

## Draft Creating SME prototypes

### **Instructions for small and medium-sized enterprises for the realisation of Workplace Innovations**

According to the EU definition, around 99% of all enterprises are small and medium-sized enterprises (SMEs), offering a wide and colourful diversity. In the project application, it was considered necessary to develop prototypes with comparable conditions for the realisation of Workplace Innovations to support these SMEs. The underlying objective was to use such a "search-model" to enable individual SMEs to quickly find the right prototype for them and thus determine which Workplace Innovations are particularly important and beneficial for them, later on being able to implement these.

The analysis of the economic structures in the Baltic Sea region as well as the identification of the conditions and qualification needs showed, however, that SMEs in the various sectors or areas of activity differ only marginally in terms of Workplace Innovation and their realisation conditions. If anything, there are clearer differences between smaller and large enterprises. Accordingly, human resource-specific prototypes for SMEs cannot be created and cannot provide actual facilitation for the implementation work of individual SMEs.

Nonetheless, to provide the individual SMEs with effective support for the implementation of Workplace Innovations, an SME-specific "finding-model" was developed instead of a prototype-based "search-model". With this instrument, SMEs can easily analyse the status quo of their company and quickly find out which type of Workplace Innovation is particularly important for the respective company. Based on the particularly relevant Workplace Innovations found in this way, the individual SMEs can then use the corresponding best practices and support measures of the project (or also additional best practices) for realisations in their company.

The self-analysis tool for SMEs to find the relevant Workplace Innovation areas of their enterprise consists of three analysis charts which the SMEs can use in paper form or online. The instrument is also available for free on the "Information & Cooperation Workplace Innovations" promotion platform developed in the project.

The tool is also very well suited for consultants to make an initial assessment together with an SME. The self-analysis tool has proven to be very useful during trials by the companies involved in the project as well as by consultants from project partners when working with other SMEs.

## **Self-analysis “Workplace Innovation” for SMEs**

An increasing number of organisations are becoming aware of the challenges and concrete effects of demographic change, especially regarding the need for creating innovations in age- and gender-adjusted workplaces and in life-course oriented human resource development.

This questionnaire contains a Quick-Check which allows an initial self-assessment of the human resource policy in your company, looking at essential structural characteristics such as age, gender, competence, health, corporate culture etc.

The analysis will give you a clearer picture of the status quo and needs of your SME regarding human resource policy.

Please answer the following statements regarding the most important organisational structure and processes to help shape the HR policy in your organisation.

There may be a need for action in those aspects you have answered in low-value ranges (<5). It may be necessary to look more closely at the issues involved to determine what you can do concretely, for example by carrying out an in-depth analysis of the age and qualification structure, or a comprehensive risk assessment.

Individual solutions for single persons are helpful for the person concerned, but often do not help to install collective solutions. It makes sense to develop a pro-active strategy for coping with the consequences of demographic change, changes in the labour market, dynamic market developments and technological innovations. That requires clearance in goals and actions, for example, for ageing-appropriate working life and for promoting workability of the employees. The measures should be coordinated with each other. Regular monitoring of successes helps to optimise in continuous improvement processes.

1. What do you see as being the **five** most important **key challenges for HR-policy** in **companies**? *Please prioritise the topics according to their importance with numbers from 1 (most important) to 5.*

	range
Recruitment in general	
Recruitment and vocational training of apprentices	
Training on the job/building routines	
Onboarding, mentoring and organisational socialisation of newcomers	
Career development / further training for professional development	
Retain (qualified) existing employees	
(Systematic) Knowledge Management	
Personnel deployment appropriate to age/aging	
Job design and work arrangements appropriate to age/ageing	
Life-course oriented employment and work assignment	
Measures for supporting life-course balance (fitting of work and private life)	
Competent and attentive superiors and managers	
Transition to retirement	
Health and safety management	
Employee benefits, rewarding models	
Generational conflicts	
Annual performance/development discussions; appreciative dialogues between executives and employees	
Employer branding	
Others, namely:	

2. **Do you have a systematic approach for ... responsible for ...?**

Do you have a systematic approach for

...

|

... and who is

	Yes	Owner	CEO	HR Management	Qualified specialist (please name the function)	Nobody / don't know	We do not need that
Personnel recruitment							
Vocational training							
Higher Education							
Further training							
Personnel development							
Professional development							
Maintain employees							
Transition from work to retirement							
Compatibility (balance) of work and private life							
Physical Risk Assessment							
Psychological Risk Assessment							

### 3. Quick-Check

Topics	0 – the topic does not touch us / ... is irrelevant	1 – We`ve never thought about 2 – We haven`t really thought about	3 – We are just thinking about 4 – We are dealing with	5 – We are going to plan 6 – We have a concept	7 – We started with it 8 – That is partially implemented	9 – That is fully implemented 10 – ... & evaluated					
<b>Personnel recruitment and development</b>											
We know the relevant structural data of the employees in our organisation according to age, gender and qualification.	0	1	2	3	4	5	6	7	8	9	10
We take age and gender composition into account when making personnel policy decisions.	0	1	2	3	4	5	6	7	8	9	10
We take into account the specific strengths of different sexes and age groups in our recruitment and personnel development policy.	0	1	2	3	4	5	6	7	8	9	10
We promote the compatibility of work and private life and have concepts that respect special needs in different phases of life.	0	1	2	3	4	5	6	7	8	9	10
We try to bind specialists and managers to our organisation with appropriate incentives.	0	1	2	3	4	5	6	7	8	9	10
We take into account the changes in the physical, mental and social competencies of our ageing employees, and we have a concept to offer appropriate activities and career paths.	0	1	2	3	4	5	6	7	8	9	10
We have no problems attracting junior staff for occupational training and recruiting experienced specialists for our company.	0	1	2	3	4	5	6	7	8	9	10

We have a good reputation in our region and are known as an attractive employer.	0	1	2	3	4	5	6	7	8	9	10
<u>Topics</u>	0 – the topic does not touch us / ... is irrelevant	1 – We`ve never thought about 2 – We haven`t really thought about	3 – We are just thinking about 4 – We are dealing with	5 – We are going to plan 6 – We have a concept	7 – We started with it 8 – That is partially implemented	9 – That is fully implemented 10 – ... & evaluated					
We have no gender pay gap for the same job.	0	1	2	3	4	5	6	7	8	9	10
<b>Work organisation and work design</b>											
We deploy our employees according to their skills and health condition.	0	1	2	3	4	5	6	7	8	9	10
Tasks and work processes are designed in such a way that they can be carried out by older employees up to normal retirement age.	0	1	2	3	4	5	6	7	8	9	10
We involve our employees in the design of workplaces and work processes, e.g. by promoting suggestions for improvements.	0	1	2	3	4	5	6	7	8	9	10
We try to be flexible with our working hours (part-time, working time accounts) and to respect needs in different life phases and situations (child-raising and care periods or similar).	0	1	2	3	4	5	6	7	8	9	10
<b>Occupational training, competence and professional development</b>											
We know the strengths and weaknesses of our employees, and we try to keep all of them up to date through appropriate occupational training.	0	1	2	3	4	5	6	7	8	9	10
We offer employees of all age groups career perspectives.	0	1	2	3	4	5	6	7	8	9	10

We offer all employees, regardless of age, gender or status, the opportunity to extend their skills, e.g. through seminars or internal training on the job.	0	1	2	3	4	5	6	7	8	9	10
<u>Topics</u>	0 – the topic does not touch us / ... is irrelevant	1 – We`ve never thought about 2 – We haven`t really thought about	3 – We are just thinking about 4 – We are dealing with	5 – We are going to plan 6 – We have a concept	7 – We started with it 8 – That is partially implemented	9 – That is fully implemented 10 – ... & evaluated					
We support new employees with an organised welcome culture.	0	1	2	3	4	5	6	7	8	9	10
The return to work after a longer period of absence (illness, family/childcare, elderly care) is oriented towards the needs and capabilities of the person.	0	1	2	3	4	5	6	7	8	9	10
We make sure that the content and didactics of further training measures are tailored to the different learning needs and abilities of the employees.	0	1	2	3	4	5	6	7	8	9	10
We make sure that competences are retained when employees leave the company (knowledge management).	0	1	2	3	4	5	6	7	8	9	10
<b>Management, Leadership and Organisational Culture</b>											
We promote a working atmosphere that values the diversity of our employees (older and younger, women and men, ...) and appreciates them as individuals.	0	1	2	3	4	5	6	7	8	9	10
All employees in our organisation are treated fairly by their superiors.	0	1	2	3	4	5	6	7	8	9	10

We have a culture of open minded cooperation and participating collaboration.	0	1	2	3	4	5	6	7	8	9	10
Our employees are seen as our best internal experts for work and innovation.	0	1	2	3	4	5	6	7	8	9	10
We conduct regular development dialogues with the employees.	0	1	2	3	4	5	6	7	8	9	10
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We have a generation and diversity management concept and make superiors/management aware of this.	0	1	2	3	4	5	6	7	8	9	10
Our superiors encourage dialogues between different groups like older and younger employees, male, female or diverse sexes, various nationalities etc.	0	1	2	3	4	5	6	7	8	9	10
<b>(Occupational) Health and Safety</b>											
Our company does not have an extraordinary number of health problems or accidents compared with the branch.	0	1	2	3	4	5	6	7	8	9	10
We undertake regular age- and gender-sensitive risk assessment. Part of this is also whether the task or partial activities are health-critical with increasing age and/or duration of workload.	0	1	2	3	4	5	6	7	8	9	10
We regularly evaluate the physical, psychological, mental, and social impacts (work requirements) as well as the individual and	0	1	2	3	4	5	6	7	8	9	10



organisational demands and resources (coping possibilities) of the work.											
We offer our employees support in maintaining and promoting their health, workability and well-being (health-promoting measures).	0	1	2	3	4	5	6	7	8	9	10
We have a functioning occupational health management system.	0	1	2	3	4	5	6	7	8	9	10
<u>Topics</u>	0 – the topic does not touch us / ... is irrelevant	1 – We`ve never thought about 2 – We haven`t really thought about		3 – We are just thinking about 4 – We are dealing with		5 – We are going to plan 6 – We have a concept		7 – We started with it 8 – That is partially implemented		9 – That is fully implemented 10 – ... & evaluated	
The integration of employees having been ill very often or for a longer period is regulated, and people with restricted capacity are offered an adapted layout of activities and work requirements as far as possible.	0	1	2	3	4	5	6	7	8	9	10