



## **Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation**

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for SMEs on Workplace Innovation**  
*Draft version*

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## **1. A new era for new workplace innovation (draft)**

### **Introduction**

The draft report aims to show new trends in the workplace and base on it to identify new areas for workplace innovations. Some new tools, methods, case studies for the introduction of new WP innovations are presented.

The modern workplace is evolving with economic changes, technological progression, automation, and globalization. Business leaders must demonstrate an understanding of the latest workplace trends to create a positive, flexible, and collaborative environment to encourage modern workers. Several trends are very important: the artificial intelligence inclusion, adjustment to work practices for Gen Z employees (Gen Zers are digitally more active, they expect the modern workplace to be growing with digital collaboration software tools to deal with customers), a using the remote work (the new generation in workplaces is compelling companies to redefine work modalities and think outside of the cubicle), the offering flexible working hours, the emphasizing employee experience (millennials and Gen Z employees need to have a strong sense of contribution to the 'bigger picture' to give their best effort to the workplace), the promoting gender equality, the centralizing communication channels and finally the development of soft skills.

Below some new workplace innovations or methods & tools for its introduction are presented, which help SMEs to adjust to these new trends.

### **Bottom of Form**

#### **1. Digital HR – a technology is close to employees**

**Digital Welcome** -material for new employers including

- Overall Presentation of the company, including
  - History and owners
  - Organization
  - Offices and plants
  - Branches and Products
  - Common directives, e.g.

- Legislation concerning the work
- Insurance policy
- Workplace safety policy
- Workplace health policy
- IT and Data security and safety policy
- Equality policy
- Non-Harassment policy
- Policies concerning
  - The stakeholders like customers, suppliers, etc
  - Sales, purchases, reclaims...
- Environmental and sustainability policies
- Policy and instructions concerning public accountability, money laundering, bribery...
- Collective agreements – if applicable
  - Collective benefits, e.g. health services, culture services...
- Customizable part including
  - Presentation of your workplace
  - Common working hours
  - Brief presentation of colleagues
  - Tasks
  - Task- or branch dependable collective agreements if applicable
  - Instructions of equipment, tools and instruments in use
  - Detailed safety instructions including emergency instructions in case of fire, explosion, robbery etc
  - Travelling rules and instructions
  - Other administrative instructions
- Personal part including
  - Work contract
  - Duties and benefits
  - Non-disclosure agreement if applicable
  - Own organization: Superior and subordinates

The common part is common for the whole enterprise, the customizable part is automatically customized depending on the organization, department, or team the new worker is joining to,

and the personal part is automatically built according to working conditions agreed between the company and worker.

Material is available via a network by a browser or by a mobile application. Every new worker must get known to whole material, and the system registers by each chapter date and time the worker reads it for the first time. If the worker has not started the reading within one week after receiving the job, a message will be sent to his/her superior. Reading the chapter is interpreted as a commitment to follow instructions, rules, and policies presented in that chapter – one can not appeal to his / her ignorance. All the material will be updated and available all the time. A printed book including the common part of the material is also available, but it is not necessarily up-to-date.

### **Electronic tool for performance appraisal**

A digital form that shows goals and activities agreed during the latest performance appraisal, completed with results gained, if possible, e.g. sales, number of customer contacts, actualized purchase prices, or whatever measurable and agreed goals. A worker is also asked to evaluate his own success, particularly in issues, that are not measurable, and suggest the goals for the next period before the meeting. During the performance appraisal which nowadays is a video conference, both superior and subordinate sees the form, what has been agreed, how this was realized, and what is the suggestion for the next period. During the discussion, the final goals and activities are agreed, and after the meeting, both participants sign the form by digital signature.

## **2. Flexible work**

While small business owners can't always compete with large corporations when it comes to compensation packages, they can make their offers more attractive by offering flexible

- **Telecommuting days**

SMEs can offer employees the option to work from home on certain days, which can be instituted companywide (e.g., everyone has the option to work from home on Fridays) or manage departmentally, with each manager approving their staff's requests (i.e., different people work remotely on different days). Offering telecommuting days around holidays, when many employees are likely to be traveling or consumed with family time, is also a great idea. Allowing your staff to work remotely several days before and after your winter holiday break or Thanksgiving, for example, will help create a work atmosphere that shows you care about work-life balance as well as productivity, and that makes for happy (and loyal) workers.

- **Flexible work hours: 3 options for workday schedules**

Giving your staff the choice between three workday schedules can make your company an attractive place to work. Many offices allow their staff to choose 8 a.m. to 4 p.m., the standard 9 a.m. to 5 p.m., or a slightly later 10 a.m. to 6 p.m. schedule.

- **Summer Fridays**

In summer, can be introduced some special Summer Friday schedules:

- Employees do not work on Fridays and do not have to make up the lost time.
- Employees do not work on Fridays, but they work 10-hour days Monday through Thursday to make up the time.
- Employees leave work one to three hours early on Fridays and are still paid for the full day.
- Employees work half days on Fridays and can choose to work in the mornings or the afternoons.

- **Compressed workweeks**

Some employees will jump at the chance of a four-day workweek, even if it means longer hours on working days. The option of compressed workweeks could be a major draw for talented professionals seeking a unique flex work experience. One option is for eligible employees to work 10-hour days for four days in a row and then get either Mondays or Fridays off. You could also offer a nine-day cycle where employees work four nine-hour days (Monday through Thursday), work eight hours on Friday, and then get the following Friday off work.).

- **Part-time staff with telework options**

You don't have to restrict flexible working hours to full-time staff. You might be surprised at your company's ability to attract top talent simply by offering part-time positions, especially if they're also remote. Some part-time job seekers eschew full-time and onsite jobs because they're busy raising children, running side businesses, or traveling, while others don't need a full-time salary but want to keep a foot in their industry. People with physical disabilities often seek out part-time remote employment as well. These aren't all entry-level folks, either: Many of these professional part-timers have advanced degrees and decades of experience; all they lack is the ability or desire to work a 40-hour week.



### 3. The Employee Experience Index

For decades organizations have been investing in employee engagement with little results. Unfortunately, engagement has been very focused on trying to force employees to work in outdated workplace practices while giving them perks to distract them from their unfortunate situations. Employee experience, on the other hand, is about actually changing the workplace practices around the people who work there. Nowadays everyone wants to work for an organization that invests in the employee experience, Millennials, and Gen Z employees especially.

This survey (see link below) is a very useful tool, which measures how well the organization invests in the experiences of people by looking at the 17 variables employees care about most at work across 3 environments which are: culture, technology, and the physical workspace. Each SME can take this survey to see how your organization stacks up.

[https://survey.co1.qualtrics.com/jfe/form/SV\\_6XVFMLQrhq5bq6N](https://survey.co1.qualtrics.com/jfe/form/SV_6XVFMLQrhq5bq6N)

### 4. Gamification – tool for quick and constant feedback.

*Millennials and Generation Z* are good multitaskers and desire constant *feedback*. They also want clear goals and *rewards*. *To provide the workplace innovations in this area gamification will be useful.* Gamification is the process of using game thinking and game mechanics to solve problems and engage users. Enterprise gamification combines interactive tools like online quizzes and competitions to increase employee engagement and encourage positive behavior. As well as being an excellent motivational tool, gamification can also generate excitement around projects and new initiatives, plus enhance training.

#### Target- case study

One of the most classic examples of gamification is Target's approach. Being a cashier can be a disconnected job--the only time you may get feedback is when your drawer count is off, but what Target has done is engage employees by encouraging them to get in the flow when checking out customers by making it more game-like. Target stores have implemented a little game cashiers play when checking people out. It shows the cashier in red and green based on whether the item that was just scanned was done so at the optimum time. Then they see their immediate score on the screen and know-how "in-time" they are with the ideal time. Before, as a cashier, you didn't know how you were doing. You just checked people out and if you did something wrong, your

boss would come and yell at you. In this case -the idea of gamification is to bring the feedback as close to the action as possible and make the feedback as constructive and positive as possible.

## **5. Game for WP innovation- a new tool**

Very interesting proposal of the tool for fostering the workplace innovation is the simulation game "Innovation culture".

The simulation game was developed on the basis of the results of the third stage of the multiannual program "Improving safety and working conditions", financed in 2014-2016 in the field of scientific research and development work from the funds of the Ministry of Science and Higher Education / National Center for Research and Development. Program coordinator: Central Institute for Labor Protection - National Research Institute.

Objectives of the game:

- education of managers and other stakeholders in the field of the role of social innovation in building the quality of life in the workplace;
- stimulating social innovation in the workplace,
- improving the quality of life in the workplace by involving teams to co-create solutions,
- stimulating discussions in enterprises and other organizations to enable the exchange of experience in the field of social innovation in the workplace.

The game was created as part of the *learning organization approach*, which means that individual enterprises can play it on their own example, save the results, draw conclusions and plan implementation activities based on the results of the game.

At the heart of the game are the challenges encountered in the workplace and tools that can fix the situation. The key is the discussion between participants on individual solutions and creating their own solution suggestions. Although the game was developed based on the results of research that was carried out in the business sector, it can also be successfully used in public administration and the third sector, as they also represent jobs that have common challenges in business.

The game has been designed so that it can be printed on most printers with minimal toner consumption. Game is in Polish, but we can translate it.

Download: <https://www.kozminski.edu.pl/kulturainnowacji/#gra>

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