.e. they include about one third of scientists, one third of indus-

trial/business representatives and one third politicians or Public representatives.

#### **4.3 Planning R&D**

VINNOVA normally supports R&D by carefully developed programs.

Before issuing a program an analysis has to be made concerning the innovation system in focus, what actors are involved etc

Each program results in one or several calls.

### **5. Mission and activities**

#### **5.1 Mission of institution**

VINNOVA supports R&D and demonstration projects in order to promote sustainable growth by strengthening innovation systems.

#### **5.2 Areas of strategic activities**

VINNOVA's efforts concerning work life issues focus on work organization, management issues, health, gender and equality, learning and competence development and local and regional mobility.

VINNOVA is together with FAS responsible for strategic development of Swedish working life research (directives from the government).

#### **5.3 Target groups** (e.g. younger/elder people, disabled/handicapped people, male/female, employers/employees/workers)

- VINNOVA has all these focuses

### **6. Institutional client groups** (research institutes, professional associations, companies, management and works councils, social partners, public/private bodies)

- Business managers
- The Scientific Community
- Representatives for the political system
- Social partners
- Research councils and research financiers, public agencies in the field
- Professionals and the interested public
- Media, journalists, dissemination organisations

### **7. Dissemination activities** (e.g. workshops/conferences, publications, internet, database, community building)

VINNOVA supports external conferences in fields of relevance. Furthermore VINNOVA organizes annual conferences. An annual initiative for the fourth year is the National Working Life Forum, a joint mission with FAS, VINNOVA, Working Life Institute, Office of labour market measures and The European Social Fund. This takes place at University of Växjö in October each year. Strategic conferences are organised as part of various evaluations, e.g. the labour law research evaluation

The main idea is however to spread information from ongoing programs and projects by close collaborations between scientists, business representatives, the social partners and the political system.

VINNOVA also has a website [www.VINNOVA.se](http://www.VINNOVA.se) both in Swedish and English. Furthermore

Finally VINNOVA takes part in major exhibitions and conferences of interests and thereby disseminate information on ongoing research. Popularization of science is an important mission. VINNOVA produces reports in English at a regular basis. Please check our web-site.

Publication grants are provided for books and also scientific journals. Press contacts, press releases and other information are constantly being provided.

## 6 The Project Consortium

### **Finland**

Finnish Workplace Development Programme, Ministry of Labour  
<http://www.tykes.fi>

Work Environment Fund  
<http://www.tsr.fi>

### **Germany**

Project Management Organisation in the DLR of the Federal Ministry of Education and Research (**Coordination**)  
<http://www.pt-dlr.de>

Ministry of Economy and Labour Affairs of the Land Nordrhein-Westfalen  
<http://www.mwa.nrw.de>

Gesellschaft für Innovative Beschäftigungsförderung  
<http://www.gib.nrw.de/de/index.htm>

### **Greece**

Secretariat for Research and Technology, Ministry of Development  
<http://www.gsrt.gr>

### **Italy**

Regional Government of Emilia Romagna  
<http://www.emilia-romagna.it>

Istituto per il Lavoro  
<http://www.fipl.it>

### **Norway**

Research Council Norway  
<http://www.fosrkningsradet.no/english>

### **Poland**

Ministry of Scientific Research and Information Technology  
<http://www.mnii.gov.pl/en>

### **Sweden**

Swedish Agency for Innovation Systems  
<http://www.vinnova.se>

Swedish Council for Working Life and Social Research  
<http://www.fas.forskning.se>



## **7 Members of the Steering Committee of WORK-IN-NET**

The Steering Committee is the central body of WORK-IN-NET and comprises the following members:

- Kenneth Abrahamsson, Ulla Kihlblom (Swedish Council for Working Life and Social Research, Sweden)
- Tuomo Alasoini, Matti Salmenperä (Ministry of Labour)
- Francesco Garibaldo, Volker Telljohann (Istituto per il Lavoro, Italy)
- Friedhelm Keuken (Gesellschaft für innovative Beschäftigung, Germany)
- Constantin Makropoulos, Vasilios Makropoulos
- Paul Oehlke, Claudius H. Riegler (Project Management Agency of BMBF at DLR, Germany)
- Michal Pietras, Jacek Kucinski (Ministry of Scientific Research and Information Technology, Poland)
- Maurizio Pozzi (Regional Government of Emilia Romagna, Italy)
- Peter Rehnström, Ilkka Tahvanainen (Work Environment Fund, Finland)
- Erling Ribbing (Swedish Agency for Innovation Systems, Sweden)
- Wilhelm Schäffer (Regional Ministry of Economy and Labour, Germany)
- Thomas Schröder (Federal Ministry of Education and Research, Germany)
- Anne Marit Skulberg (Research Council of Norway)
- Ioannis Tsoukalas (Ministry of Development, Secretariat for Research and Technology, Greece)
- Claudio Zettel (Project Management Agency of BMBF at DLR, Germany)





## 8 Impressum

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