

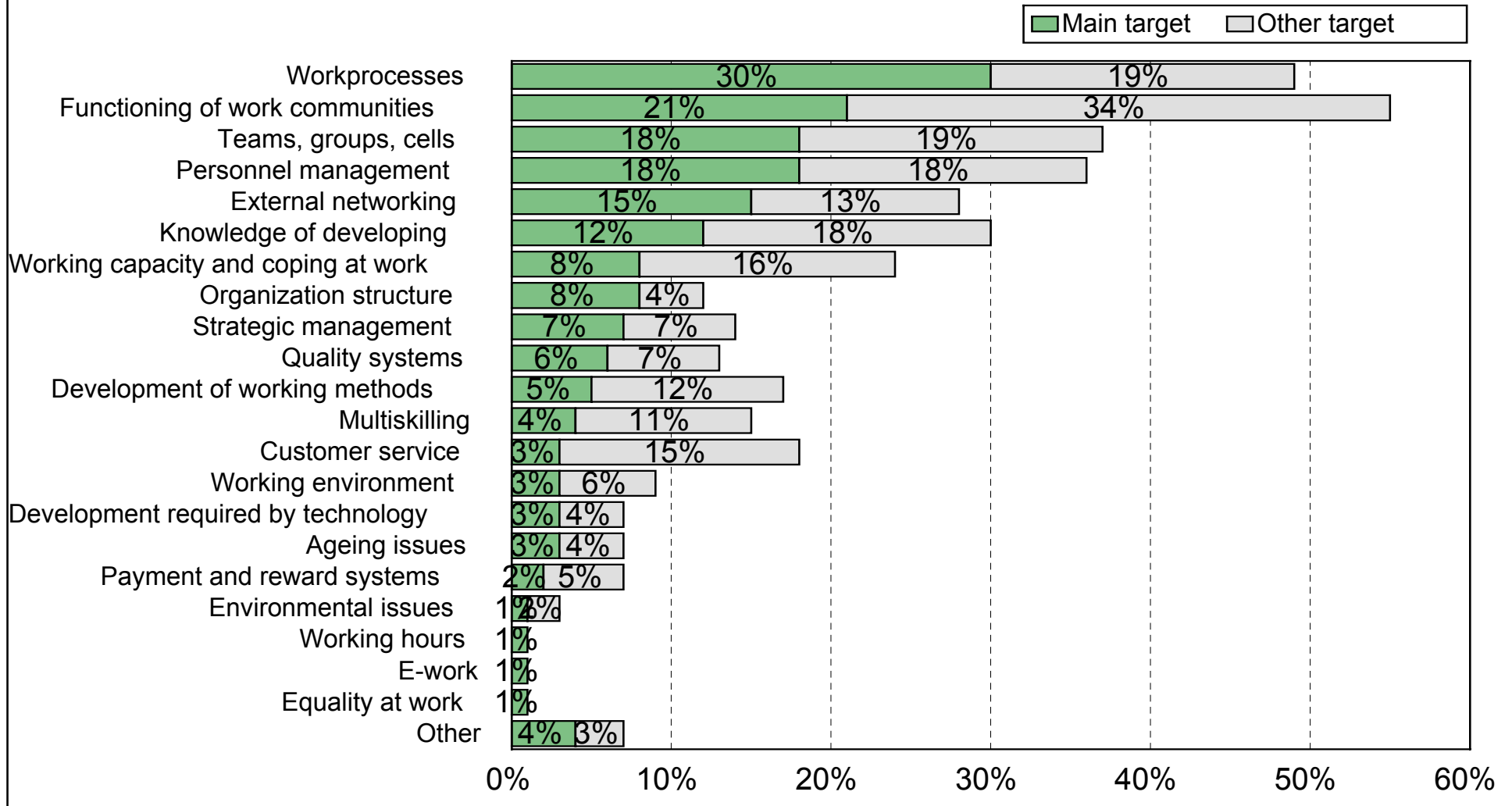
***We develop working life. Together.***



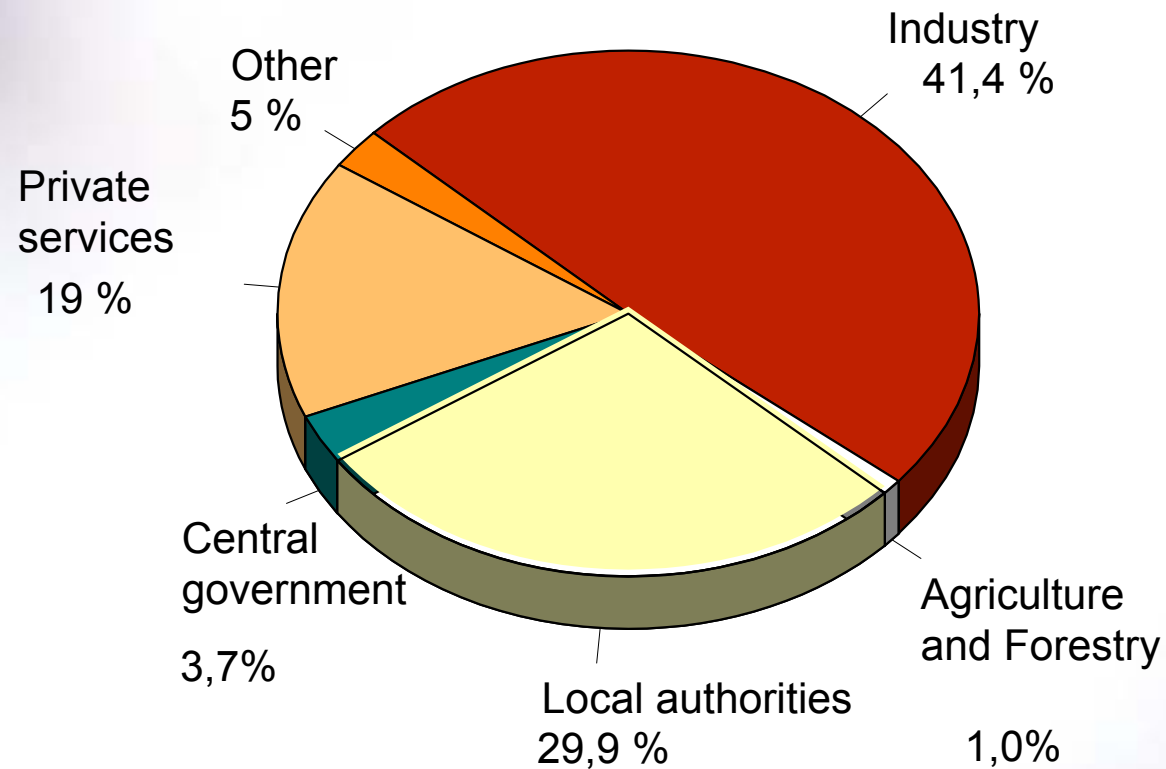
**Finnish Workplace Development Programme  
for the Improvement of Productivity and the  
Quality of Working Life (Tykes) 2004-09**

# Targets of the development projects

## TARGETS OF THE DEVELOPMENT PROJECTS



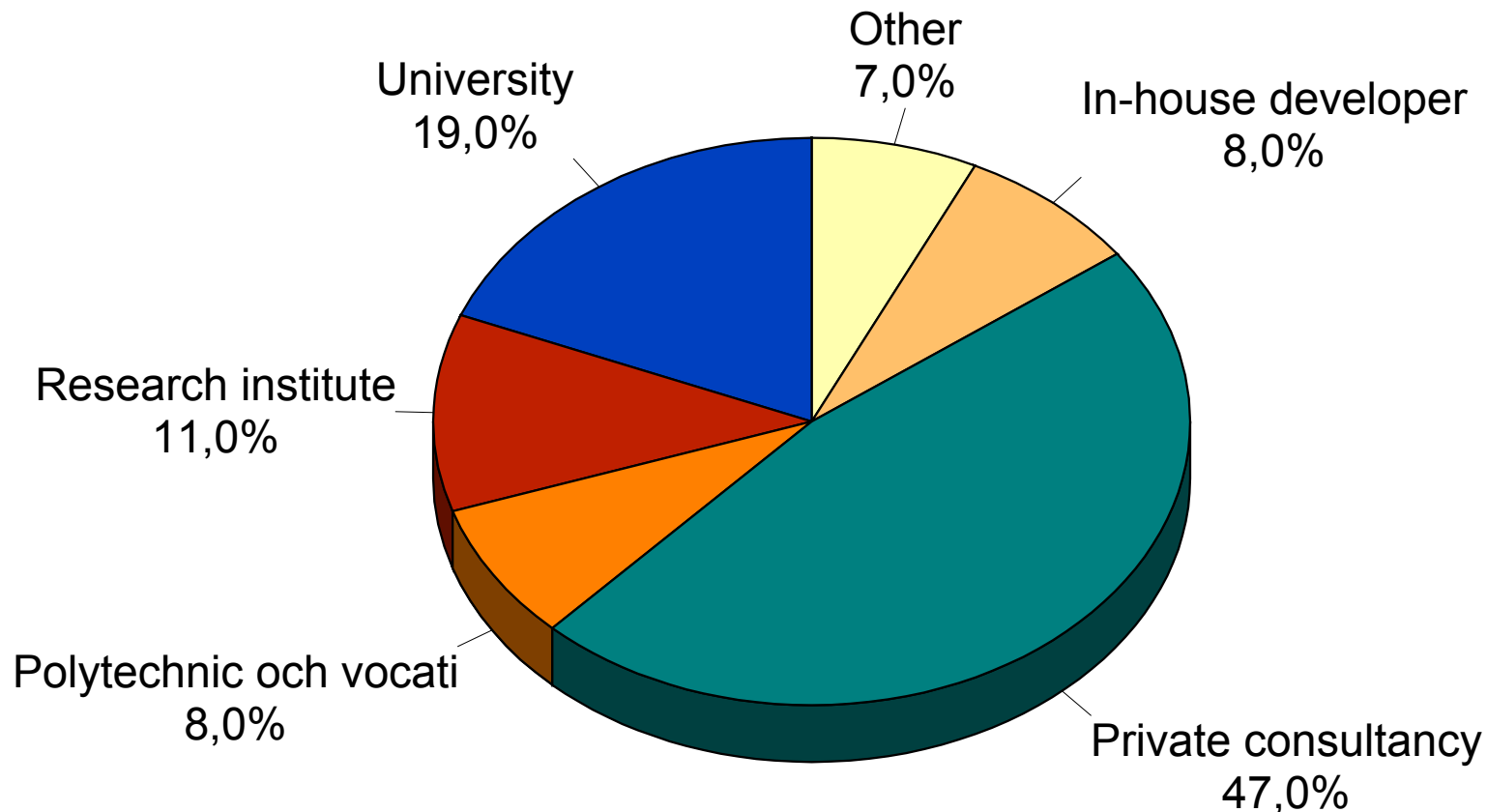
# Projects by economic sector



# The main experts used in development projects



## THE MAIN EXPERTS USED IN DEVELOPMENT PROJECTS



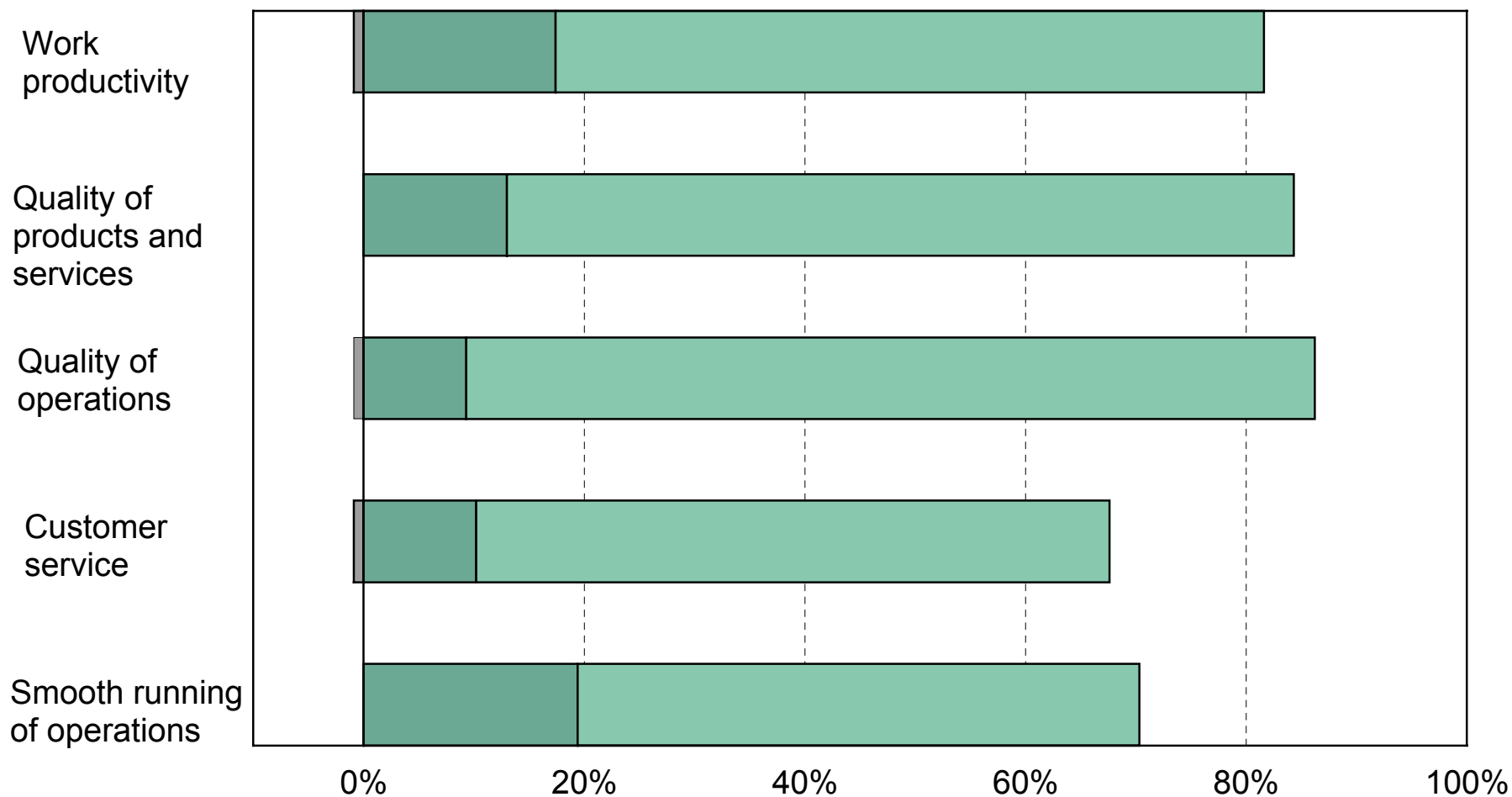
N= 166

# Impact of development project



## IMPACT OF DEVELOPMENT PROJECT

■ Somewhat deteriorated ■ Greatly improved ■ Somewhat improved

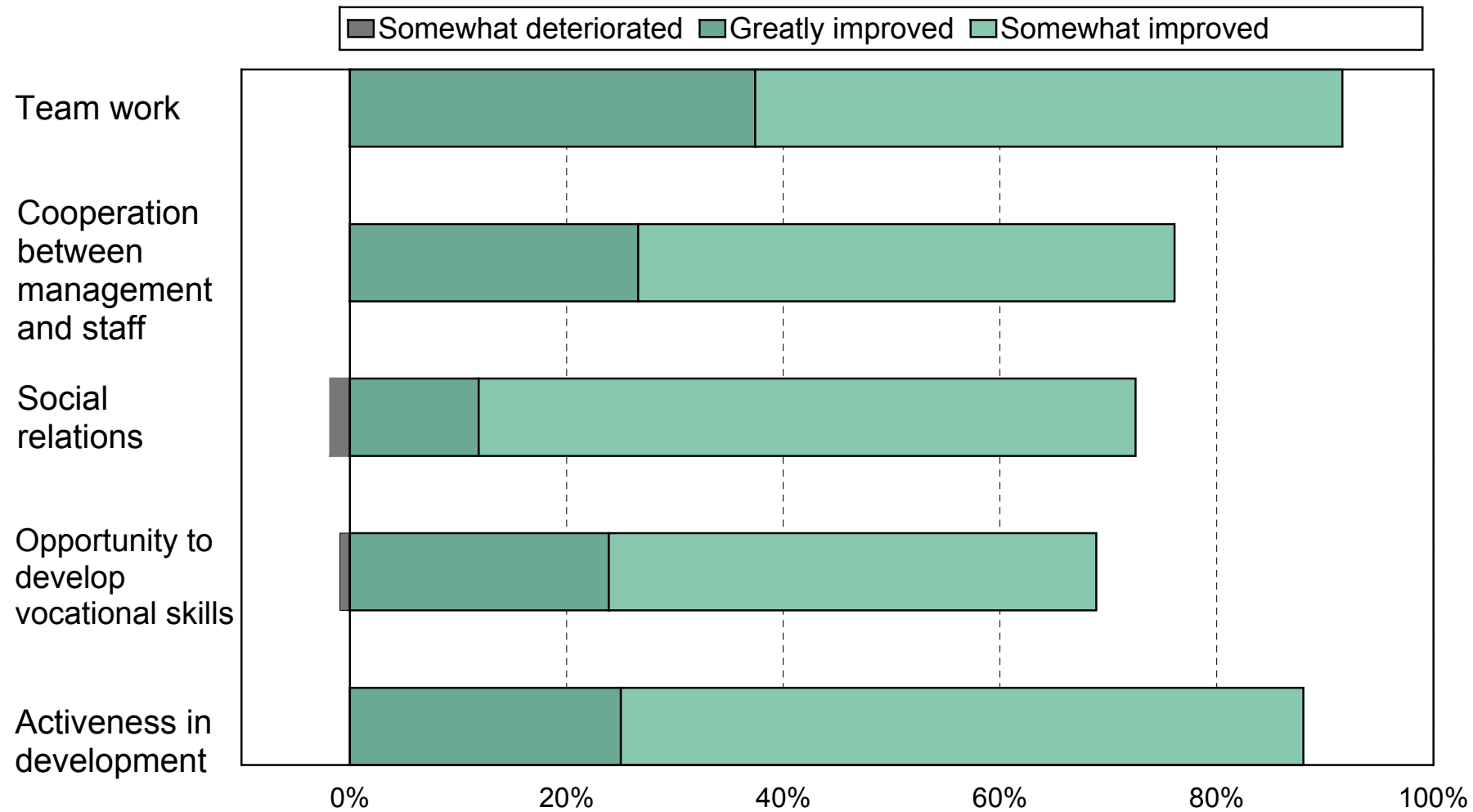


N=107-109

# Impact of development project



## IMPACT OF DEVELOPMENT PROJECT



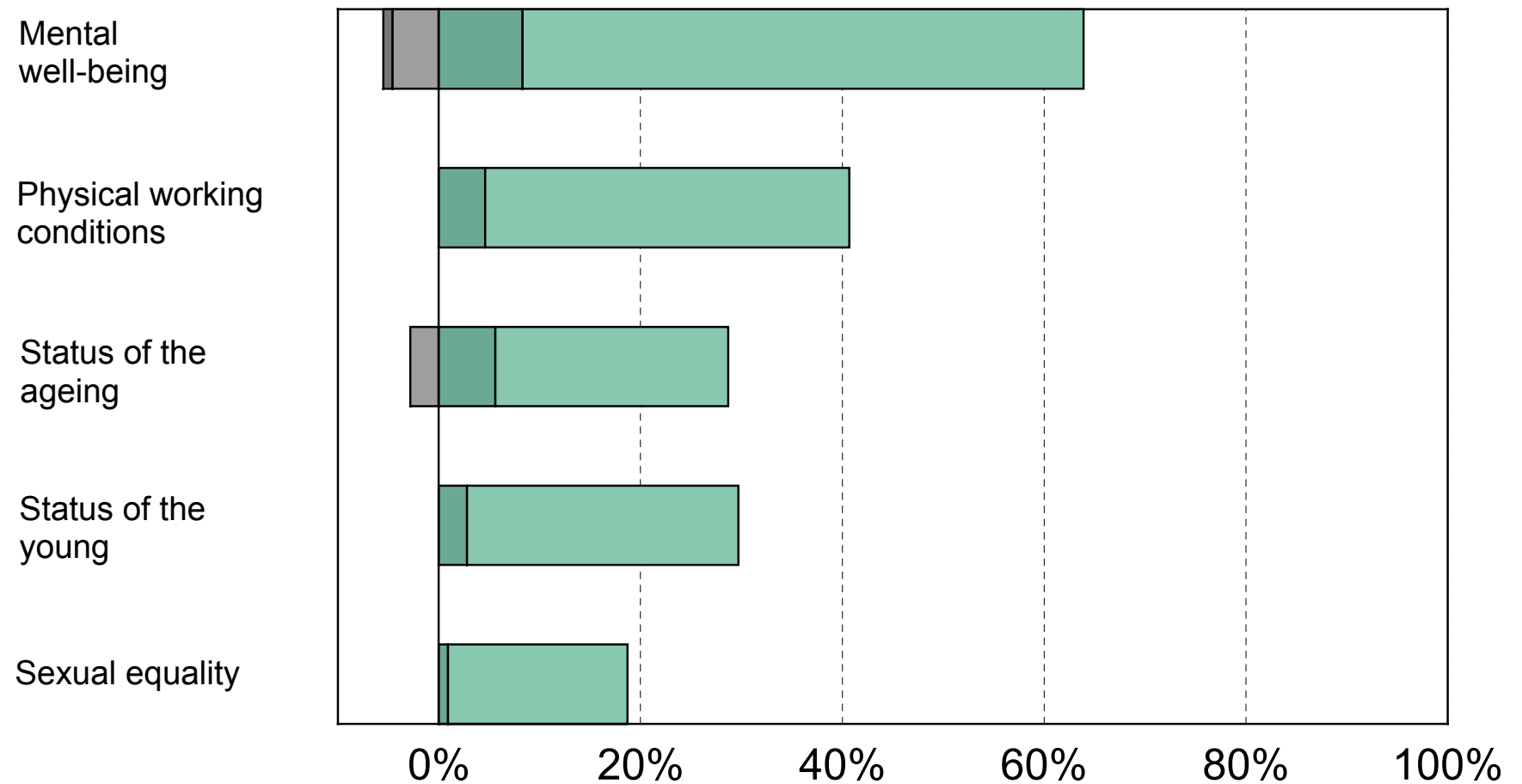
N= 107-109

# Impact of development project



## IMPACT OF DEVELOPMENT PROJECT

Legend: Somewhat deteriorated, Greatly deteriorated, Greatly improved, Somewhat improved



N= 107-108



# Assessment study of the programme

five main observations:

- By focusing on social innovation and with an emphasis on network building and companies' ability for learning and innovation, the programme has acted as a major front-runner in the technology-dominated Finnish innovation policy.
- The goals and development concept of the programme reflect modern development trends in working life, workplace and work organization development even on an international scale.
- The programme has maintained its actuality and its ability for strategic targeting still remains high.
- The programme is highly approved by among its stakeholder groups.
- The programme has a sufficiently high profile with respect to its goals, development concept and modes of operation.

# **Challenge of sustainable productivity growth**

- **economic growth is the basis of a nation's welfare**
- **economic growth bases on labour input, capital input and the growth of total factor productivity**
- **labour supply will decrease in Finland for at least 30 years onwards owing to change in the age structure**
- **the challenge is to find solutions to speed up productivity growth by means which simultaneously support employees' individual and collective resources and their ability to stay in working life**

# Organization, budget and participants of Tykes

## Organization

- tripartite management group and expert group
- project team at the Ministry of Labour
- scientific expert forum
- regional network of contact persons

## Budget

- funded from the Finnish State budget, EUR 12.5 million for 2004, proposal EUR 87 million for 2004-2009

## Participation

- companies, public bodies and other organizations
- no restrictions on sector or size of workplaces involved

# Programme vision

Finland will have a network of expertise for workplace development which creates national competitive advantage and promotes sustainable productivity growth effectively (Tykes vision 2009).

# Levels of Tykes goals

## **PUBLIC POLIC LEVEL**

Sustainable productivity growth in Finland

## **PROGRAMME LEVEL**

How the programme is able, via its own measures, to generate sustainable productivity growth and enhance the workplace innovation environment?

## **GENERATIVE LEVEL**

How to disseminate project outcomes so that they become generative ideas for other workplaces and stakeholders groups?

## **WORKPLACE LEVEL**

How the projects strengthen a workplace mode of operation that will help workplaces to develop their operations in a manner supportive of sustainable productivity growth?

# Advanced modes of operation are based on

- proactive and interactive management styles
- utilization of advanced information and communication technologies and team-based forms of work organization
- skilful cooperation between customers and other organizations in the value chain and with R&D institutes and consultants
- multiskilled personnel and diverse work assignments
- good opportunities for development and influence at work for the personnel
- systematic development of the skills and know-how of the personnel

# Modes of project activity

- 1. Basic analysis:** brief analysis lasting for a few months which workplaces can use in specifying their development needs with an eye to a larger project.  
(max. 10 000 euros)
- 2. Development projects:** intended to promote changes in modes of operation at one or more workplaces (max. 100 000 euros/company)



# Modes of project activity

- 3. Method development projects:** creating and developing new development methods and practices for a knowledge intensive, networking economy with the help of R&D institutes, which support sustainable productivity growth (EUR 1.5 million 2004)
- 4. Learning networks in working life:** creating long-lasting shared forums of learning for workplaces and R&D institutes to boost mutual exchange of experiences and knowledge based on development cooperation between the network participants (EUR 1.5 million 2004)