



# National Working Life Development Strategy to 2020





# Preface

In our global economy, Europe faces major challenges with regard to its competitiveness. Such challenges include changes in the population's age structure and in methods of production. Although the whole of Europe will be affected by a changing demographic structure, in Finland this change is more extensive, on average, than elsewhere on the continent. The baby boomer generations are retiring and a new generation, smaller in number, will enter the world of work.

In terms of the national economy's competitiveness, it is crucial that we harness all of our resources by increasing participation in employment and improving the productivity of work, as the structure of enterprises, industries and the entire economy changes. By attending to the quality of working life and well-being at work, productivity and profitability can be increased in a sustainable way.

In Finland, production structures in working life, as well as practices within workplaces, are still largely based on a mass production approach. In the future, networking and continuous learning, alongside service provision, will be emphasised in the Finnish economy. Working life is being reshaped by an underlying force, a technological-economic change based, in particular, on the unprecedented adoption of information and communication technologies (ICT). From the point of view of value added, competition for the most important strategic functions is occurring within supranational value networks. Finnish companies must succeed in the face of this competition.

In comparison to other European countries, the quality of future Finnish working life must be higher and support the willingness and opportunities of Finnish men and women to enter the labour market, participate in employment and continue working, in a healthy and motivated state, for longer than in other countries.

From the point of view of extending working lives, it is vital that periods of unemployment are shortened and opportunities for participation in work by special groups, such as immigrants, people with partial working ability and underemployed people, are ensured. This is important in humane terms and to society as a whole.

The strategy's vision is to make working life in Finland the best in Europe by 2020. Positive development in the quality of working life is ultimately based on a high employment rate and a sufficient workforce. **Well-functioning, profitable workplaces** that generate new employment are a prerequisite for Finland's future competitiveness and a good working life. Finnish working life must be developed through flexible reforms, in a direction that strengthens the will and ability of as many people as possible to continue in working life for sufficiently long, while remaining motivated. This means deepening trust and cooperation, reinforcing innovation and productivity, and ensuring a skilled workforce and the health and well-being of people and workplace communities.

## Future workplaces

Competitive and productive enterprises generate new jobs. They enjoy financial success and provide good customer service. They are agile and responsive to personnel needs. In the public sector, success is measured by effectiveness, both in society and as experienced by citizens. Successful workplaces create new products, services and practices.

**Innovation and productivity** are engines of economic growth. Development of productivity and the quality of working life are mutually supportive. Structural change between sectors and industries, or enterprises and units, is no longer the sole origin of drivers of productivity. Nowadays, differences in productivity arise within workplace communities, based on how work is performed and is changing. We must acknowledge this change and understand how to benefit from new practices, skills related to the workplace community and the opportunities provided by technical development. This requires renewal and new practices from social actors, including education and research on working life.

**Trust and cooperation** are a Finnish way of operating. In the coming years, confidential cooperation must be extended to a greater number of workplaces. Deeper cooperation and reciprocity are also required between the company's own personnel, partners and customers. In times of change and uncertainty, trust and cooperation increase in importance.

**Health and well-being at work** are invested in within well-functioning workplace communities: such investments pay themselves back. Good working conditions and well-being at work are a key part of future working life and inspiring workplace communities. They increase the productivity and attractiveness of working life.

**A competent workforce** is able to respond to changes and adopt new skills throughout working life. Competence development at work, and supporting such activities, are emphasised. Combined with on-the-job-learning, the level of competence achieved through employee training is the key prerequisite for success and re-employment as working life changes. These factors contribute to productivity and the creation of new jobs.

The development strategy for working life has been prepared in accordance with the objectives set in the Government Programme, through broad cooperation led by the Ministry of Employment and the Economy. The strategy will be followed by an implementation plan supported by a work organisation development programme, to be launched by Tekes - the Finnish Funding Agency for Technology and Innovation, and the leadership development network of the Finnish Institute of Occupational Health.

Through such measures, Finnish working life must set its quality goal high; to be the best in Europe. .

LAURI IHALAINEN  
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<sup>1</sup> Parties participating in the strategy's preparation, as well as a description of the preparation process, are included in appendix 1.

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# 1 Background

The structural change experienced in working life and the trade and industry has continued for decades, and is set to continue. Change and creative destruction, meaning the abolition of low-productivity jobs and the creation of new ones, is necessary for the renewal of trade and industry. The focus of structural change has shifted from that taking place between sectors and industries, via change occurring between companies and the places in which they operate, to change in the structure of tasks, where production and even individual functions are decentralised and distributed globally. Traditional industries, such as the metal, forest and ICT clusters, face a variety of changes. Structural change is also taking place in the public sector. As the population ages, the importance of nursing and other welfare service sectors will increase.

A great deal of change in the structure of tasks is occurring within companies and units. Many traditional, and even more recent professions, are about to disappear or change, leading to an increased need to develop and update the adult population's professional skills. Tasks increasingly involve features of knowledge-based work, blurring the traditional distinction between white- and blue-collar occupations. White-collar tasks will feature characteristics of blue-collar professions, and vice versa. While employees have a higher level of education, tasks will emerge for which basic-level vocational qualifications are sufficient. Design and handiwork that requires creativity and a high level of expertise will further increase. As companies and other work organisations search for new initiatives and markets, the ability to innovate and renew is increasingly required of them and their personnel. This applies to export industries, as well as private and public service organisations operating in the domestic market.

From the point of view of development of working life, the most efficient ways of promoting economic growth are those that simultaneously support the two key factors involved – productivity growth and the rate of participation in work. As the baby-boomer generation retires, a smaller group of working-age people is bearing responsibility for the welfare of a larger population group not participating in working life. In the coming years, the key to improving the rate of participation in work lies in supporting the prolongation of working careers and improving companies' preconditions for prospering and employing people in Finland. The goal is to provide an increasing number of employees with the opportunity to continue in working life, with high motivation and for longer than at present.

Working conditions are regulated through extensive and multifaceted legislation, which mainly imposes obligations on the employer. In Finland, modern, extensive labour legislation and collective agreements determine the minimum level of employees' rights in working life. These norms are partly based on the conventions and recommendations of the International Labour Organisation ILO. A great deal of Finnish occupational safety and health legislation is prepared on the initiative of the European Commission in European Union institutions.

## 1.1 The state of working life in 2012

In comparison to other EU countries, Finland and the other Nordic countries come out top in terms of productivity and the quality of working life. Opportunities for learning and development at work, relatively good opportunities for having an influence, as well as social and trust capital, constitute the strengths of Finnish working life. In Finland, a culture of agreement as well as cooperation between employers and employees are emphasised in working life. Areas requiring development, on the other hand, include the working culture (values, attitudes, habits and customs), the healthiness and safety of work, management of the pace of work, and management practices. When engaging in development, more attention should be paid to the good functioning of workplace communities, alongside their ability to develop their operations.

Besides Sweden and Denmark, the highest number of production technology reforms and organisational restructuring have been carried out in Finland. Denmark's strengths vis-à-vis Finland include professional mobility and a non-hierarchical approach to work, which enables both customers and personnel to participate in innovation. Self-managed work is more frequently seen in the Nordic countries, Ireland and Luxembourg, than in other EU countries. Alongside Denmark and Norway, Finnish employees have more opportunities to influence the order in which they perform their tasks, in comparison to other European countries.

The Nordic countries have deviated from the general working life development trend in Europe, in the sense that no clear change, either positive or negative, in the quality of working life has been detected, while in the EU15 there has been a mild, although consistently negative, development trend. Based on country-specific comparisons, the conclusion has been drawn that the greater the number of reforms carried out in work organisations in recent years, and the greater the opportunities of employees to influence their work in connection with such changes, the more positive the development in the quality of working life has been. In addition, the better the quality of working life, the larger the number of employees, aged at least 50, who believe that they will be able to remain in their current jobs when they are 60 years old. According to surveys, key factors in continuing at work are a good working atmosphere, a pleasant work environment, a permanent employment relationship, interesting work and an inspiring and fair supervisor.

Changing production methods and a shift towards service-oriented work have an impact on the strain imposed by work. In the 2000s, more people in Finland experience the high pace of work as a factor that adds to such strain. A major part of incapacity for work and absences due to illness are caused by diseases of the musculoskeletal system and the connective tissue, and mental health problems.

Part of the adult population possesses sufficient professional capabilities to learn new types of tasks and quickly adopt new operating models and production methods. However, our workforce does include a group which finds it difficult to adapt to changes in working life. Although, as a rule, the knowledge and skills of the population continue to grow, each year a considerable number of people enter the labour market with too little education with respect to job requirements. Participation in education is distributed unevenly across various tasks and personnel groups. While some entirely lack professional training, others have acquired education in a field that does not match labour market demand.

Occupations with a low level of education have lower productivity and the preconditions for high quality of working life can be weaker. In such cases in particular, on-the-job learning with a focus on development is required. Research indicates that the success of organisations is influenced by good, participatory and encouraging management and HR practices, which simultaneously increase productivity and the quality of working life.

## 1.2 Outlook on future Finnish working life up to 2030

Finnish working life is being reshaped by an underlying force: technological-economic change, based in particular on powerful developments in information and communication technologies (ICT). This is also triggering change in production and organisational thinking. New growth and solutions cannot be found by fixing or developing existing operating methods. Instead, new models of production founded on cheap, abundant information, which is accessible everywhere using IT, must be gradually adopted. This is already changing the way in which workplaces operate.

Aside from the change in information and communications technology, and partly through its influence, working life is being affected by a change that might be described as cultural. This is characterised by an increase in the autonomy of individual employees and a greater degree of freedom in managing their own tasks. At the same time, as work is carried out more independently, individual employees bear greater

responsibility for the results and success of their work. This poses new challenges to both management and the competences of the workforce.

With respect to growth, it is increasingly important that Finnish companies are able to manage such functions in supranational value networks of key strategic importance to the creation of value added. In the future, services, networks and continuous learning and renewal will be emphasised within the Finnish economy.

Instead of a clearly defined, relatively stable organisation, unit or team, it might be said that the management focus is more and more often on a network in continuous flux, consisting of several types of actors and value communities. Within such networks, management is becoming more fragmented, requiring the ability to engage in dialogue and take account of individual differences between employees.

Development and innovation related to products, services, and their production and delivery methods, are becoming a part of work for a greater number of people. Being able to react rapidly to changes on the markets requires open, decentralised development and innovation activities, as well as work based on a continuous state of incompleteness. Such activities are rather independently organised and aim at harnessing various types of expertise and competences in a versatile manner. Professional and regional mobility, along with new kinds of operational and production concepts, are required in working life. Attention must be paid to opportunities to have an influence, to the intensity of work and to increased diversity among personnel.

For the reasons described above, promoting working and networking across sectoral boundaries and boundaries between workplaces have become development areas of Finnish working life. After all, an increasing number of companies and workplace communities operate as part of an international network. Future goals for the development of working life include the improvement of welfare and competitiveness in society in general, within companies, various sectors and public and private sector industries, and in work organisations of all sizes.

Well-functioning workplace communities invest in productivity and well-being at work simultaneously: these investments will pay themselves back. Positive development in quality of working life is ultimately based on a high employment rate and a sufficient workforce. Well-functioning workplaces create new employment. Strengthening of trust and cooperation and ensuring a competent workforce, and the health and well-being of employees and workplace communities, are prerequisites for a good future working life and Finland's competitiveness.

Finland is a society based on trust with a tradition, going back decades, in cooperation conducted between various parties and at various levels. A competent workforce is able to learn new things and respond to change throughout working life. Furthermore, such employees are willing and able to invest in comprehensive development of the workplace, as part of their daily work and the everyday life of the workplace community. These reasons give Finland firm ground for setting itself the goal of making working life in Finland the best in Europe by 2020.

## 2 National working life development strategy to 2020: vision and future workplaces

### Vision: Working life in Finland will be the best in Europe by 2020

The vision guiding the development of Finnish working life is as follows: **Finland will have the best working life in Europe by 2020.** Development of working life begins within individual work organisations.

### Future workplaces

- All workplaces will have achieved at least a good basic level
- Successful workplaces of the future will invest in the quality of working life and a well-functioning workplace community
- Competitive and productive enterprises will generate new employment

Competitive and productive enterprises generate new jobs. They enjoy financial success and provide good customer service. They have excellent productivity and encourage and reward good performance. They are networked, learning and participatory. They are agile and responsive to personnel and customer needs. Success is often ensured through well-functioning partnerships. In the public sector, success is measured by effectiveness, both in society and as experienced by citizens. Successful workplaces create new products, services and practices. **To succeed in this, investments will be made in management and supervisory work, cooperation, new practices, as well as strengthening engagement in work and the aspects of work that constitute a source of strength.**

In an open, small economy such as Finland's, it is vital that we leverage all strengths and opportunities that might serve as a foundation for future work. In this, a key strength lies in developing expertise that surpasses that of competitors, and which is versatile, creative and capable of renewal. We need working methods that enable people to participate and give their best, whether this concerns young people just entering the world of work, older people, immigrants, parents with small children or employees partially capable of working. Work must be on a human scale and workers must be able to take professional pride in it. At best, work increases people's overall development, creativity, knowledge and skills. Responsible business activities are economically viable and socially, culturally and environmentally sustainable.

The working life development strategy challenges workplaces to develop working life from their own starting points. Instead of dealing with only certain types of companies or workplace organisations, by way of an example the strategy describes possible intermediate goals on the development path towards achieving a **minimum of a good basic level, before moving on to the level of developer, and thereafter forerunner.**

Good and bad workplace communities exist in companies and organisations of all sizes. In all industries and in companies of all sizes, productivity and the quality of working life will need to be improved. In public organisations, the effectiveness of the services produced must also be developed. The message sent out by the development strategy and development paths is that improving practices in workplace communities is possible within all workplaces and fields of work. This means that the keys to development are in the hands of each organisation. Such a development path is described in table 1.

Society, various actors and service providers are tasked with providing companies and organisations with ever greater opportunities to reform their activities and support development in the workplace. This is described in table 2.

Tables 1 and 2 present an overview of the development strategy and outline what constitutes a good basic level, and the developer and forerunner levels. Many of these are common to all tables presented later, which separately examine each focus area. Within this context, no description is provided of workplaces that have not achieved a good basic level.

TABLE 1			TABLE 2		
Various workplace-specific development paths and target levels within the working life development strategy			Support for development performed in the workplace within the national cooperation project		
Good basic level	Developers	Forerunners	National actors	Public and private sector industries and industrial federations	Service providers and regional actors
<p>All the basics are in order, everyday work and attending to one's duties run smoothly.</p> <p>The aim is that all workplaces will achieve at least the good basic level.</p>	<p>Development efforts are carried out through separate projects, then through a versatile, systematic approach</p> <p>Also includes aspects listed under the good basic level</p>	<p>Excellent or world-class products, services, operational concepts, workplace communities and their continuous development</p> <p>Also includes aspects listed under the developer stage</p>			
<p>When achieving success, the opportunities for growth and, in the case of public organisations, more effective service and further development of operations, are utilised</p> <p>Knowing how to make use of development services suited to the organisation's needs</p> <p>Operating in line with laws and collective agreements</p> <p>Personnel are consulted</p> <p>Promotion of equality, no discrimination</p> <p>Use is made of the opportunities provided by collective agreements and legislation to reconcile work and family life</p>	<p>Personnel, customers and partners are involved in development</p> <p>There is room for diverse kinds of people in the workplace community, and it is open to new people</p> <p>Determined efforts to develop management and supervisory work</p> <p>Attention is paid to the development of cooperation skills required in the future, organisational skills, negotiation skills and skills required for the management of one's own work</p> <p>Active efforts are made to further the reconciliation of family and work life, and both the employees' and the organisation's needs are taken into account in work schedules</p>	<p>This group is characterised by agility, competitiveness, the ability to create new employment and serve customers</p> <p>These qualities are promoted by well-functioning partnerships, networks, company acquisitions and restructuring</p> <p>Diversity is utilised and managed</p> <p>Taking risks and making mistakes is also allowed</p> <p>Work is characterised by engagement, assuming responsibility, and enthusiasm</p> <p>Innovative work schedule arrangements take individual needs into account, and work schedules can be easily adapted according to the situation at work and individual wishes</p>	<p>In order to implement the working life development strategy in private and public sector workplaces, an extensive national cooperation project will be launched, involving workplaces, labour market organisations, the state and various service providers</p> <p>As part of this project, Tekes will launch a separate work organisation development programme</p> <p>National development networks connect experts, researchers, service providers and workplaces interested in the subject. Companies and public organisations can participate in the activities of such networks, in accordance with their own schedules and needs</p> <p>Achievement of the objectives laid down in the development strategy, along with the state of working life, will be monitored in Finland through a range of methods, for example a new monitoring tool currently under preparation</p> <p>Legislation forms a clear, balanced entity that takes account of changes in working life and the operating environment</p>	<p>Various industries engage in mutual projects between contracting parties, that aim for the mutual benefit and success of companies or organisations in the sector and of their personnel</p> <p>– Themes include foresight, future workplaces, improving productivity and the quality of working life, good terms of employment for both employer and employee, reduction of absences due to illness, extending careers etc.</p> <p>– Industrial federations have the best access to the companies and organisations in their sectors</p> <p>– Projects can be implemented across sectoral boundaries</p> <p>In many industries, development efforts have a long time span, are effective and a natural part of concluding agreements and cooperation</p> <p>Industrial federations can also assume responsibility and be actively involved in national networking projects</p>	<p>A regional framework for the activities is formed by private service providers, regional steering groups, regional business and employment advisors and educational institutions operating in the region</p> <p>– Together, they are best at reaching workplaces in the region</p> <p>– The national cooperation project aims to take advantage of existing regional structures and groups</p> <p>Service providers and business advisors promote trust and cooperation, along with development, based on these factors, within workplaces</p> <p>In matters related to working life, services are available for both private and public sector places of work</p>

<sup>2</sup> Source: Tuottavuuden pyöreä pöytä (2011) Toimialoilta vauhtia tuottavuuden ja työelämän laadun kehittämiseen (Roundtable on productivity (2011): Industries supporting the development of productivity and the quality of working life)

## 3 The strategy's focus areas

The focus areas of the working life development strategy for future workplaces are as follows

- Innovation and productivity
- Trust and cooperation
- Health and well-being at work
- A competent workforce

By reconciling these aspects in a balanced manner within workplace activities, the quality of working life and productivity can be improved.

This report provides a description of development paths by way of an example. They can be specified as necessary.

### 3.1 Innovation and productivity

- Innovation and the productivity of work will increase
- Cooperation across boundaries and the ability of workplace communities for renewal are crucial

High productivity of work is a basic precondition for the Finnish welfare society. Growth in productivity is increasingly founded on the expertise of people and better utilisation of such expertise, based on trust as well as continual development within workplaces. New ways of managing, organising and performing work are therefore needed; ways that support learning and creativity, along with people's ability to develop and innovate. Finland's future success is not solely dependent on a small group of leading high-tech companies or top-level experts. Instead, success calls for a multidisciplinary approach and the broad ability of all workplaces and individuals to learn and reform, and to be creative and motivated. Innovation and the improvement of productivity should be possible in all sectors, and in organisations of every type and size.

Reform is supported by a working atmosphere, as well as structures and practices that encourage people at all levels of the organisation to introduce new ideas and try out new things. From the perspective of interaction that enriches an organisation, bringing together various backgrounds and operational cultures is vital. Communal knowledge emerges and thrives only through interaction. Also important is organisations' ability to reform and cooperate across boundaries with other workplaces, education and research institutions, as well as customers and interest groups.

 <b>INNOVATION AND PRODUCTIVITY</b>	Good basic level	Developers	Forerunners
		All the basics are in order, everyday work and attending to one's duties run smoothly.	Development efforts are carried out through separate projects, then through a versatile, systematic approach  Also includes aspects listed under the good basic level
Perception of development	Development is perceived as an important part of activities, but it is carried out randomly	Development efforts are systematic  Objectives and indicators are set for development	improving productivity is a learning process for the entire organisation, supporting its development and innovation expertise, and various capacities required in working life
Engagement of and participation by personnel	Personnel have an opportunity to influence their own work	Everyone is engaged in development  Personnel, partners and customers are heard	The entire personnel takes an active part in development  The organisation is able to handle and manage the change and uncertainty resulting from irregularity
Productivity-related efforts and innovations	Operational efficiency as a development target	Products, services and practices of the organisation a development target, in public organisations this includes the effectiveness and productivity of operations	Productivity and the quality of working life are developed simultaneously  A typical experience of a workday could be as follows: we achieved things and were supported by our workplace community and supervisors in doing so  The benefits gained from improving productivity are distributed in a manner perceived as equitable
Utilisation of new technology	Technological developments are monitored/new technology is utilised	Versatile use is made of opportunities provided by modern technology	Knowing how to leverage the opportunities provided by new technology in the development and provision of new solutions and services

 <b>INNOVATION AND PRODUCTIVITY</b>	<b>Support for development carried out in the workplace: INNOVATION AND PRODUCTIVITY</b>	
	<b>The role and objectives of national actors</b>	<b>The role of public and private sector industries and industrial federations</b>
<p>A high-quality educational system that meets the changing needs of working life and the operating environment</p> <p>Support for changes in business structures and development efforts whereby new, more productive jobs are created and partly replace less productive jobs</p> <p>Learning systems required for future working life are identified<sup>2</sup></p> <p>Sufficient resources are reserved for the concerted enhancement of development networks and networking projects, through national funds and the EU's structural funds</p>	<p>Various industries carry out sector-specific or multidisciplinary, goal-oriented networking projects in support of development in workplaces. Such projects take account of sector-specific characteristics.</p> <p>Productivity and quality of working life are simultaneously developed</p>	<p>Support is available for the continuous development of products, services, practices, business models and management in the workplace (gradual reforms, everyday innovation and radical innovation)</p> <p>Utilisation of broad-based development founded on the expertise of and cooperation between workplaces, researchers, consultants, the public sector, the third sector and industrial federations</p> <p>Research on working life is agile and reacts to change rapidly, producing easily digestible information on the development of working life</p>

<sup>3</sup> By 'learning system,' we refer to the entity formed by methods, practices and networked relationships, which facilitate learning and the development of operations in the workplace. Continuous change in production methods and increasing the generation of innovations necessitate the creation of new types of learning systems in workplaces.

## 3.2 Trust and cooperation

- Practices based on trust, mutual respect, openness and reciprocity will be strengthened
- Cooperation will be deepened to render it broader based
- Changes will be faced in a proactive, controlled manner

Future jobs will be created through trust and cooperation. Although workplace communities do not generally emphasise such an aspect, trust, cooperation and courage underlie the success of most Finnish companies. Now is the time to act on these issues. Finland is a society based on trust, with a decades-long strong tradition in cooperation between various parties and at various levels. However, to achieve success in a global, networked economy more is needed: deeper cooperation, a multidisciplinary, reciprocal approach to partners, customers and the company's own personnel; extending forms of good cooperation to ever more workplaces.

The importance of trust and cooperation is further accentuated in the face of change that entails uncertainty about the future. However, amidst change, work and the development of work can be perceived as meaningful, maintaining trust in the development and continuance of one's own career, either with one's current employer or elsewhere

	Good basic level	Developers	Forerunners
		All the basics are in order, everyday work and attending to one's duties run smoothly.	Development efforts are carried out through separate projects, then through a versatile, systematic approach  Also includes aspects listed under the good basic level
Internal cooperation	Laws, decrees and agreements promoting cooperation are adhered to  The personnel are familiar with the organisation's situation  It is possible to make development proposals	Cooperation and interaction in everyday work run smoothly  Personnel are heard and encouraged to take the initiative  When necessary, joint development projects are launched Cooperation is continuous and reciprocal	Its purpose is long-term development  Both management and personnel take the initiative  Taking risks and making mistakes are allowed
External cooperation	Although partnerships and customer relations may be one-off, they are handled appropriately	Partners and customers are being heard, and their feedback is taken into account in operational development  The aim is long-term cooperation that benefits all parties	In competition between networks, the aim is strategic partnerships and the strengthening of such partnerships  Added value is sought together, for the benefit of all parties
Practices strengthening trust	Adhering to concluded agreements  Operating in a way that is worthy of trust  Shop stewards and occupational safety and health representatives have been elected and cooperation runs smoothly	The organisation's management actively develops and promotes cooperation  Employee skills and workplace community culture are developed and valued  Skills development and opportunities for cooperation for shop stewards and occupational safety and health representatives, as well as for the employer's representatives, are attended to	Functioning and effectiveness of cooperation are evaluated, monitored and improved through open discussion and development  Systematic skills development and opportunities for cooperation for shop stewards and occupational safety and health representatives, as well as for the employer's representatives
Cooperation in good and bad times	Cooperation is aimed at eliminating problems	Cooperation established in good times carries the workplace community through the bad times  When times are difficult, damage is minimised by increasing open discussion and joint efforts	Changes in the operating environment, and changes in demand, for example, are identified and anticipated  Common rules and operating methods are created for various situations

 <p><b>TRUST AND COOPERATION</b></p>	<p><b>Support for development carried out in the workplace: TRUST AND COOPERATION</b></p>	
<p><b>The role and objectives of national actors</b></p>	<p><b>The role of public and private sector industries and industrial federations</b></p>	<p><b>The role of service providers and regional actors</b></p>
<p>Development of legislation genuinely starts from the needs of working life and takes account of the perspective of various companies, workplace communities and employees</p> <p>Awareness of legislation among employees and employers is strengthened</p> <p>Bi- and tripartite cooperation is smooth</p> <p>Actors in working life in receipt of public funding have a clear division of duties among themselves, and engage in smooth cooperation</p> <p>Values and attitudes prevailing in society support employment, working, entrepreneurship and development at workplaces</p>	<p>Industrial federations promote trust and cooperation, along with development based on these factors, at workplaces in their respective industries</p> <p>Various parties aim to jointly examine and forecast changes in the operating environment and in work within the industry, and the impacts of such changes on the industry and workplaces</p>	<p>Service providers promote development based on trust and cooperation in workplaces</p> <p>Service providers develop their products, services and operational concepts in cooperation, in order to better meet the needs of workplaces and networks formed by workplaces</p>

### 3.3 Health and well-being at work

- Work will generate well-being for workers
- Health and well-being at work will be improved for everyone
- Well-being at work will be achieved in workplaces

At future workplaces, the importance of well-being at work and health from the perspective of productivity, the success of workplace communities and change management, is understood. For this reason, continuous attention will be paid by management to individual needs and the needs of the community, and changes in such needs. Health and well-being at work are based on cooperation in the workplace, supported by competent occupational health care and current legislation.

Well-functioning workplace communities invest in simultaneously improving their output and well-being at work. These objectives can often be achieved through the same means available to all, such as clear management practices, implementing change together, developing work and the working environment, fair and just remuneration, showing respect and providing support, encouraging learning and development, and setting healthy and safe limits.

Future workplaces will actively develop the meaningfulness of work, and its inspirational qualities and resources, in a proactive manner. Workplaces actively monitor employees' working capacity, adopt models for early intervention, have a low threshold for intervening in problems associated with too great a workload, and anticipate possible risks. Recognition is accorded to the importance of exercise in the prevention and treatment of illnesses. In the future, workplaces will actively seek solutions to the reconciliation of working and private life.

	Good basic level	Developers	Forerunners
		All the basics are in order, everyday work and attending to one's duties run smoothly.	Development efforts are carried out through separate projects, then through a versatile, systematic approach  Also includes aspects listed under the good basic level
Promotion of well-being at work	Working conditions in the workplace fulfil legal requirements  Development often concerns the elimination of problems and reduction of harm	The effectiveness of efforts to promote well-being at work and occupational safety is assessed and the related goals have been set  Employees are encouraged to exercise and their health and working capacity are promoted	Work on well-being at work and occupational safety, as well as the management of working capacity, are a natural part of strategic activities at the workplace  The management monitors the achievement of goals set for well-being at work and occupational safety  Productivity and well-being at work are being developed simultaneously
Management of workload and risks	Aim to eliminate accidents, exposure to physical and chemical elements and excess workload  Cleanliness, order, conditions of machinery and equipment and protective equipment and tools required for the job are ensured  An assessment of risks affecting health and working capacity has been conducted at the workplace	Work is tailored in accordance with people's special needs, for example with respect to partial working capacity  Account is taken of well-being at work, occupational safety and risk management in the planning of activities, work schedules and investments	The organisation has a well-developed risk management and safety culture  The work community and management provide protection against excessive loads in future work
Occupational health care	Occupational health care has been arranged and is being implemented	Expertise in occupational health care is utilised in a proactive manner in workplace development and in providing support for working capacity	Occupational health care is the workplace's strategic partner in the development of work, working capacity and health
Development of the workplace community and change management	The state of the workplace community is monitored and continuously developed through common actions  People are treated with respect  Bullying and inappropriate treatment are addressed  Disturbances in workplace communities are addressed and resolved  Personnel are consulted in connection with changes that affect work	Colleagues and supervisors offer support for performing one's work  There is room for diverse kinds of people in the workplace community, and it is open to new people  Various means of involving personnel are deployed when implementing change	The workplace community notes successes  An enthusiastic atmosphere is also sensed by customers and outsiders
Meaningfulness of work and resources	The work has a purpose and does not bore the employee  Work objectives are discussed  Work promotes health and brings meaningfulness to one's life	Work is perceived as meaningful and rewarding  Systematic efforts are made to strengthen those factors that make work attractive and that constitute a source of strength	Engagement in and enthusiasm towards work are part of the normal working day  Working is characterised by vigour, dedication and absorption in one's work
Management and promotion of working capacity	Supervisors intervene upon noticing signs of decreased working capacity and poor ability to cope at work  Work does not weaken people's working capacity or health, nor does it prevent healthy lifestyle choices	The early intervention model is used in the workplace and its implementation is supported, for example through supervisor training and cooperation with occupational health care and rehabilitation	The early intervention model is part of the workplace's HR management

	<b>Support for development performed in the workplace: HEALTH AND WELL-BEING AT WORK</b>	
<b>The role and objectives of national actors</b>	<b>The role of public and private sector industries and industrial federations</b>	<b>The role of service providers and regional actors</b>
<p>Occupational health and safety legislation support the development of working life</p> <p>Resources for activities promoting well-being at work are allocated appropriately.</p> <p>At best, the administrative branches and other national-level actors create joint plans for developing well-being at work</p> <p>Health, safety and well-being are national values. Society's resources have been directed at the development of well-being at work.</p> <p>A model for early support and intervention is promoted</p> <p>Productivity and well-being at work are developed simultaneously</p>	<p>Industrial federations aim to promote the development of health and well-being at work, in workplaces within their respective industries</p> <p>Some industrial federations actively participate in national network projects promoting health and well-being at work</p> <p>Productivity and quality of working life are developed simultaneously</p>	<p>Public and private service providers efficiently support development efforts by workplaces, aimed at improving well-being at work across the country</p> <p>Service provision and development starts from workplace needs</p> <p>Systems supporting health and well-being at work (occupational health care and rehabilitation) function well.</p>

### 3.4 A competent workforce

- Increased learning in workplaces
- Improved competence levels, meeting the needs of working life

Competence development at work, and supporting such development, are emphasised. Combined with on-the-job-learning, competencies achieved through staff training are the most essential prerequisites for success and well-being at work in a changing working world. They have an impact on productivity of work and the prolongation of careers.

A competent adult population can rapidly react to changes in working life and develop new operating models and methods. There are currently different points of departure with regard to competence levels within the workforce. On the one hand, we have top experts with the motivation to engage in continuous learning. On the other, there are people who find it difficult to cope with changes in working life. Challenges regarding the workforce's competence levels are related to maintaining and constantly developing the skills of professional staff, and to adults with a weak educational background. Significant societal benefits can be gained by promoting continuous competence development, throughout careers, for the entire workforce. Tools and forms of competence development are also changing. They require the continuous development of cooperation between working life and education.

The starting point for maintaining and developing the workforce's competence is adult education tailored to meet the competence requirements and needs of working life. Provision of such education will involve long-term cooperation with workplaces and research institutions. In addition, on-the-job learning and development in the workplace must be developed and expanded in such a way that learning and work form a seamless entity.

	Good basic level	Developers	Forerunners
		All the basics are in order, everyday work and attending to one's duties run smoothly.	Development efforts are carried out through separate projects, then through a versatile, systematic approach  Also includes aspects listed under the good basic level
Competence development at workplaces	Sufficient competence for performing basic tasks  Competence development is based on the changes required by and that take place within duties	The workplace community enables genuine learning and utilisation of competences  Required skills and competences are also developed in cooperation with partners  Competence development is based on systematic cooperation with personnel	Workplace communities and individuals are able to learn and renew themselves on a broad basis  Competences are managed and forecast  The work in itself improves competences
HR management	Basics of HR management and cooperation skills are in order  Required personnel and training plans are prepared	HR management is development-oriented  Sources of future workforce have been identified and channels and means have been prepared of engaging new employees in the workplace community	HR management is advanced, strategy-oriented and actively developed  Diversity is managed  Remuneration and remuneration systems are managed and developed.
Cooperation between education and working life	Recognition has been accorded to cooperation with education institutions and research  Use is made of the available training, information, advisory and guidance services  Trainees and summer workers are hired, in order to acquaint them with working life	Cooperation between education and working life is reciprocal and smooth  Companies and organisations can engage in close cooperation with education providers, for instance with a view to developing the competences of personnel, recruiting new employees and recent graduates, offering places to thesis writers and arranging apprenticeship training	Cooperation between education, research and working life is systematic and takes a long-term view  Active efforts are made to influence the education system, in order to provide the skills required in future working life  Tailored solutions on the basis of the needs of the workplace are created for the competence development of personnel

	Support for development performed in the workplace: A COMPETENT WORKFORCE		
	The role and objectives of national actors	The role of public and private sector industries and industrial federations	The role of service providers and regional actors
	<p>Education and labour policies encourage life-long learning and guidance</p> <p>Provision of education meets the needs of the labour market and the competence requirements of future working life</p> <p>Competence development is encouraged and supported</p> <p>In addition to increasing knowledge-related capabilities, within the education system more attention is paid to identifying people's own learning practices, abilities and the perception of one's own skills</p> <p>Current online learning services are available across the country.</p> <p>In all vocational adult education, skills already acquired are identified and recognised and it is possible to complete one's education in parts</p> <p>Multi-channel information, advisory and guidance services are available on a one-stop-shop basis</p>	<p>Various industries either utilise existing or create and develop new development networks, aimed at responding to changes in the operating environment and work tasks</p> <p>Education policy is developed extensively in cooperation with various parties. Various industries contribute to the systematic, long-term development of education and labour policy.</p>	<p>Teaching methods and learning environments are versatile</p> <p>Educational institutions engage in active and systematic cooperation with actors in working life. The educational offering and its contents are planned in cooperation with regional actors in working life.</p> <p>Employment and enterprise services flexibly and efficiently address the needs of the labour market and the supply of skilled workforce</p>

## 4 On the strategy's implementation

In accordance with the Programme of Prime Minister Jyrki Katainen's Government, "an extensive national cooperation project will be launched in public and private sector workplaces, in order to implement the working life development strategy. As a part of the project, Tekes - the Finnish Funding Agency for Technology and Innovation will launch a separate development programme for work organisations." The Government Programme further states that "management and managerial skills have a significant impact on the quality of working life. With the Finnish Institute of Occupational Health assuming the organisational responsibility, a management development network will be established, discussing and disseminating managerial skills in workplaces."

Preparation of this national cooperation project will begin in the spring of 2012. The project will take account of work already in progress, including items on the above-mentioned Government Programme, work included in the framework agreement by central labour market organisations and performed by the working groups on careers, as well as other work on developing the quality of working life and launched on the basis of the Government Programme. The national project will include the proactive measures and development projects introduced in this strategy, in support of Finland's future success. It will also include development projects that extend beyond the strategy period in terms of their impacts. As regards the preparation of issues related to working life at EU level, we need an active, anticipatory approach. In addition, such preparation work must be included in the strategy's implementation. The leadership development network will be involved in the national cooperation project to contribute, by means of management, towards a sustainable working life.

During the strategy period, the strategy is regularly checked to ensure that it is up-to-date. National level indicators for measuring the effectiveness of measures will be agreed before the launch of the national cooperation project. Appendix 2 provides a sample description of possible measures included in the national cooperation project.

### BACKGROUND MATERIAL:

Päivi Järviemi (2012):

Muuttuvan työelämän tila ja tarpeet Suomessa (Working life, its changing state and needs in Finland)

Tuomo Alasoini, Anu Järvensivu, Jorma Mäkitalo (2012):

Suomen työelämä vuonna 2030, Miten ja miksi se on toisennäköinen kuin tällä hetkellä?

(Working life in Finland in 2030. How and why it differs from the present?)

### APPENDIX 1

People participating in the preparation of the strategy and the preparation process

### APPENDIX 2

An example of services and networks provided by the national cooperation project for workplaces

## APPENDIX 1

BY ITS DECISION OF 1 NOVEMBER 2011, THE MINISTRY OF EMPLOYMENT AND THE ECONOMY APPOINTED A STEERING GROUP FOR THE PREPARATION OF THE WORKING LIFE DEVELOPMENT STRATEGY, AND ITS CROSS-ADMINISTRATIVE SECRETARIAT.

**Chair** Mr Lauri Ihalainen, Minister of Labour, Ministry of Employment and the Economy

**Deputy Chair** Mr Janne Metsämäki, Secretary of State,  
Ministry of Employment and the Economy

**Members (personal deputy members in brackets)**

Mr Lauri Lyly, Chairman, Central Organisation of Finnish Trade Unions SAK  
(Ms Saana Siekkinen, Development Director)

Mr Mikko Mäenpää, Chairman, Finnish Confederation of Salaried Employees STTK  
(Mr Markku Salomaa, Director)

Mr Sture Fjäder, Chairman, Akava - Confederation of Unions for Professional and  
Managerial Staff in Finland

(Ms Tarja Arkio, Senior Advisor)

Ms Eeva-Liisa Inkeroinen, Director, Confederation of Finnish Industries EK  
(Mr Jukka Ahtela, Director)

Mr Markku Jalonen, Director General, KT Local Government Employers  
(Mr Jorma Palola, Chief Negotiator)

Mr Teuvo Metsäpelto, Director-General, Office for the Government as Employer  
(Ms Leena Lappalainen, Director of Research)

Mr Risto Voipio, Commission for Church Employers  
(Ms Oili Marttila, Chief Negotiator)

Mr Rauno Vanhanen, Director, Federation of Finnish Enterprises  
(Ms Merja Hirvonen, Chief of Labour Market Affairs)

Ms Marjatta Varanka, Managing Director, VATES Foundation  
(Mr Jukka Lindberg, Development Manager)

Mr Leo Suomaa, Director-General, Ministry of Social Affairs and Health  
(Ms Päivi Mattila-Wiro, Senior Officer)

Ms Outi Antila, Director General, Ministry of Social Affairs and Health  
(Mr Kari Ilmonen, Director)

Mr Tuomas Sukselainen, Director-General, Ministry of Finance  
(Ms Seija Kivinen, Ministerial Adviser)

Ms Tarja Kröger, Government Counsellor, Ministry of Employment and the Economy  
(Mr Raimo Luoma, Director-General)

Ms Paula Nybergh, Deputy Director General, Ministry of Employment and the Economy  
(Ms Tiina Hanhike, Senior Officer)

Ms Tuija Oivo, Director-General, Ministry of Employment and the Economy  
(Ms Teija Felt, Labour Market Counsellor)

Ms Päivi Järvinieniemi, Labour Market Counsellor, Ministry of Employment and the Economy

Mr Ville Heinonen, Special Government Advisor, Ministry of Education and Culture

Ms Merja Niemi, Special Government Advisor, Ministry of Education and Culture

**Permanent expert members (personal deputy members in brackets)**

Mr Kenneth Johansson, Managing Director, Finnish Work Environment Fund  
(Ms Riitta-Liisa Lappeteläinen, Director)

Mr Harri Vainio, Director General, Finnish Institute of Occupational Health  
(Ms Anna-Liisa Pasanen, Director)

Mr Jorma Löhman, Managing Director, Centre for Occupational Safety  
(Ms Tiina-Mari Monni, Development Manager)

Mr Tuomo Alasoini, Director, Workplace Innovation and Development,  
Tekes - the Finnish Funding Agency for Technology and Innovation  
(Ms Nuppu Rouhiainen, Senior Advisor)

#### Secretariat

Mr Lars-Mikael Bjurström, Ministerial Adviser, Ministry of Social Affairs and Health

Ms Päivi Lanttola, Ministerial Advisor, Office for the Government as Employer

Ms Merja Leinonen, Counsellor of Government, Legal Affairs, Ministry of Education and Culture

Ms Pirjo Harjunen, Labour Market Counsellor, Ministry of Employment and the Economy

Mr Antti Närhinen, Chief Counsellor, Ministry of Employment and the Economy

Ms Anne Vainio, Planning Officer, Ministry of Employment and the Economy

#### Steering group

Thu. 14 October 2011

Thu. 12 January 2012

Mon. 13 February 2012

Mon. 19 March 2012

Thu. 19 April 2012

Thu. 31 May 2012

A total of 6 meetings

**THE STEERING GROUP FOR THE WORKING LIFE DEVELOPMENT STRATEGY HAS APPOINTED A WORKING GROUP TASKED WITH THE PREPARATION OF AND WORK ON THE WORKING LIFE DEVELOPMENT STRATEGY, IN ACCORDANCE WITH THE STEERING GROUP'S DECISIONS.**

**Chair** Ms Pirjo Harjunen, Labour Market Counsellor, Ministry of Employment and the Economy

**Deputy chair** Mr Antti Närhinen, Chief Counsellor, Ministry of Employment and the Economy

#### Members

Ms Ulla Aitta, Senior Advisor, AKAVA Confederation of Unions for Professional and Managerial Staff in Finland

Mr Tuomo Alasoini, Director, Workplace Innovation and Development,  
Tekes - the Finnish Funding Agency for Technology and Innovation

Mr Juha Anttila, Head of Unit, Development of Working Life,  
Central Organisation of Finnish Trade Unions SAK

Mr Erkki Auvinen, Senior Advisor, Working Environment, Finnish Confederation of Professionals STTK

Mr Lars-Mikael Bjurström, Ministerial Adviser, Ministry of Social Affairs and Health

Mr Niilo Hakonen, Senior Advisor, Confederation of Finnish Industries EK

Ms Tiina Hanhike, Senior Officer, Ministry of Employment and the Economy

Mr Harri Hellsten, Legal Counsel, Federation of Finnish Enterprises

Mr Jan Hjelt, Government Secretary, Ministry of Employment and the Economy.

Ms Anne Jortikka, Development Manager and Manager, Customer Relationships,  
Centre for Economic Development, Transport and the Environment for Satakunta

Ms Päivi Järviemi, Labour Market Counsellor, Ministry of Employment and the Economy

Ms Päivi Lanttola, Ministerial Advisor, Office for the Government as Employer

Ms Merja Leinonen, Counsellor of Government, Legal Affairs, Ministry of Education and Culture

Ms Sirpa Liljeström, Ministerial Adviser, Ministry of Employment and the Economy

Mr Jukka Lindberg, Development Manager, VATES Foundation

Ms Oili Marttila, Chief Negotiator, Commission for Church Employers

Ms Päivi Mattila-Wiro, Senior Officer, Ministry of Social Affairs and Health

Mr Jorma Mäkitalo, Director of the Centre of Expertise for Health and Work Ability,  
Finnish Institute of Occupational Health

Ms Terttu Pakarinen, Development Manager, Local Government Employers KT

Ms Tarja Rätty, Specialist, Centre for Occupational Safety

## Secretariat

Ms Pirkko Jukka, Senior Specialist, Ministry of Employment and the Economy

Ms Anne Vainio, Planning Officer, Ministry of Employment and the Economy

## Working group

Thu.	20 October 2011	Thu.	17 November 2011		
Mon.	12 December 2011	Thu.	22 December 2011		
Thu.	19 January 2012	Thu.	2 February 2012		
Tue.	14 February 2012	Mon.	5 March 2012		
Mon.	12 March 2012	Tue.	27 March 2012		
Thu.	12 April 2012	Tue.	8 May 2012	A total of	12 meetings

## “WORKING LIFE IN FINLAND WILL BE THE BEST IN EUROPE BY 2020.” WORK ON THE VISION AND ITS SUBAREAS WAS DIVIDED BETWEEN THE FOLLOWING SUB-WORKING GROUPS:

1. Future workplaces  
reporting Terttu Pakarinen/KT Local Government Employers,  
secretary Pirjo Harjunen/Ministry of Employment and the Economy
2. Health and well-being at work  
reporting Erkki Auvinen/Finnish Confederation of Professionals STTK,  
secretary Lars-Mikael Bjurström/Jorma Mäkitalo/Ministry of Social Affairs and Health
3. A competent workforce  
reporting Juha Antila/SAK,  
secretary Merja Leinonen/Ministry of Education and Culture
4. Innovation and productivity  
reporting Tuomo Alasoini/Tekes,  
secretary Tiina Hanhike/Ministry of Employment and the Economy
5. Trust and cooperation  
reporting Niilo Hakonen/Confederation of Finnish Industries EK,  
secretary Antti Närhinen/Ministry of Employment and the Economy

## THE SECRETARIAT OF THE ROUNDTABLE ON PRODUCTIVITY AND THE SECRETARIAT FOR THE DEVELOPMENT STRATEGY DISCUSSED THE STRATEGY IN THEIR OWN MEETINGS HELD AT VARIOUS STAGES OF PREPARATION.

Opening seminar	Wed.	2 November 2011
Meeting with researchers	Mon.	13 February 2012
Seminar on working life	Tue.	17 April 2012

<b>APPENDIX 2.</b>	
<b>Examples of services and networks the national cooperation project could provide to various workplaces</b>	
<b>1. A good basic level</b> – All the basics are in order, everyday work and attending to one's duties run smoothly.	Services for making companies healthier Funding and competence development services offered by the ELY Centres Electronic services Regional business and workplace advisory services Improved regulation, clear collective agreements
<b>2. Developers</b> – Development efforts are first carried out through separate projects, then through a versatile, systematic approach	Growth and development priority (compare with TRIO+) Funding and competence development services offered by the ELY Centres Tekes' development programme for work organisations Sector-specific projects of organisations National development networks (several themes) for those interested Regional business and workplace advisory services
<b>3. Forerunners</b> – Excellent or world-class products, services, operational concepts, workplace communities and their continuous development	Tekes' development programme for work organisations and services Funding and competence development services offered by the ELY Centres National and international development networks Cooperation with research institutes and service providers
<b>Role of society and national-level actors in the national cooperation project</b>	The various administrative branches have a clear division of duties, and cooperate in a smooth, interactive and open manner – Operations continue throughout governments' terms of office, at least until 2020 Provision of education meets the needs of the labour market National cooperation project – securing funding (=operational preconditions) – coordination of existing activities – opportunity to join the national project (various actors, service providers, companies, organisations) – project funding and coordination for required new activities – visible communications on the strategy, the entity formed by the strategy, the services and opportunities provided by the strategy – national assessment tool, e.g. Meadow – Organisation: steering group, committee (representation of workplaces), regional steering groups/committees, secretariat, employees, own funding
<b>Role of the various public and private sector industries and industrial federations in the joint project</b>	Various ongoing sector-specific development measures
<b>Role of service providers and regional actors in the national cooperation project</b>	– Success in the development networks requires that the coordinator possesses the necessary status and credibility, and there is continuity – the various actors must give thought to their own role in the national project (operating method) – cooperation between various regional networks and linking them to the strategy's implementation – for example in the development of the ELY Centres, focus on expertise related to working life and the guidance of companies and organisations/comprehensive business expertise