

Results Work Package 7

Transfer and dissemination

Result 7.1 Transfer of all educational measures

Result 7.2 Measures of further dissemination

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Languages

English

Content

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Summary and Introduction

For SMEs in the Baltic Sea Region to remain competitive in the long term, it is necessary to increase their innovation capacity and reduce the gap between qualification requirements and demands. For this reason, the Knowledge Alliance "Human Resources and Organizational Development", consisting of eleven partners from four countries, relies on increased cooperation between universities and companies in order to realize education and innovation promotion. To reach as many SMEs as possible, chambers strengthen the partnership between universities and companies.

Human capital is the most important resource for strengthening innovation and productivity. Hence, the project focuses on the comprehensive promotion of Workplace Innovations. While there is great need for further development in this area in the countries south of the Baltic Sea, Workplace Innovations are already more advanced in the Scandinavian countries. Therefore, the project involves countries from both regions.

The alliance, which will be extended to 68 partners from 13 countries and permanently continued, focuses on cooperation in two areas. First, the development, testing, and implementation of SME-specific methods, instruments, and projects through R&D work at universities, that create workplace innovations in areas such as employee recruitment, motivation and digitization, a more innovative working environment and more efficient use of human capital. Second, the strengthening of awareness and competences in this new area of innovation promotion for small and medium-sized enterprises in the Baltic Sea Region through qualifications. The project will develop and implement:

- a) three comprehensive continuing education programs: "Digitization & Human Capital", "Employees on the way to Co-entrepreneurs" and "Innovation Processes".
- b) a dual bachelor's degree course: "Human Resources and Business Administration".

All products and further results will be transferred to 72 actors from 13 countries.

The work to develop the output of Work Package 7 "Transfer and dissemination" was carried out entirely as planned in the project application.

Result 7.1 Transfer of all educational measures

According to the project proposal, the following transfer activities and implementation consultations were carried out.

1. The 72 associated partners from 13 countries, who are transfer recipients and implementation partners, were informed by P1 Baltic Sea Academy in writing and in person at conferences, general meetings, etc.; their suggestions were continuously fed into the project work.

Innovative Entrepreneurs and Innovation
Support for SMEs: Knowledge Alliance „Human
Resources and Organizational Development“ – KAforHR

2. Representatives of the target groups were involved in the development of the training products. All qualifications were tested and evaluated in practice. The subsequent dissemination to project partners and all associated partners and utilisation took place through various channels:

- a) Curricula, instructions for implementation, etc. were sent in writing and electronically for all training measures.
- b) Lecturers from project and associated partners were invited to participate in the tests as observers so that they could gain experience for their own implementations.
- c) In workshops with all project and associated partners and stakeholders, the uses were discussed in person and models for future implementations were developed.

3. For all educational products as well as for the implementation of R&D tasks, project and associated partners received comprehensive individual implementation consultations.

4. All results of the project with evaluation results and indications for future use have been published on the project website and on the EU dissemination platforms and can be downloaded. There are no restrictions on free use.

5. The aim of the project was to ensure that as many of the project and associated partners in 13 countries as possible use the training products on a permanent basis, achieve very high participant numbers in the medium term and carry out the R&D tasks with a growing number of SMEs, if possible, in all 13 countries. This has already been achieved to a great extent during the project implementation. In order to secure even more extensive implementations in the medium and longer term, individual consultations and funding of implementations will continue after the end of the project through P1 Baltic Sea Academy. As the 72 project and associated partners serve around 475,000 SMEs, strong dissemination with high numbers of participants can be achieved.

Result 7.2 Measures of further dissemination

According to the project application, all partners have carried out comprehensive dissemination activities. In particular, the following additional dissemination activities were carried out:

- a) All results, materials, etc. were posted by P1 on three publicly accessible internet platforms with the possibility of downloading.
- b) Press conferences and press releases provided intensive information about project results and their use. In addition, all 72 project and associated partners provided information on an ongoing basis in their own platforms and member journals.
- c) At third party events project results, possibilities of use etc. were presented personally in different countries.
- d) The project results were published in the form of a manual in a book, widely distributed and sold at low cost through the book trade.

Innovative Entrepreneurs and Innovation
Support for SMEs: Knowledge Alliance „Human
Resources and Organizational Development“ – KAforHR

e) Project and associated partners brought project results into political decision-making processes as part of their day-to-day business and support cooperation between SMEs and universities in particular through this.

f) P1 Baltic Sea Academy is involved as an international organisation in numerous committees and informed here about project goals and results in order to disseminate project results and secure funding for intensive cooperation between SMEs and universities.

The dissemination activities carried out by all project partners throughout the project are summarised below in list form.

Additional Result Videos

In addition to the application, result videos were created.

The project proposal did not foresee the creation of result videos. During the project implementation, an result video was produced for one outcome (a training activity) for information dissemination and transfer. It has been shown that such videos, which also contain implementation experiences, can achieve strong dissemination and implementation by associated partners. Therefore, a total of 13 results videos were created on all project results as well as on the experiences of the implementation partners. These were used by all project partners and published on a YouTube channel of the partner Hanse-Parlament, on the project website, on the websites of the project partners and via social media.

- A Presentation of the overall project and overview of results
- B Founding Knowledge Alliance and Center of Competence
- C Qualification needs and HR promotion
- D Good practices and tools of HR promotion in SMEs
- E Curriculum & Implementation Training "Employees on the way to Co-entrepreneurs"
- F Curriculum & Implementation Training "Digitization and Human Capital"
- G Curriculum & Implementation Training "Innovation Processes"
- H Dual study program „Human Resources and Business Administration“
- I Experience with the implementation of the study program „Human Resources and Business Administration“ and the realisation of R&D projects in SMEs
- J Results and recommendations of the evaluations of continuing education and the study program
- K SME specific R&D tasks and promotions on Workplace Innovation
- L Field report on Workplace Innovation in a Latvian SME
- M Field report on Workplace Innovation in a Finnish SME

The videos found on the project website <https://ka4hr.eu/> are used by all partners for dissemination purposes and have been published in a You Tube channel of the lead partner.

On the dissemination activities carried out are listed below.

Innovative Entrepreneurs and Innovation
Support for SMEs: Knowledge Alliance „Human
Resources and Organizational Development“ – KAforHR

- Attachment I Documentation Consulting and Transfer Conference
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- Attachment V Dissemination Activities of the Project Partners

Results Work Package 7
Transfer and dissemination

Attachment I

Documentation Consulting and Transfer Conference

Baltic Sea Academy e.V. - Blankeneser Landstr. 7 - 22587 Hamburg
+49 40 822 447 0 - info@baltic-sea-academy.eu

Hamburg, 08.12.2021

Invitation to the international education conference “Human Resources and Workplace Innovation for SMEs”

Dear Partners,

We are pleased to invite you to the final conference of the project [KA4HR](#) – Knowledge Alliance “Human Resources and Organizational Development” on the topic “Human Resources and Workplace Innovation for SMEs” that will take place

Online on January 11th, 2022 from 09:00 to 12:30 CET.

The conference will be accessible via Zoom with the following login data and code:

<https://us06web.zoom.us/j/81152905868?pwd=YWVRUVU1OWdsZjhrYU9zT3JhZ0FqZz0>

Meeting-ID: 811 5290 5868

Code: 522107

Conference description:

In order to remain competitive in the long term, the innovation capacities of SMEs must be increased, the deficit of qualified skilled workers must be eliminated and the mismatch between qualification requirements and demand must be closed. It is in the area of human capital that the greatest reserves for achieving these important goals lie.

The conference will present and discuss comprehensive support measures for the realisation of workplace innovation in SMEs, which have been developed and successfully tested, evaluated and implemented under different national conditions in various countries.

We kindly ask you to forward the conference invitation to the people of your network that might be interested.

You can find the program of the conference below.

With best regards,

The Baltic Sea Academy & Hanse Parliament Team

Conference program “Human Resources and Workplace Innovation for SMEs”

January 11th, 2022 from 09:00 to 12:30 CET

<https://us06web.zoom.us/j/81152905868?pwd=YWVRUVU1OWdsZjhrYU9zT3JhZ0FqZz0>

Meeting-ID: 811 5290 5868

Code: 522107

Time	Topic	Speaker
09:00	Welcome. Presentation of the project and overview of results	Dr. Max Hogeforster, <i>Baltic Sea Academy Hamburg</i>
09:20	Hamburg: Qualification needs and Human Resources promotion for SMEs	Alexander Frevel, <i>Arbeit und Zukunft e. V</i>
9:35	Good practices of Workplace Innovations in SMEs	Dr. Marzena Grzesiak, <i>Gdansk University of Technology</i>
9:50	Discussion round I	
10:15	Field report on Workplace Innovation Training for SMEs	Jurijs Dubatovka, <i>Latvian Chamber of Commerce and Industry</i>
10:30	New dual bachelor program „Human Resources and Business Administration"	Denize Ponomarjova & Romans Putans, <i>Latvian University</i>
10:50	Discussion round II	
11:15 Coffee Break		
11:30	SME specific R&D tasks on Workplace Innovations	Dr. Sirpa Sandelin, <i>Satakunta University Finland</i>
11:45	Field report – Experiences of an SME	Jānis Balodis, <i>Vides Dizains, Riga</i>
11:55	Field report – Experiences of an SME	Petri Keski-Korpela, <i>Tasowheel Group Oy, Tampere</i>
12:05	Discussion round III	
12:30 End of the conference		



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Erasmus+ Programme
of the European Union

Baltic Sea Academy




International Education Conference "Human Resources and Workplace Innovations for SMEs" Welcome, presentation of the project and overview of results

Dr. Max Hogeforster

Hamburg, 11. January 2022




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of the European Union



Network of universities and polytechnics boosting

- Education & Qualification
- Innovation & Entrepreneurship
- Technology Transfer
- Realisation of tangible R&D solutions

for SME's in the Baltic Sea Region



www.baltic-sea-academy.eu



HANSE-PARLAMENT

Bringing people and opportunities together by

- developing a strong, innovative economic region of world standing
- promoting small and medium-sized businesses
- initiating outstanding qualifications
- strengthening sub-regions and their diversity
- establishing a Hanseatic identity beyond national borders

Network of more than
45 Business Chambers
from 12 countries



Network for small and medium-sized enterprises around the Baltic Sea Region

www.hanse-parlament.eu

Hanse Parlament & Baltic Sea Academy

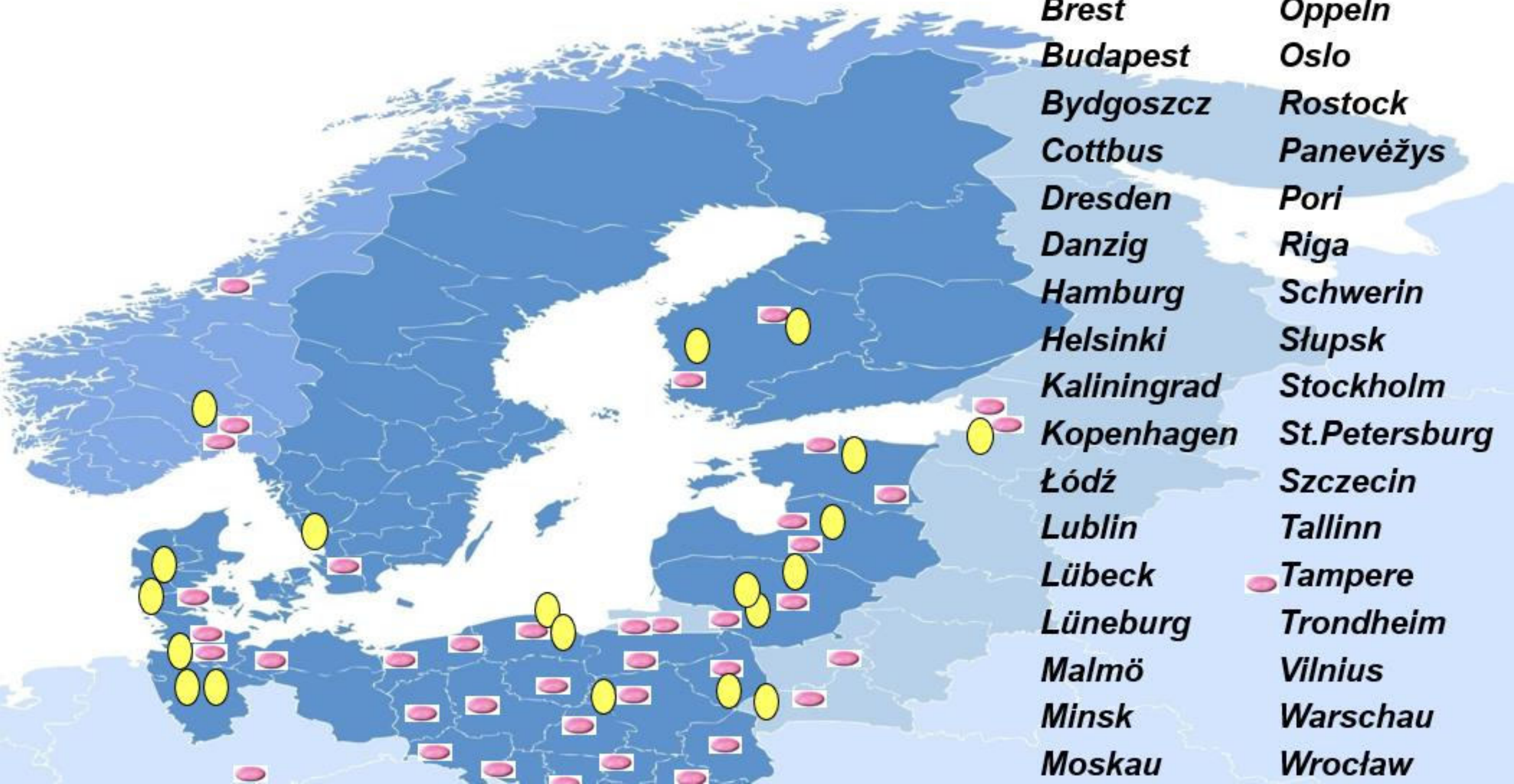
Hanse Parlament :

- Network of 50 SME insitutions, mainly Chambers of Crafts, Commerce, Industry etc. in the BSR

Baltic Sea Academy:

- Network of 22 Universities doing R&D and Qualification for SMEs

Chambers & Universities



INNOVATION

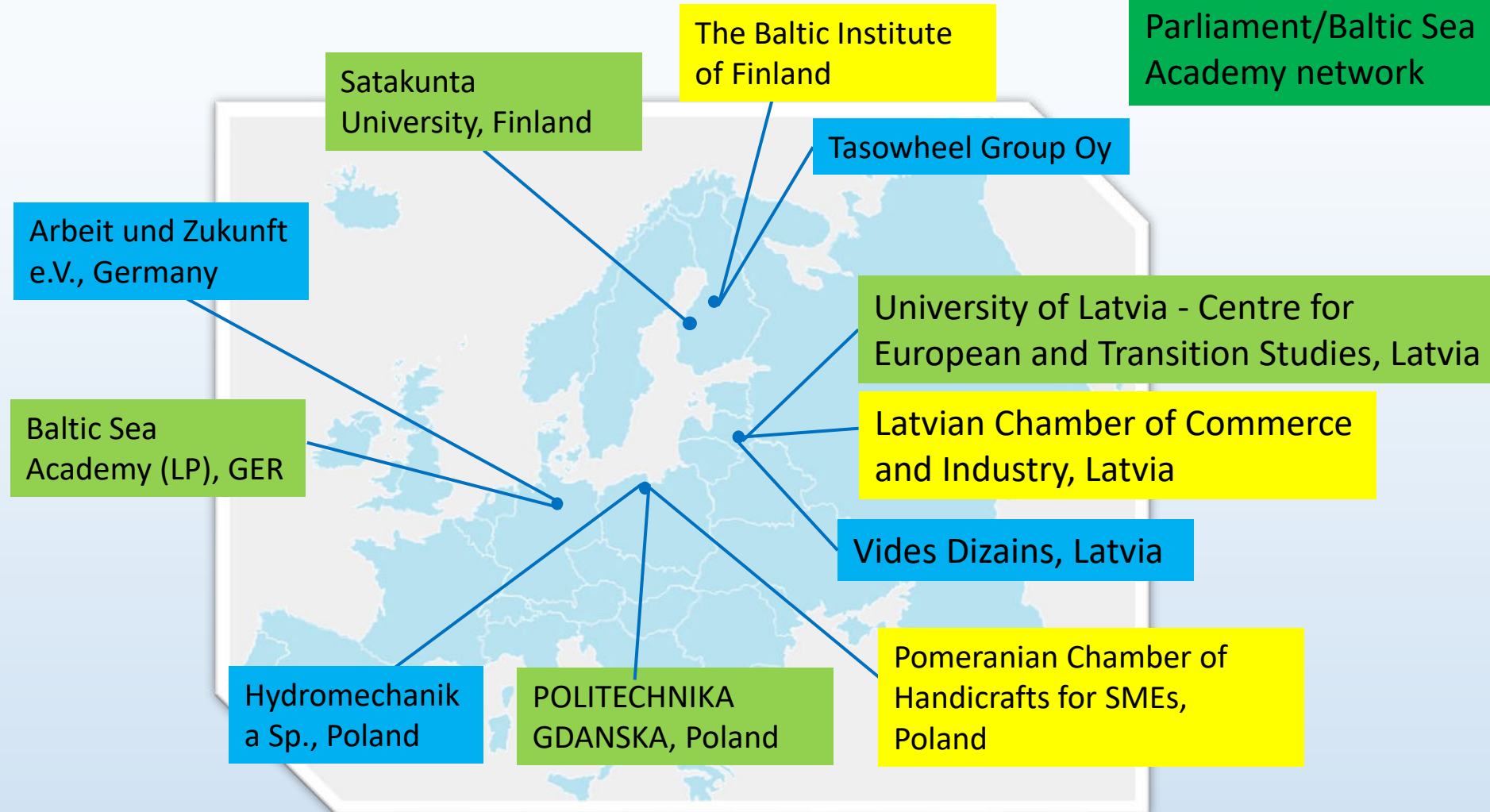




Project in a nutshell

Project Partners

Plus 50 chambers and
22 universities/
colleges from 13
countries as **transfer
partners** through the
Hanseatic
Parliament/Baltic Sea
Academy network





Project in a nutshell



Which target groups do we address?

- ❖ **Owners and employees of SMEs**
- ❖ **Students as future entrepreneurs or managers in SMEs**
- ❖ Lecturers in education, further education and higher education
- ❖ Chambers in their function as SME promoters and training providers as well as other training providers
- ❖ Universities that qualify entrepreneurs and carry out R&D work

Program: Erasmus+
Key Action 2
Knowledge Alliance

Duration: 39 months
01.11.2018 – 31.01.2022



Project in a nutshell

Why do we need this project?



- For SMEs to remain competitive in the long term,
 - ➔ it is necessary to increase their innovation capacity and reduce the gap between qualification requirements & demands
- Human capital is the most important resource for strengthening innovation and productivity
- There is great need for further development in this area in the countries south of the Baltic Sea, Workplace Innovations are already more advanced in the Scandinavian countries
 - ➔



- Very high need for cooperation between SMEs and universities, focus on cooperation in two areas development, testing, and implementation of SME-specific methods, and projects through R&D work at universities
 - ➔ strengthening of awareness and competences in this new area of innovation promotion for SMES through qualifications
- High and growing demand for entrepreneurs for business transfers and start-ups



Project in a nutshell

What do we want to achieve?

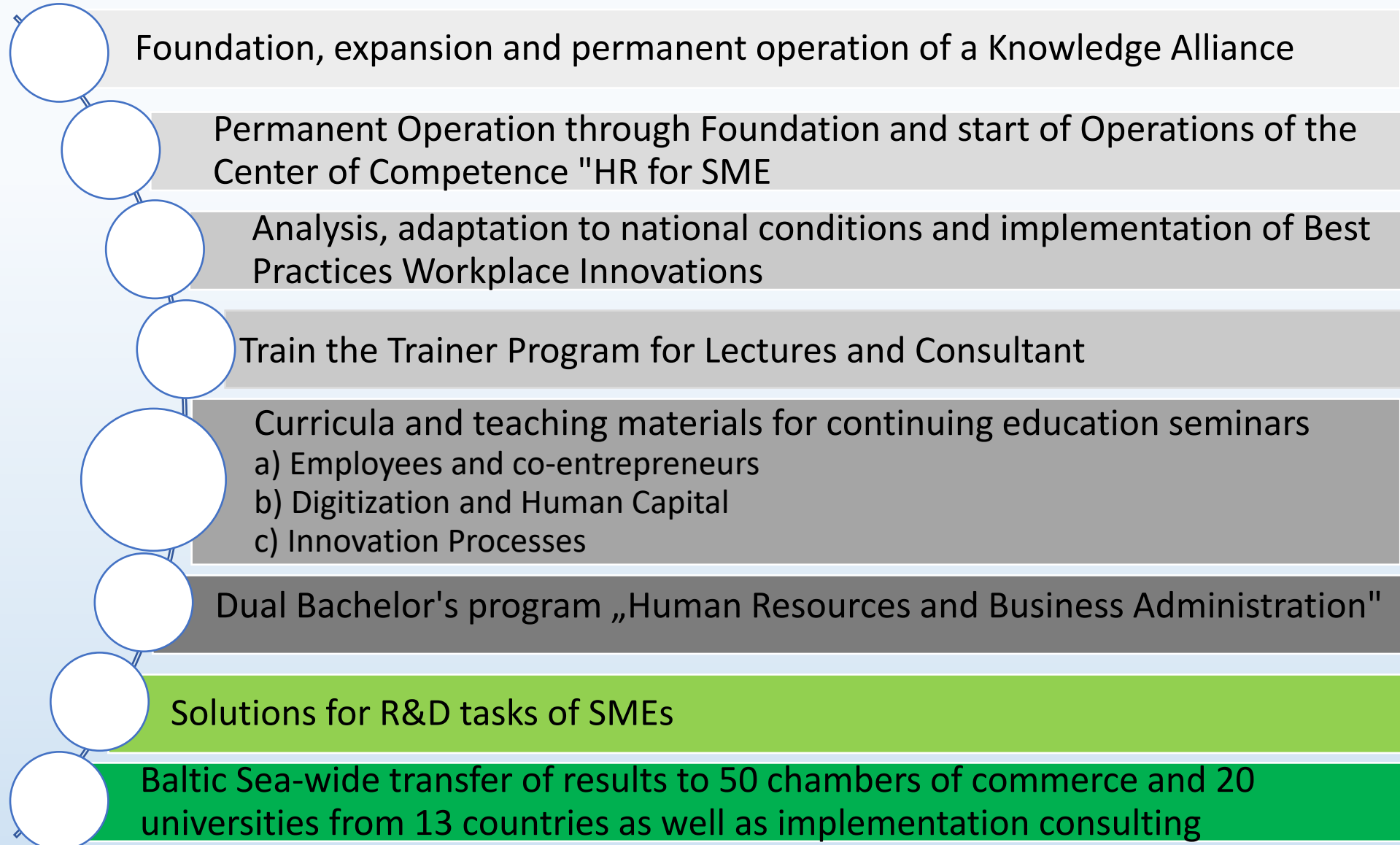
- ✓ Development of Knowledge Alliance & Center of Competence "HR for SME", which is formed by vocational training institutions, economic chambers and universities
- ✓ Development & implementation Train the Trainer program
- ✓ Development Best Practices Tool "Workplace Innovations"
- ✓ Development, testing, evaluation and implementation of three further vocational training courses
- ✓ Development, testing, evaluation and implementation of a dual bachelor study course and of R & D for SMEs

Through intensive, targeted promotion of human resources strengthening innovation & competitiveness of SMEs in BSR



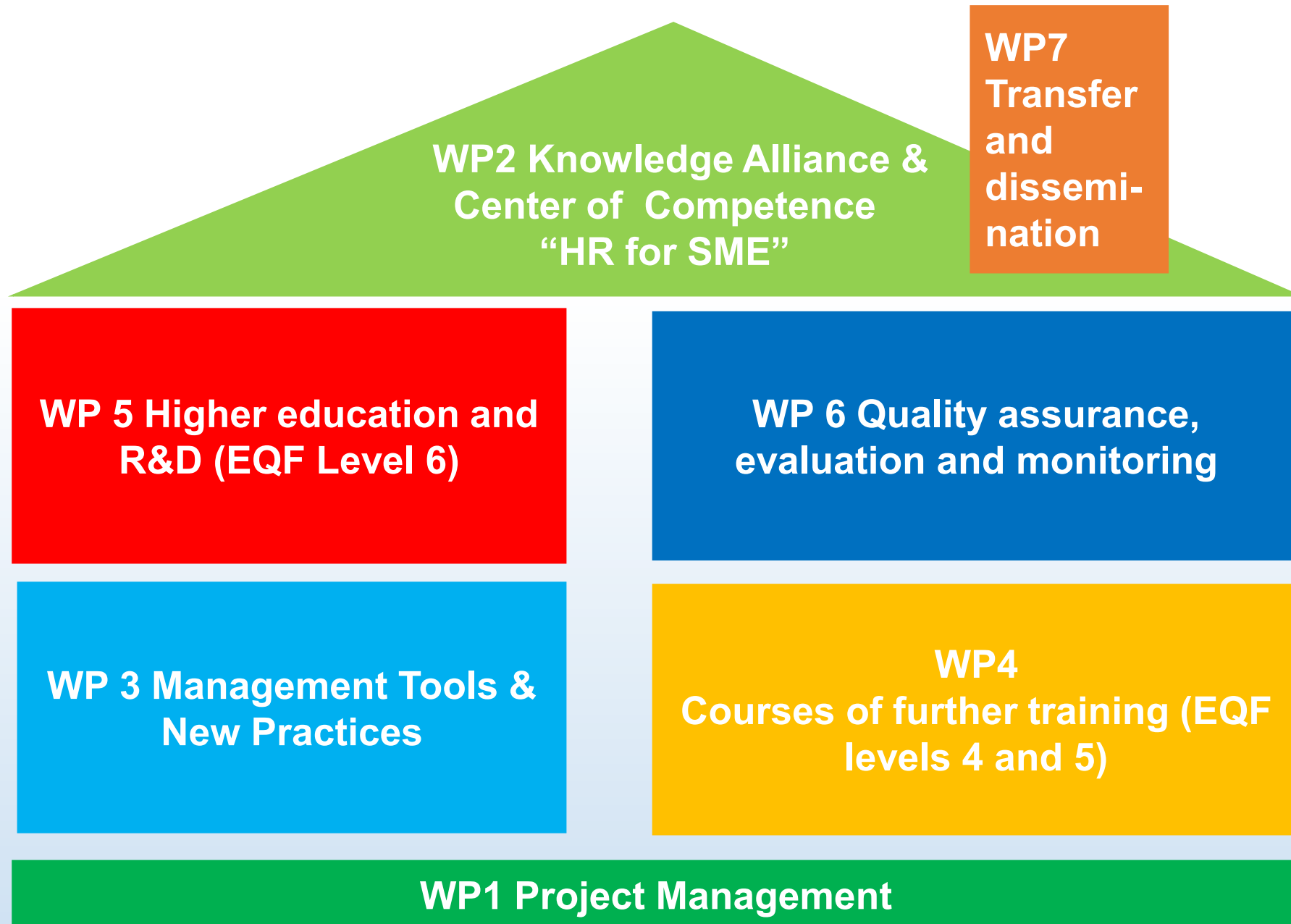
Project in a nutshell

What will be produced?



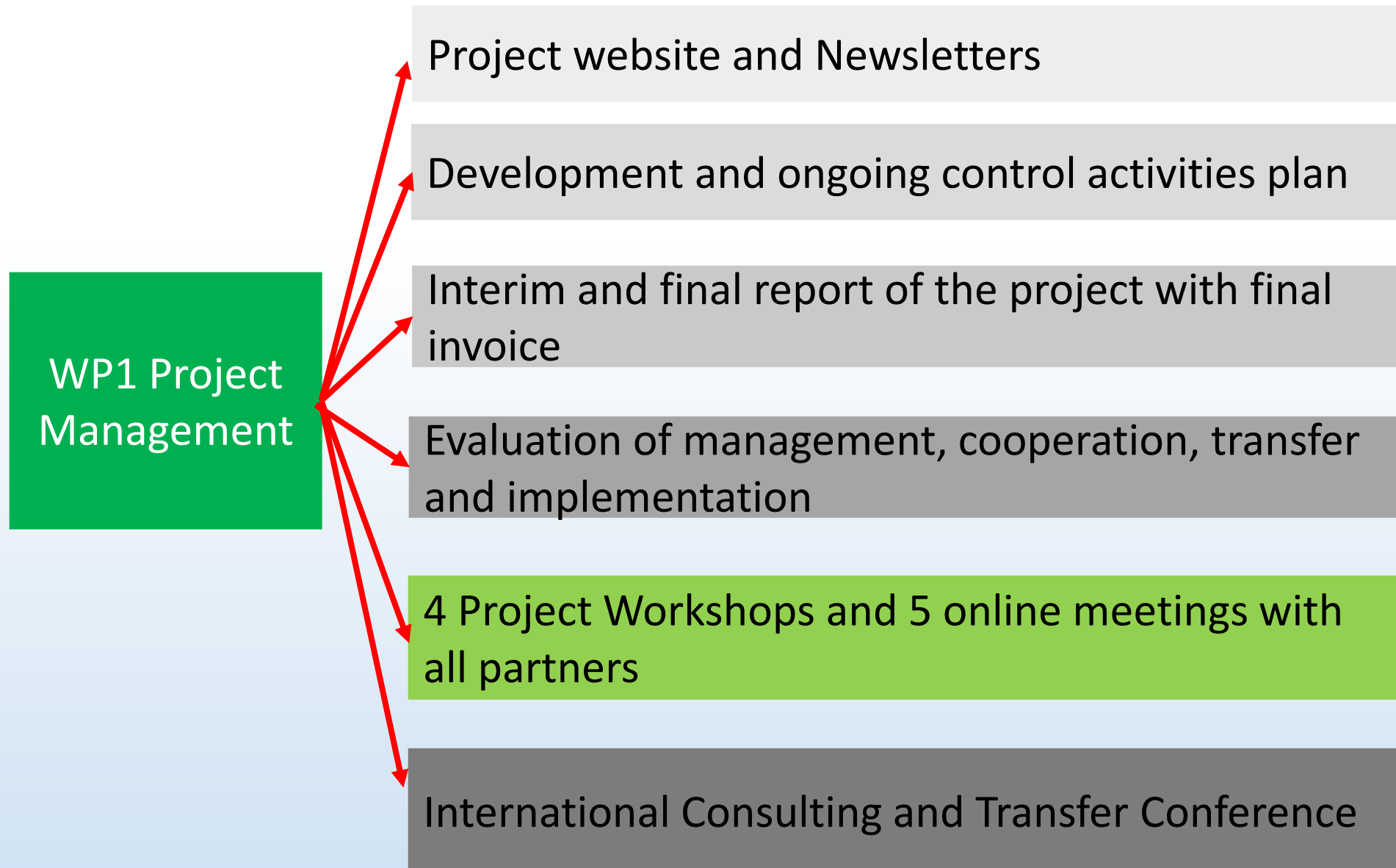


Work Packages





WP1 Project Management





WP2 Alliance & Center of Competence

WP2
Knowledge
Alliance &
Center of
Competence
"HR for SME"

Development of information, communication and cooperation instruments

Concept & foundation of a Knowledge Alliance

Information & cooperation platform on Project Website

Curricula, Teaching Materials and Evaluation Report
Train the Trainer Program

Concept, business plan & securing the long-term operation of the Knowledge Alliance

Development and coordination of organizational and working forms of the CoC with cooperation of chambers, universities and training providers

Transformation of the Alliance into foundation & start of operations Center of Competence "HR for SME"





WP3 Tools & Best Practices

Alexander Frevel,
Arbeit und Zukunft e.
V., Hamburg:
*Qualification needs
and Human Resources
promotion for SMEs*

WP 3 Management Tools & New Practices

Dr. Marzena Grzesiak,
Gdansk University of
Technology: *Good
practices of
Workplace
Innovations in SMEs*

Analyses of economic structures, qualification and labor markets in BSR

Analyses and Identification of SME conditions and qualification needs

Creating SME prototypes for Workplace Innovations

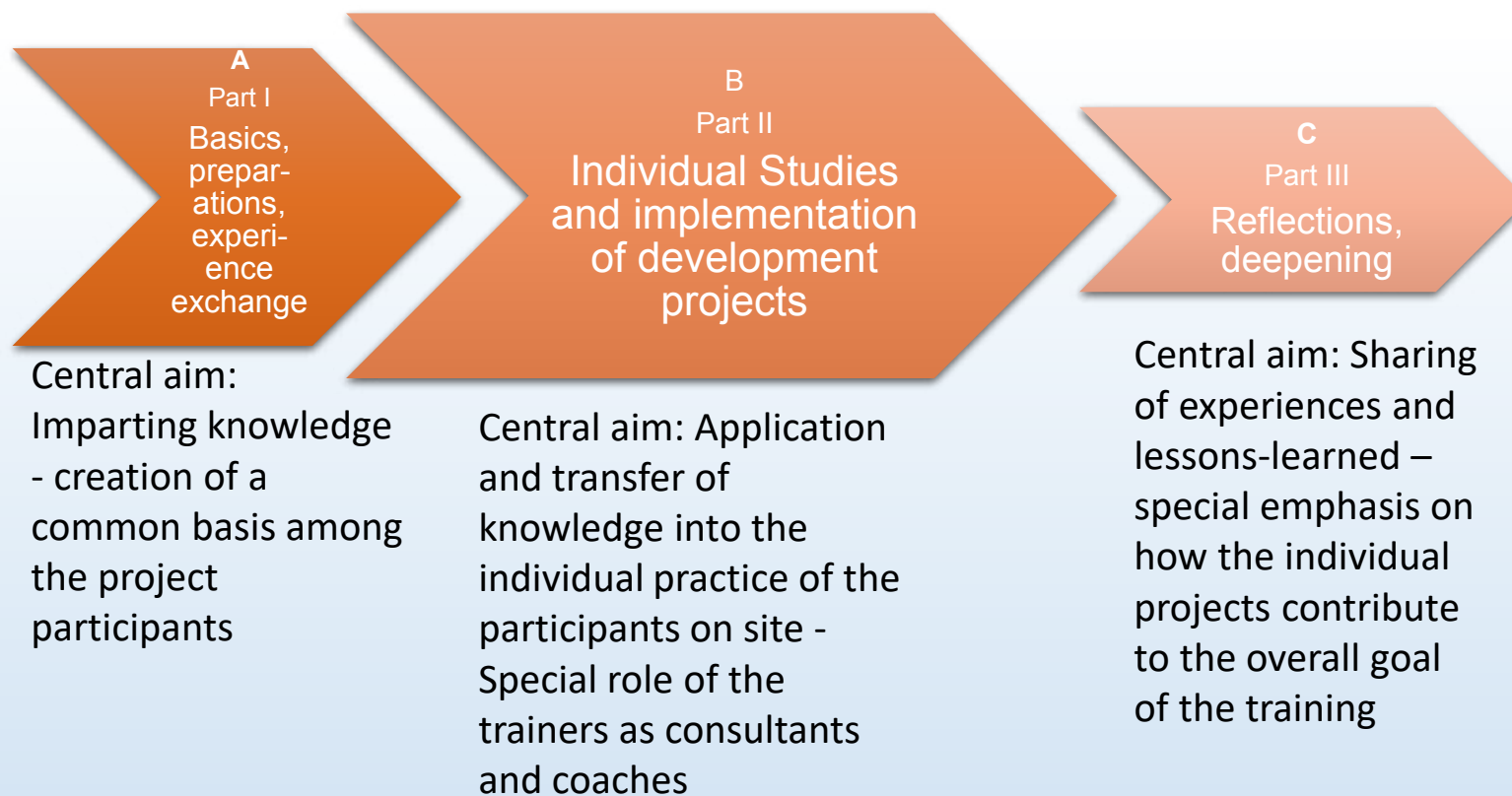
Analysis and implementation Best Practices Workplace Innovations

Development and implementation of new methods and tools for SMEs on Workplace Innovation



WP4 Further Training

Knowledge According to Individual Needs **KAIN**





WP4 Further Training

Jurijs Dubatovka,
Latvian Chamber of
Commerce and
Industry: *Field report
on Workplace
Innovation Training
for SMEs*

WP4
Courses of
further training
(EQF levels 4
and 5)

Development, testing, evaluation & implementation
Curriculum and teaching materials for further training
"Employees on the way to Co-entrepreneurs".

Development, testing, evaluation & implementation
Curriculum and teaching materials for further training
"Digitization and Human Capital"

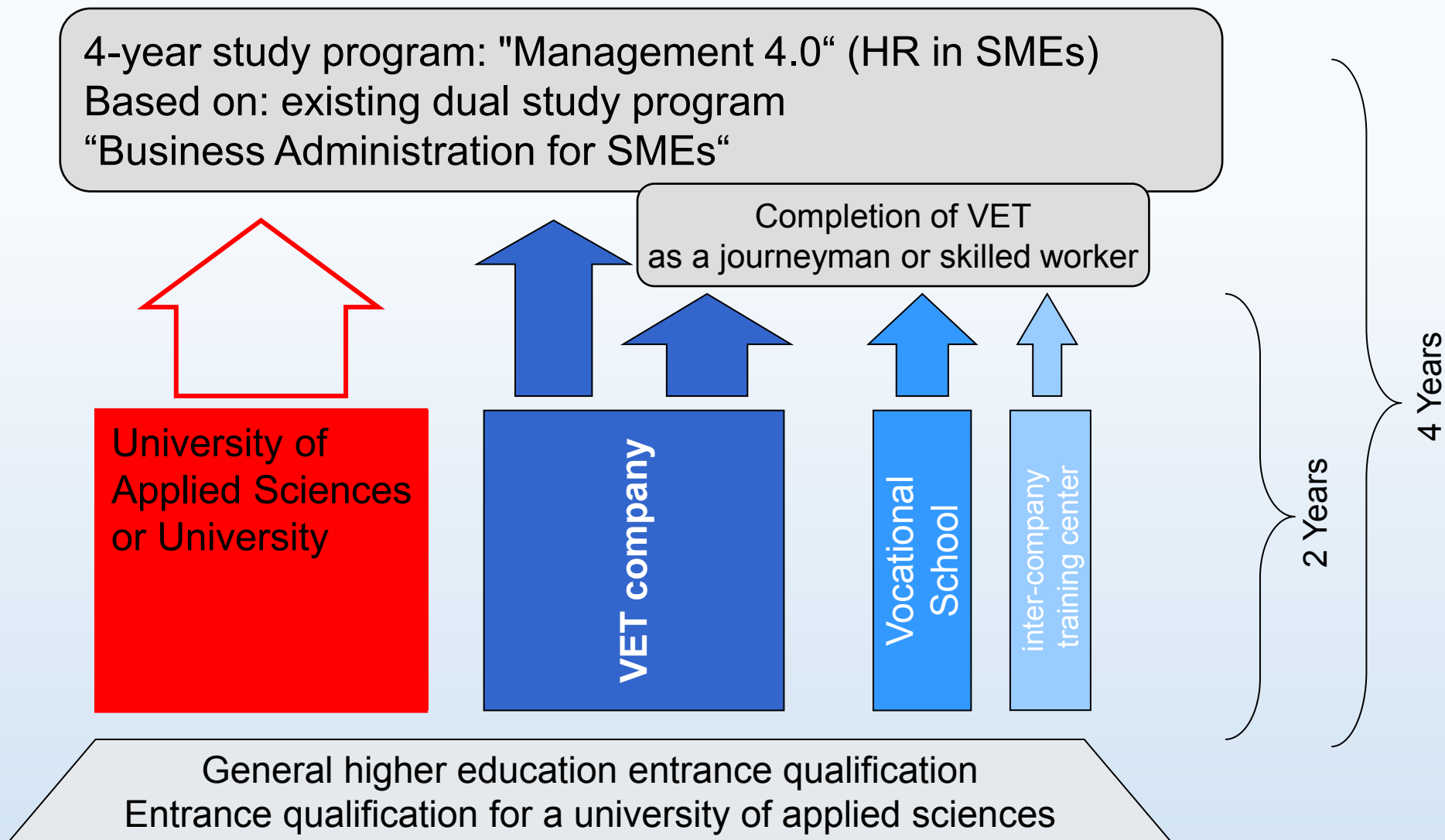
Development, testing, evaluation & implementation
Curriculum and teaching materials for further training
"Innovation Processes"

Development of examination regulations and
international recognition

Implementation of Workplace Innovation Projects
in the participating SMEs during the training
period



Dual Bachelor Study





WP5 Higher Education

Denize Ponomarjova &
Romans Putans, Latvian
University: *New dual
bachelor program
„Human Resources and
Business*

Dr. Sirpa Sandelin,
Satakunta University
Finland: *SME specific R&D
tasks on Workplace
Innovations*

WP 5 Higher education and R&D

Jānis Balodis, Vides
Dizains, Riga: *Field report
– Experiences of an SME*

Petri Keski-Korpela,
Tasowheel Group Oy,
Tampere: *Field report –
Experiences of an SME*

Preparation & transfer of concept and module
handbook dual bachelor study program "Business
Administration for SMEs"

Development of module handbook, etc. for a dual
bachelor study program „Human Resources and
Business Administration"

Test and evaluation dual study program „Human
resources and Business Administration"

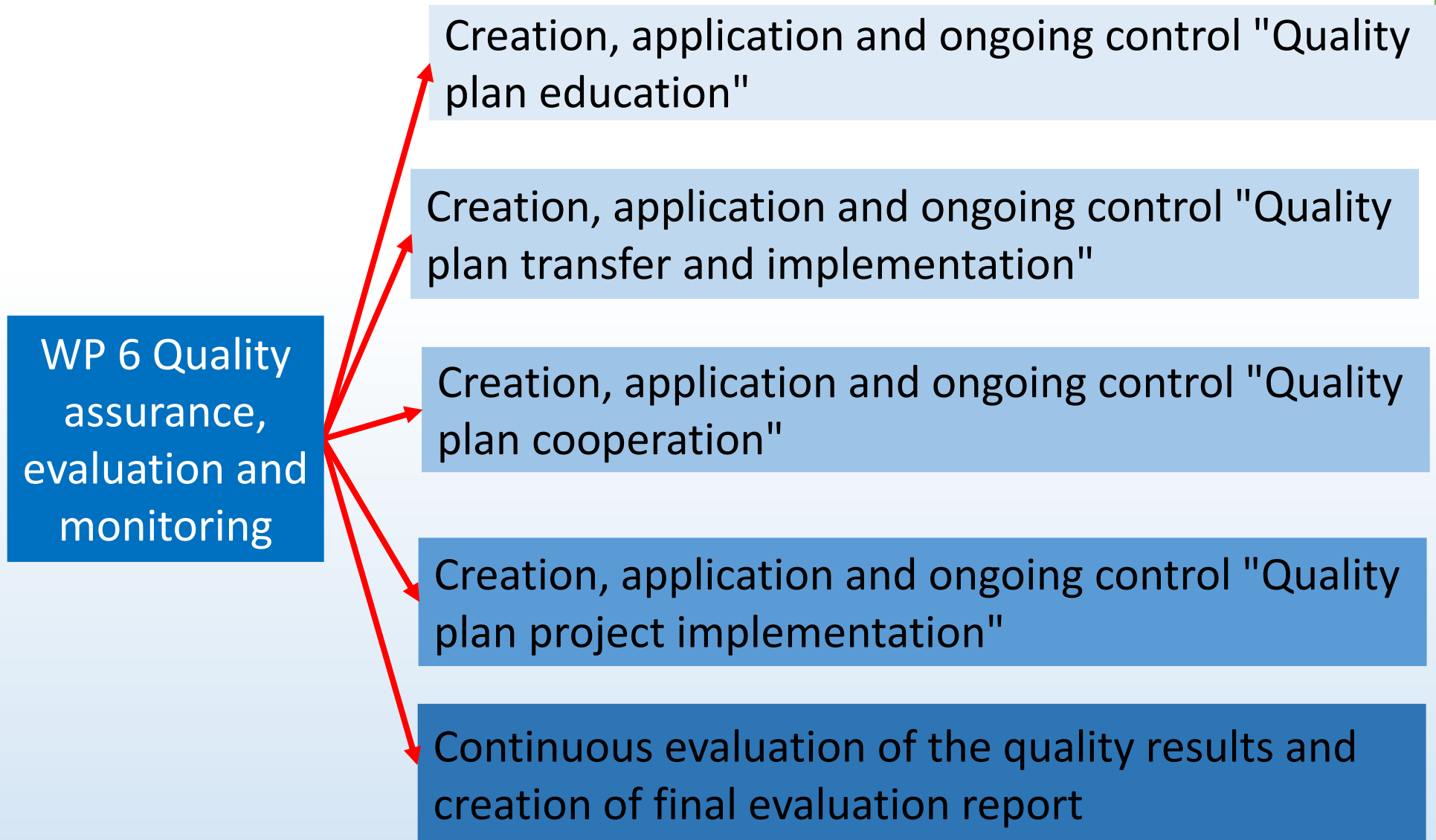
Development of a process for the exchange of
technology and experience

Analysis of the contemporary situation, i.e., of the
digital maturity of the smallest companies

Performing SME specific R&D tasks on Workplace
Innovations

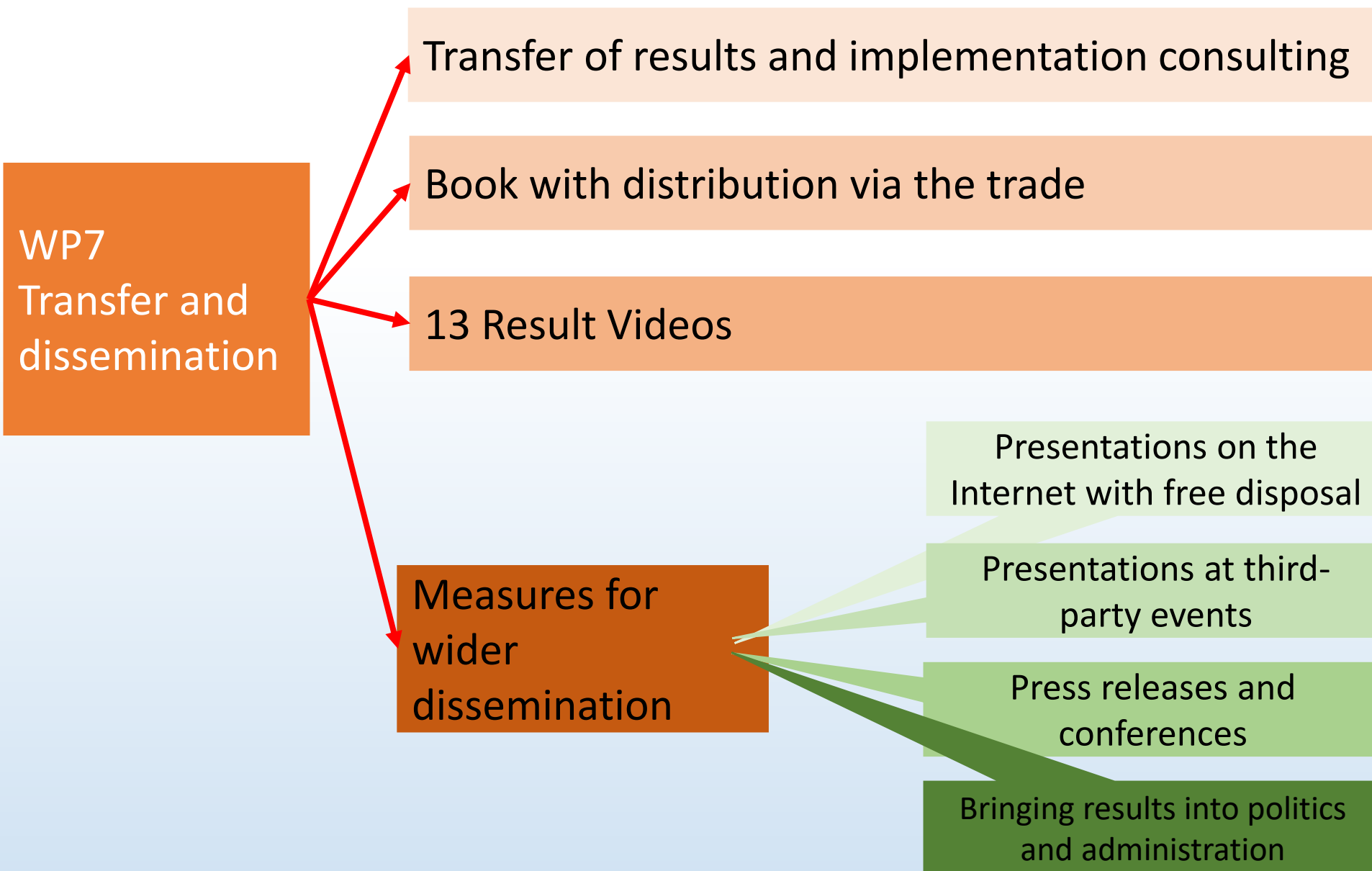


WP6 Quality Assurance





WP7 Transfer & Dissemination





With 99% of all companies
and 70% of all jobs, SMEs
carry Europe!

Alexander Frevel, Arbeit
und Zukunft e. V., Hamburg:
*Qualification needs and
Human Resources
promotion for SMEs*

**Thank you
very much
for your
attention !**



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International Education Conference

"Human Resources and Workplace Innovations for SMEs"

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Baltic Sea Academy



International Education Conference
**"Human Resources and Workplace
Innovations for SMEs"**
**New dual bachelor program
„Human Resources and
Business Administration"**

Hamburg, 11. January 2022



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Challenges for SMEs

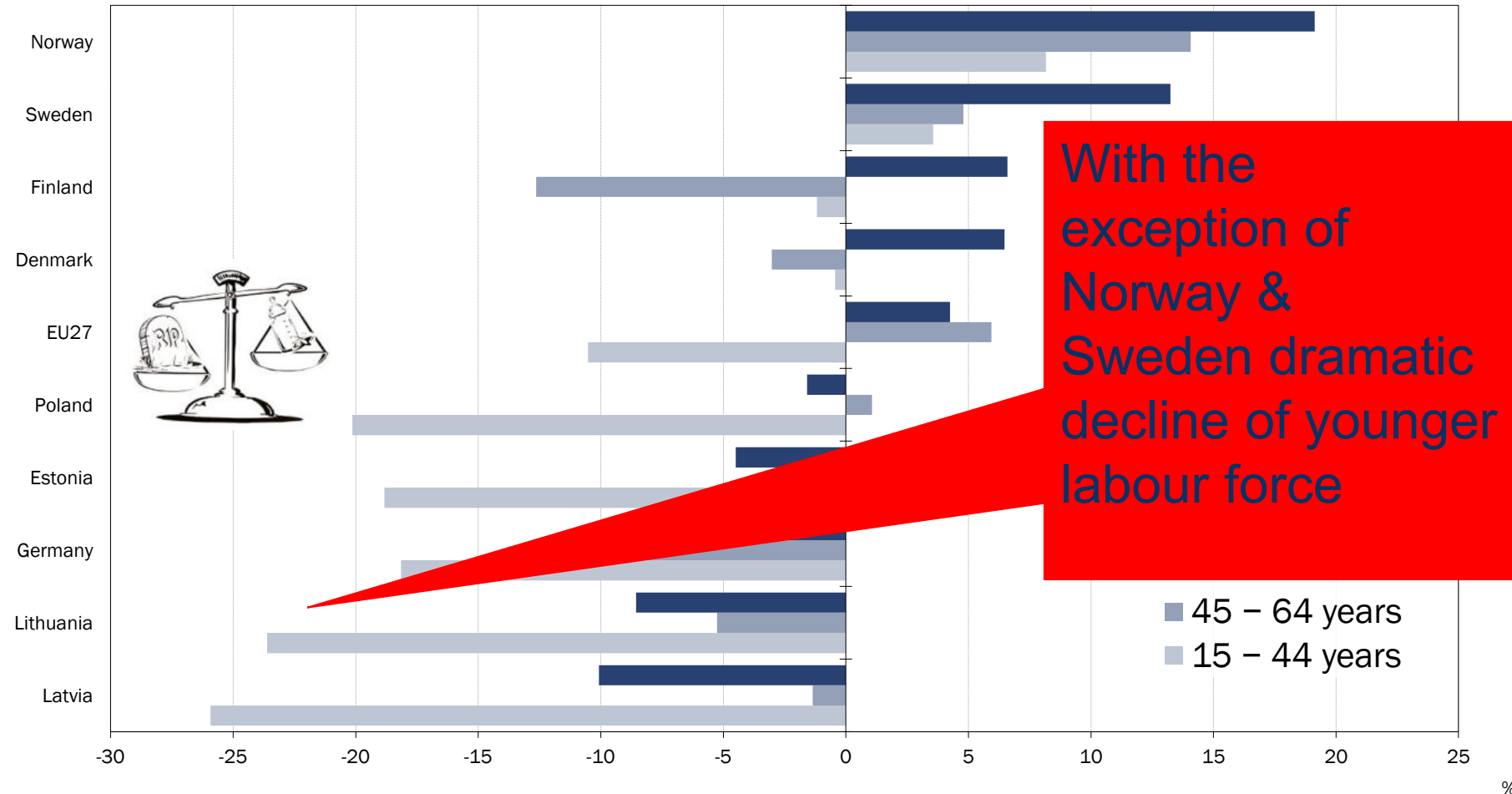
- ✓ In all countries of the Baltic Sea region, the biggest bottleneck for the further development of SMEs concerns the glaring shortage of skilled workers and entrepreneurs, insufficient qualifications and, consequently, too little innovation
- ✓ For demographic reasons, the number of skilled workers and entrepreneurs will decrease even more in the future. In individual BSR countries, the number of younger workers will be reduced by up to 25 % by 2030
- ✓ The lack of young entrepreneurs is particularly serious. Already today, far more jobs are lost in the EU due to failed business transfers than new ones are created by start-ups
- ✓ For demographic reasons, the number of companies requiring a successor will rise sharply in the future, while the number of potential successor entrepreneurs and start-ups will fall sharply at the same time

Improving skills, attracting qualified specialists and closing the entrepreneurial gap are the most important support tasks for SMEs in BSR



Population change

Changes in population by age group 2010 to 2030





Challenges for SMEs

- ✓ SMEs need specialists and entrepreneurs with good theoretical knowledge **and** with distinctive practical experience and competences
- ✓ Traditional university graduates have good theoretical knowledge but **no** professional experience and practical skills. They therefore need at least a three-year training period in SMEs.
- ✓ Therefore, SMEs can only gain very limited skilled workers and entrepreneurs from the high and growing number of university graduates
- ✓ Yet over 60% of school leavers study

- **How can SMEs attract skilled workers and entrepreneurs from the very high and growing number of students?**
- **What needs to be done?**

Entrepreneurship training
most important task of
securing the future

Attracting
entrepreneurs and
their sound
qualification
ensures business
transfers and
prosperity for all!





Entrepreneur gap

In the next 15-20 years,
more than half of
today's entrepreneurs
will retire.

They disappear!





A model of success

Overcoming the bottlenecks by realizing dual bachelor degree programs

Half of the training time in SMEs and half in the university

- a) Study and vocational training or
- b) Study and professional activity

= Young talent with good theoretical qualification as well as practical experience and professional skills

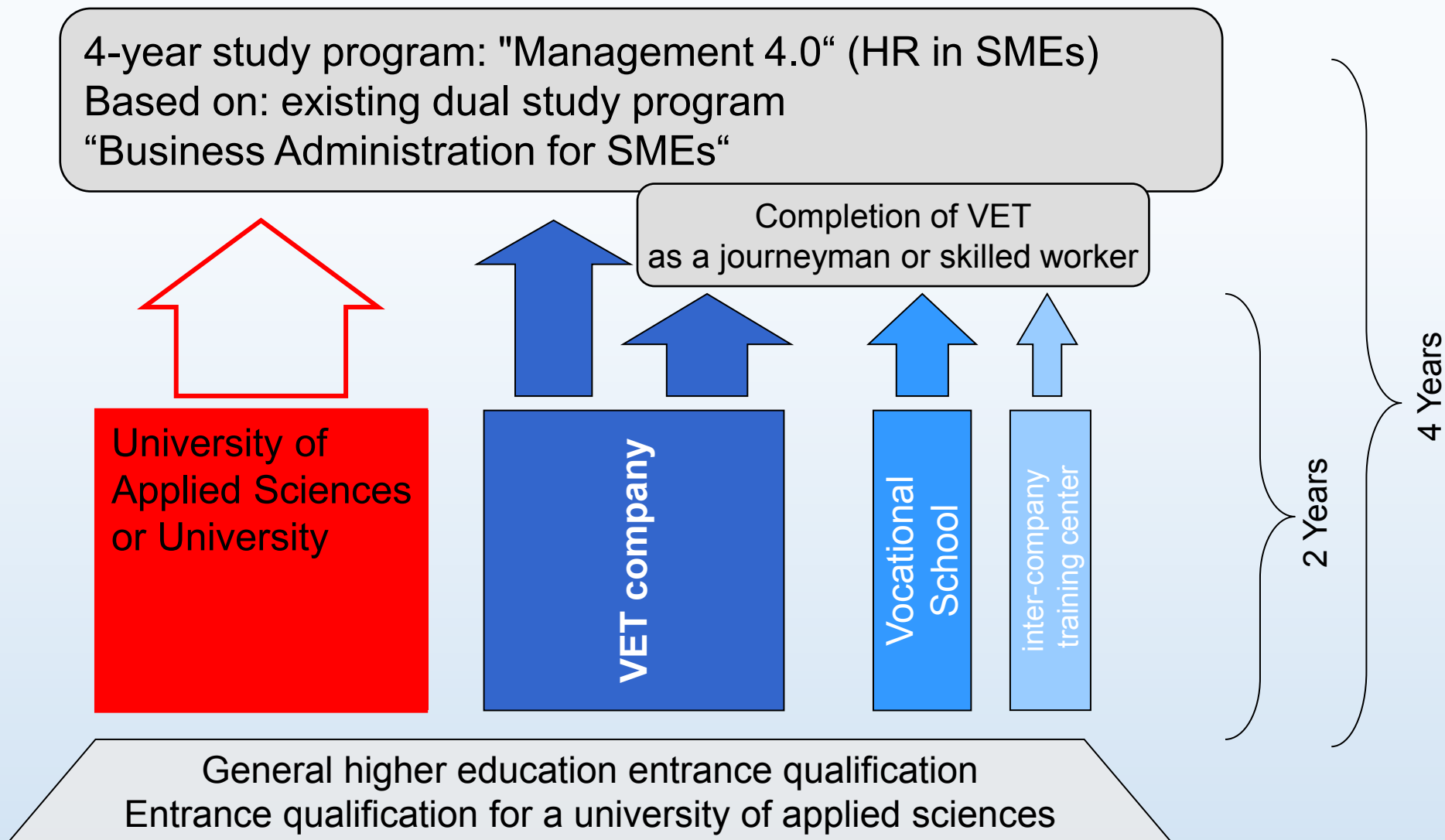


Already fully developed and with great success in Northern Germany 15 different dual study programs with SMEs

- **Attract the best with dual study programs, retain them permanently and gain entrepreneurial, managerial & specialist staff!**
- **Through the training partnership of companies and universities at the same time targeted innovation promotion and jointly implementation of R&D projects**



Dual Bachelor Study Model





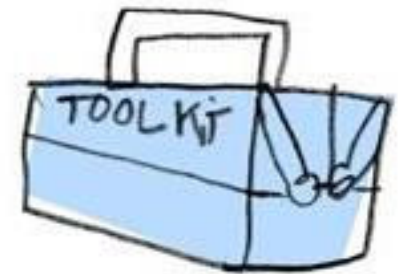
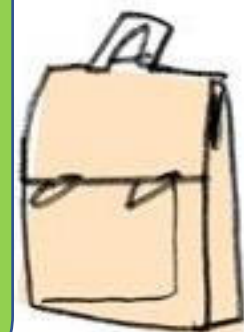
Dual Bachelor Study

DUAL BACHELOR STUDIES





..... and in Latvia by the **Latvian University** with SMEs very successfully tested, evaluated, completed and implemented on the basis of the evaluation results. This study course is available free of charge for implementation in all countries



To attract entrepreneurs and managers as well as to implement workplace innovation, a new dual course „Human Resources and Business Administration" was developed from **University Latvia** in the KA4HR project



Format of the study program

- Professional study program
- Full-time studies – 4 years (8 semesters)
- 240 ECTS (30 ECTS per semester)
- Degree upon completion: Professional bachelor's degree in business administration **and** the possibility of completing recognized vocational training or a professional master's degree
- The entire course of study comprises 7457 teaching hours at the university and additional training periods in the company, project work and self-study
- The entire study program period ideally covers 50% in the university and 50% in the company
- The study results and student's working time is measured by credit points (ECTS). The 1-week full-time study workload is equal to 40 academic hours and corresponds to 1,5 ECTS.
- Whereas one work-based learning week in SMEs covers 40 astronomical hours equal to 53,3 academic hours and corresponds to 1 ECTS.



Module/ Course

Micro- and Macroeconomics
Business English I – SMEs Management
Business & HR Research Methodology
Civil and Environmental Protection
Practical Entrepreneurship & its Tendencies
Labour Law & Social Security System

Business Communication and Ethics
Applied Statistics in Business & HR
Business Management
HR Management in SME
Innovation Management in Business
Educational Practice 1 - Project Knowledge Integration

Financial Accounting
IT in Business and HR management
Business English II – Human Resource Management
HRM Strategies & Policies
Theory & Management of Organisations
Marketing in SMEs
Educational Practice 2 - Business Plan Development

Business (SMEs) Economics
Personnel Development (Talent Management)
Work Safety & Occupational Health
Business Law
Project Management

Practical Placement / Work-based learning - 1

Stress Management
Taxation in Business
Public Support Models in Business
Leadership
Political & Legal Environment of Global Business
Free choice course I

Educational Practice 3 - Pitching

Finances and Investments
Strategic and Change Management
E-commerce
Supply Chain and Logistics
HR Recruitment Techniques
Free choice course II

Practical Placement / Work-based learning - 2

Coaching, Qualifications of Trainers
Risk and Quality Management

Practical Placement / Work-based learning - 3

Bachelor thesis development methodology seminar
Development of Bachelor's Thesis and Defence



Evaluation of the study program

- Main modules of the dual course of study was practically tested and evaluated with a total of 141 students from Latvia, Netherland, France, Germany and Spain.
- The cooperation with SMEs has been limited due to the Covid-19 restrictions. Those SMEs which were connected to the study process (guest-lectures, R&D projects, semester project work, learning in the company), covering national Latvian and the national, local offices of international companies, e.g. construction sector, media agencies, training centres, financial sector, social entrepreneur, corporate governance consultations and Latvian Chamber of Commerce and Industry.
- Overall, the program's significance of usability in the labour market is competitive and undoubtedly beneficial.
- The concept of R&D projects between students and SMEs contributed into development of further two new projects: “Tomorrow’s Entrepreneur” and “Investors Academy” to be realized from Latvian University in cooperation with Latvian Chamber of Commerce and Industry and SMEs.
- In regard to future, development of these courses will be continued by integrating more practical elements and business environment in the study process.

In Latvia there are still some legal and organizational hurdles to implementing dual study programs. However, it has already been shown that the new dual HR study course meets the requirements of the labor market to a particularly high degree, is highly valued by both students and SMEs, and that this and other dual degree programs will have to be implemented in Latvia in the future.



Evaluation of the study program

- Participants found it good to use practical cases and examples as a part of the lessons. They also valued professional background of some teachers and quest lecturers.
- According to the teachers, the contents of the topics were very good, curricula matched the needs and goals of the students, schedule was either very good or excellent, level and motivation of the students was very good, and the contents of the education matched to requirements of the qualification either very well or excellently.

Aim of the curriculum of the study program
“Business Administration and Human Resources” is
to prepare professionally qualified, creative and
competitive specialists (senior specialists,
executives, entrepreneurs) in the field of business
administration with the focus on human resource
management in accordance with the labour market
demand and challenges as well as SMEs specific
needs.



**The module manual
developed from
Latvian University
in the KA4HR
Project fulfills this
objective in an
outstanding way!**

INNOVATION

In the new dual course of study, we have jointly trained your next generation of specialists and entrepreneurs. As part of our close cooperation, we also carried out HR projects in your company. How do you rate this innovation funding?

For me, the priority is the qualification and recruitment of skilled workers. The dual course of study gives me highly qualified, motivated specialists that I don't even have to train later on. The simultaneous promotion of innovation is an additional, very big benefit and I hope I can continue this with your university in the future.





A personal experience

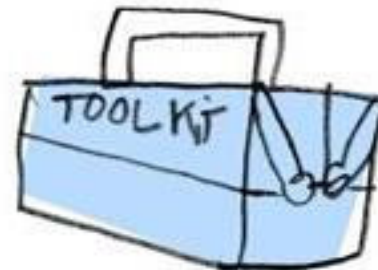
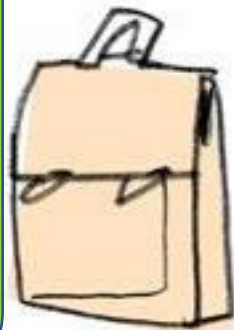
- Since November 2020 we have been running the project “Recruiting the Young Generation Workforce: Innovative HR Management” (REGROW) together with 6 partners from 4 BSR countries.
- Aim: Helping SMEs to secure urgently needed employees, especially from the Millennial generation and Generation Z.
- **Overall Goals**
 - ✓ **Strengthen SME support organizations in their institutional capacity of promoting modern human resource management.**
 - ✓ **Help KMUs to make their human resources management more strategic, sustainable and inclusive.**
 - ✓ **Reconciling employees' skills and ideas about life with the company's goals.**





A personal experience

- As part of REGROW, we also train entrepreneurs, HR managers and mentors in HR management.
- We have made the experience that individual modules of the dual study course „Human Resources and Business Administration" also represent an optimal basis for these specific questions.
- In addition to ongoing implementation of the dual study program by universities and SMEs, I urgently recommend that individual study modules also be used for further vocational training for SMEs and their staff.
- Concept, module manual, implementation and evaluation reports as well as recommendations and tips for future uses can be found on the KA4HR **project website** <https://ka4hr.eu/>. **Everything can be downloaded and used for free.**



I look forward to the discussion and am eager to hear your comments, questions and assessments.


Thank you very much for your valued attention.

Aufnahme

Sie sehen den Bildschirm von Alex Frevel

Ansicht Optionen

Ansicht



Outline

1. SME Conditions – Similarities a
2. Identification of Qualification
3. Qualification Profiles for a Dual „Human Resources and Business
4. Recommendations – Combinin

Chat

any questions, comments etc. please put them on this padlet
<https://padlet.com/HanseParlament/KA4HR1>

Melanie Henke an Alle
<https://padlet.com/HanseParlament/KA4HR1>

Wer kann Ihre Nachrichten sehen? Aufzeichnung Ein

Versenden an: Alle

Tippen Sie Ihre Nachricht hier...

Alex Frevel

Max H

Andrei Prarouski

Joachim von Kiedrow...

Tatjana Muravska

retlich

Hannes Ujen (Baltic-S...

Harry Bjerkeng

sh

Johan Barstad H...

sh

Johan Barstad HGUt

Elina Priedulena

J Hogeförster

Jovita Kaziukonyte

Jens Dittmann HWK ...

Oscar Palazón

Piret Botisepp, Estoni...

Johanna Vannes

Christian Wildt

Verlassen

Stummschalten

Video beenden

Sicherheit

Teilnehmer 78

Chat

Bildschirm freigeben

Aufnehmen

Live-Transkript

Breakout Session

Reaktionen









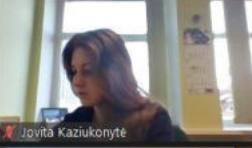





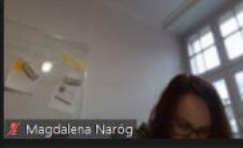
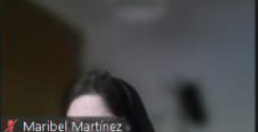

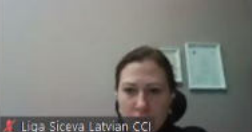
Apps

Aufnahme



SME Conditions

Similar situations in all countries bordering the Baltic Sea
... and some differences

 Alec Frevel	 Max H.	 Andrei Prarouski	 Joachim von Kiedrowski	 Tatjana Muravska
Katarzyna Gomo... Katarzyna Gomoracka	 Hannes Ujen (Baltic-Sea-Academy)	 Harry Bjerkeng	sh sh	Johan Barstad H... Johan Barstad HGUT
 Elina Priedulena	 J. Hogeferster	 Jovita Kaziukonyte	 Jens Dettmann HWK Schwerin	 Oscar Palazón
 Piret Potisepp, Estonian Chamber of C...	 Johanna Vannes	 Christian Wildt	 rettin	 Magdalena Naróg
 Maribel Martínez	 Guntra Kaufmane	 Liga Siceva Latvian CCI	jarmo.kuikka jarmo.kuikka	Sergejs Stacenko Sergejs Stacenko

Results Work Package 7
Transfer and dissemination

Attachment II

Presentation examples

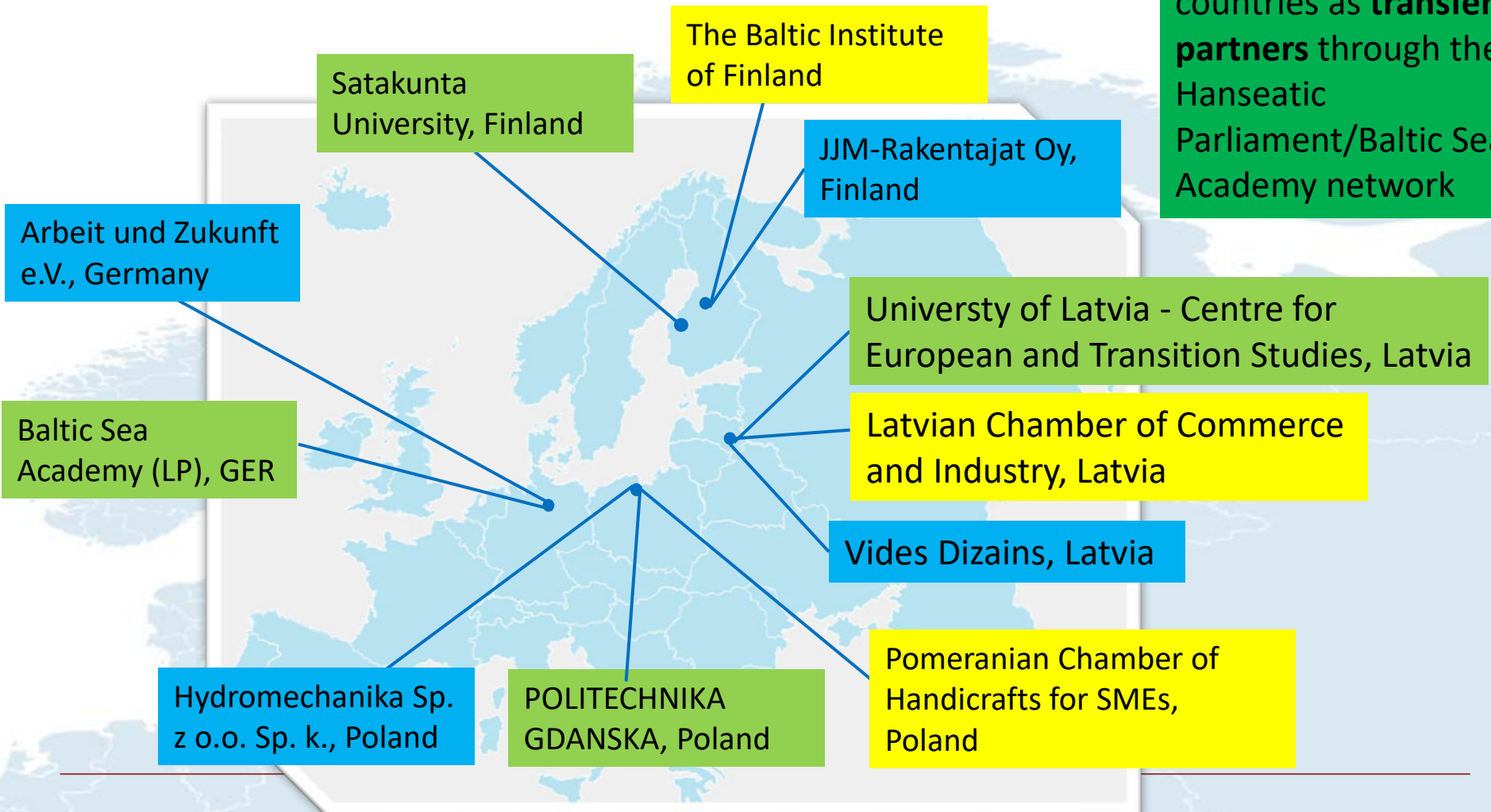
Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance “Human Resources and Organizational Development” (KA4HR)



Co-funded by the
Erasmus+ Programme
of the European Union

Project Partners

Plus 50 chambers and 18 universities/ colleges from 13 countries as **transfer partners** through the Hanseatic Parliament/Baltic Sea Academy network



Project in a nutshell

Which target groups do we address?

Duration: 36 months
01.11.2018 – 31.10.2021



- ❖ **Owners and employees of SMEs**
- ❖ **Students as future entrepreneurs or managers in SMEs**
- ❖ **Lecturers in education, further education and higher education**
- ❖ **Chambers in their function as SME promoters and training providers as well as other training providers**
- ❖ **Universities that qualify entrepreneurs and carry out R&D work**

Program: Erasmus+
Key Action 2
Knowledge Alliance

Project in a nutshell

Why do we need this project?

A blue cloud-shaped icon containing a white question mark, positioned above the left column of text.

?

- For SMEs to remain competitive in the long term,
 - ➔ it is necessary to increase their innovation capacity and reduce the gap between qualification requirements & demands
- Human capital is the most important resource for strengthening innovation and productivity
- There is great need for further development in this area in the countries south of the Baltic Sea,
 - ➔ Workplace Innovations are already more advanced in the Scandinavian countries

A blue cloud-shaped icon containing a white exclamation mark, positioned above the right column of text.

!

- Very high need for cooperation between SMEs and universities, focus on cooperation in two areas
 - ➔ development, testing, and implementation of SME-specific methods, and projects through R&D work at universities
 - ➔ strengthening of awareness and competences in this new area of innovation promotion for SMES through qualifications
- High and growing demand for entrepreneurs for business transfers and start-ups

Project in a nutshell

What do we want to achieve?

- ✓ Development of Knowledge Alliance & Competence "HR for SME", which includes vocational training institutions, chambers and
- ✓ Development of
- ✓ Through intensive, targeted promotion of human resources Strengthening the innovation and competitiveness of SMEs in the Baltic Sea Region
- ✓ Development, testing, evaluation and implementation of a dual bachelor study course

Project in a nutshell

What will be produced?

A vertical flowchart on the left side of the slide, consisting of seven white circles connected by a blue line. Each circle is positioned to the left of a blue rectangular box containing text.

Foundation, expansion and permanent operation of a Knowledge Alliance

Permanent Operation through Foundation and start of Operations of the Center of Competence "HR for SME

Analysis, adaptation to national conditions and implementation of Best Practices Workplace Innovations

Curricula and teaching materials for continuing education seminars
a) "Employees and co-entrepreneurs"
b) "Digitisation and Human Capital"
c) „Innovation Processes“

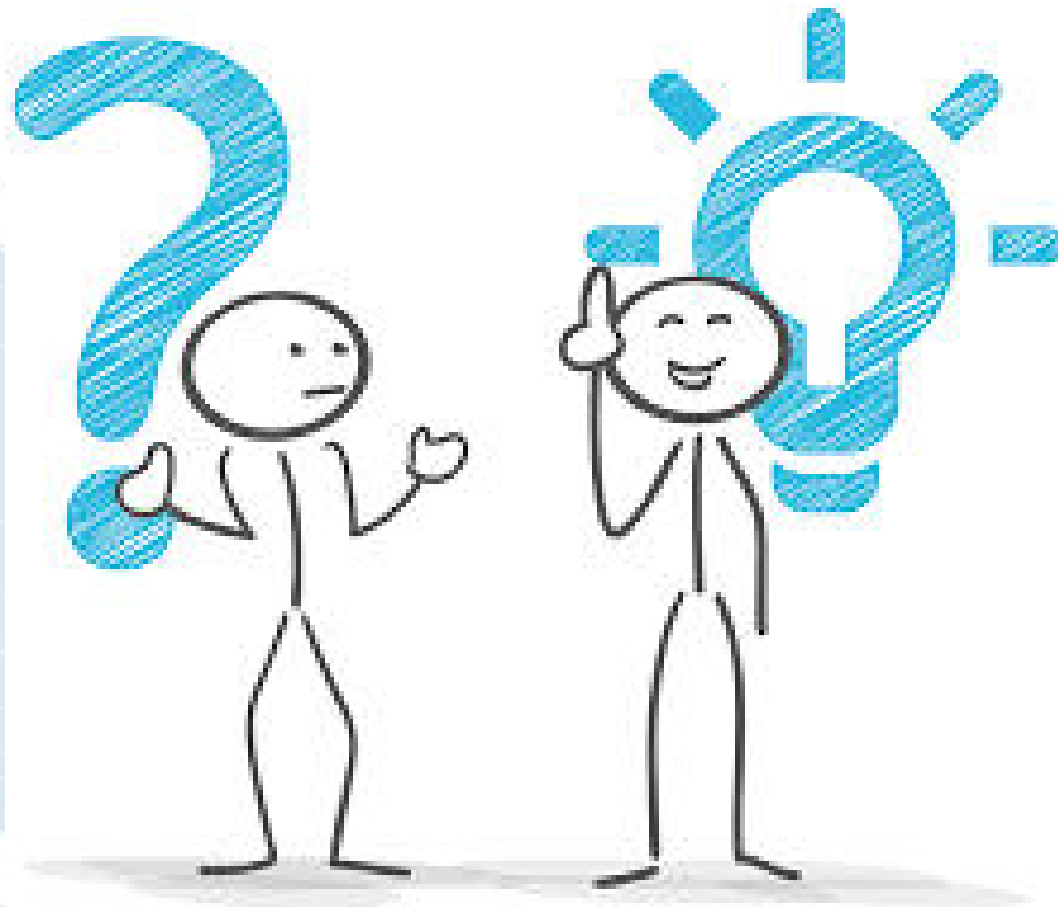
Dual Bachelor's program "Corporate Management 4.0“

Solutions for R&D tasks of SMEs

Baltic Sea-wide transfer of results to 50 chambers of commerce and 18 universities from 13 countries as well as implementation consulting

Project in a nutshell

Questions and suggestions?



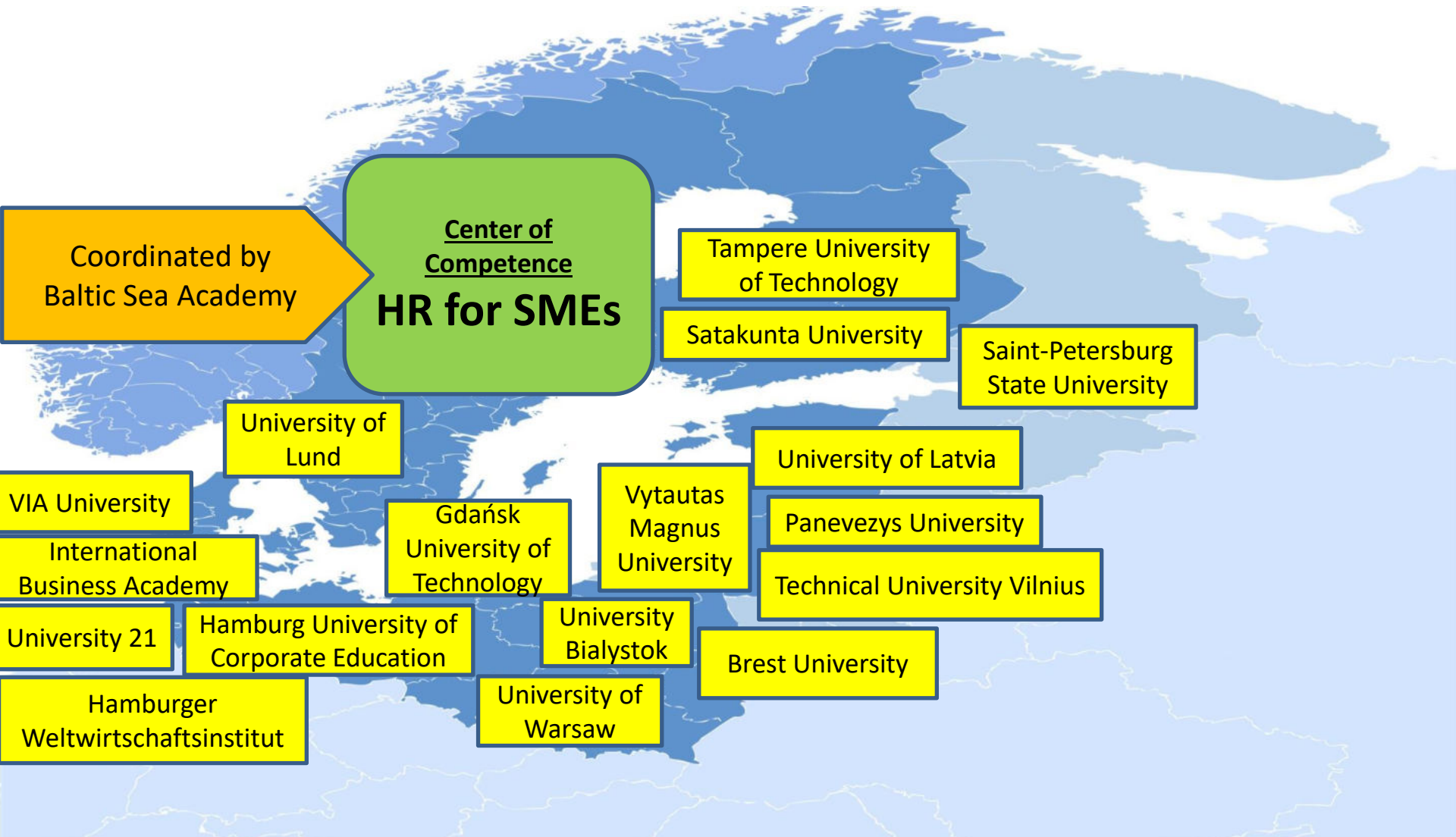
***SME support is the most important and best way forward
the EU successful
to do!***

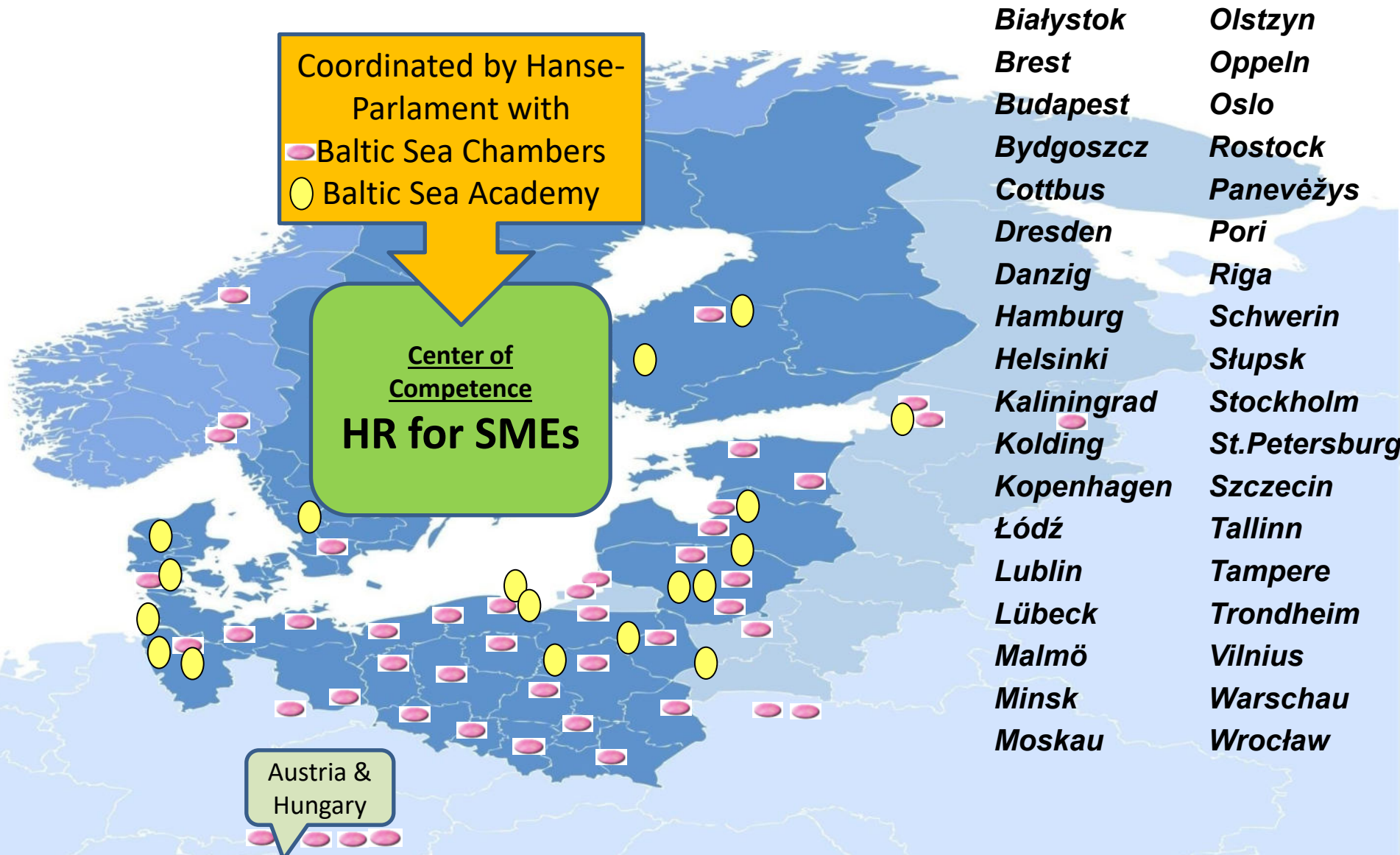
A cartoon illustration showing a group of seven people in blue overalls carrying a large, stylized map of Europe. The map is blue with orange landmasses. The people are of various ages and are holding the map up with their arms. A red speech bubble points from the map to the text below it.

With 99% of all companies
and 70% of all jobs, SMEs
carry Europe!

A green speech bubble with a white outline, pointing towards the top left of the image.

Thank you
very much
for your
attention !





INNOVATION



BRIDGING WORLDS



BALTIC SEA ACADEMY

Network of universities and polytechnics boosting

- ✓ Education & Qualification
- ✓ Innovation & Entrepreneurship
- ✓ Technology Transfer
- ✓ Realisation of tangible R&D solutions for SME's in the Baltic Sea Region

www.baltic-sea-academy.eu

HANSE-PARLAMENT



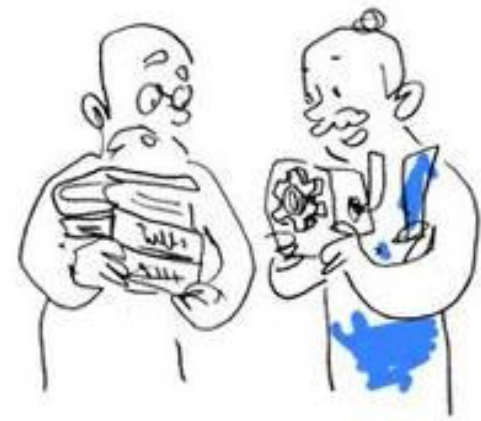
Bringing people and opportunities together by

- ✓ developing a strong, innovative economic region of world standing
- ✓ promoting small and medium-sized businesses
- ✓ initiating outstanding qualifications
- ✓ strengthening sub-regions and their diversity
- ✓ establishing a Hanseatic identity beyond national borders

Network of more than
45 Business Chambers
from 12 countries



www.hanse-parlament.eu



BALTIC SEA ACADEMY

Innovation

- Product Innovations
- Process Innovations
- Concrete solutions



Qualification

(work based learning)

- Dual study courses
- further training courses
- vocational training

SMEs are the backbone of Europe's economy.

SMEs make up 99,8%
of all companies operating
in Europe

Big companies only 0,2%

93,1 % SMEs less than 10
employees

9 out 10 EU SMEs are
Micros



142 mio Employees;

2/3 work in SMEs

**Small and medium-sized enterprises (SMEs)
are the backbone of Europe's economy**



85 % of all new jobs in the
EU in the period 2002 -
2010 were created by SMEs



Baltic Sea Academy

Bachelor Program and Center of Competence

Dr. Jürgen Hogeforster
Hanse-Parlament

Riga, 16./17. October 2019



Baltic Sea Academy

KA4HR

2 levels of education

3 SME-specific further training courses

Dual bachelor study program

- Why?
- What are the basic structure and main tasks?

Center of Competence

Knowledge Alliance and Center for Competence
"HR for SME"

- What are the structure and tasks?
- Which support for trainers?



Baltic Sea Academy

KA4HR

2 levels of education

Dual
bachelor
study
program

- Why?
- What are the basic structure and main tasks?
- What are the tasks of the lecturers?



Challenges

- There is a large shortage of entrepreneurs in all countries, which severely limits the growth of SMEs.
- The number of young workers will fall by up to 25% by 2030.
- High ageing of current business owners.
- It is becoming increasingly difficult to meet the high and growing demand for business successors and start-ups.
- The number of young entrepreneurs must increase by at least 5% per year but it is constantly decreasing.
- Already job losses occurring today.
- Of the very high number of university graduates, only a very limited number of entrepreneurs can be recruited for SMEs.
- Insufficient provision of HR skills in common entrepreneurship training courses.

KA4HR offers solutions in the form of Dual Bachelor Programs:

- a) Transfer & Implementation “Business Administration for SMEs”
- b) Development “Management 4.0”.

We need to find new ways to attract and secure entrepreneurs, business transfers and start-ups.



Dual courses of study optimally combine theory & practice while maintaining top quality.

- 50% of the training period: vocational training or work in company
- 50% of the training period: study at university
- Credit Points for training in the company and at university

= Targeted acquisition of outstandingly qualified entrepreneurs for SMEs



Bachelor & Skilled Worker

Study courses: Technology and Management of Renewable Energies and Energy Efficiency; Business Administration; Civil Engineer; Facility Management etc. (Degree: Bachelor of Arts)

Completion of training
journeyman or skilled worker

**College or
University**

**Training
company**

Vocational school

General higher education entrance qualification or
advanced technical college entrance qualification

2 - 2,5 years

3,5 - 4 years

Attracting the best as entrepreneurs or managers for SMEs!



Dual Bachelor

Study courses: Technology and Management of Renewable Energies and Energy Efficiency; Business Administration; Civil Engineer; Facility Management etc. (Degree: Bachelor of Arts)

Other adapted models according to specific national conditions, e.g. Finland:

- Study at university and longer coordinated learning and work placements/internships in companies
- Possibility to acquire CP in university and company

General higher education entrance qualification or advanced technical college entrance qualification

3,5 - 4 years

Attracting the best as entrepreneurs or managers for SMEs!



(Academic) Bachelor's & (Vocational) Master's Degree

Fourth year

Training 50% in the company
and 50% in the university

Integrated Bachelor's and
Master's examination and
admission to training

Third year

Training 50% in the company
and 50% in the university

Second year


Training 50% in the company
and 50% in the university

Journeyman or
skilled worker
examination

First year

Training 50% in the company
and 50% in the university

Admission to
higher education



(Academic) Bachelor's & (Vocational) Master's Degree

Combined or integrated training

Dual
Bachelor's
program

Master
training

2000 –
2200 h

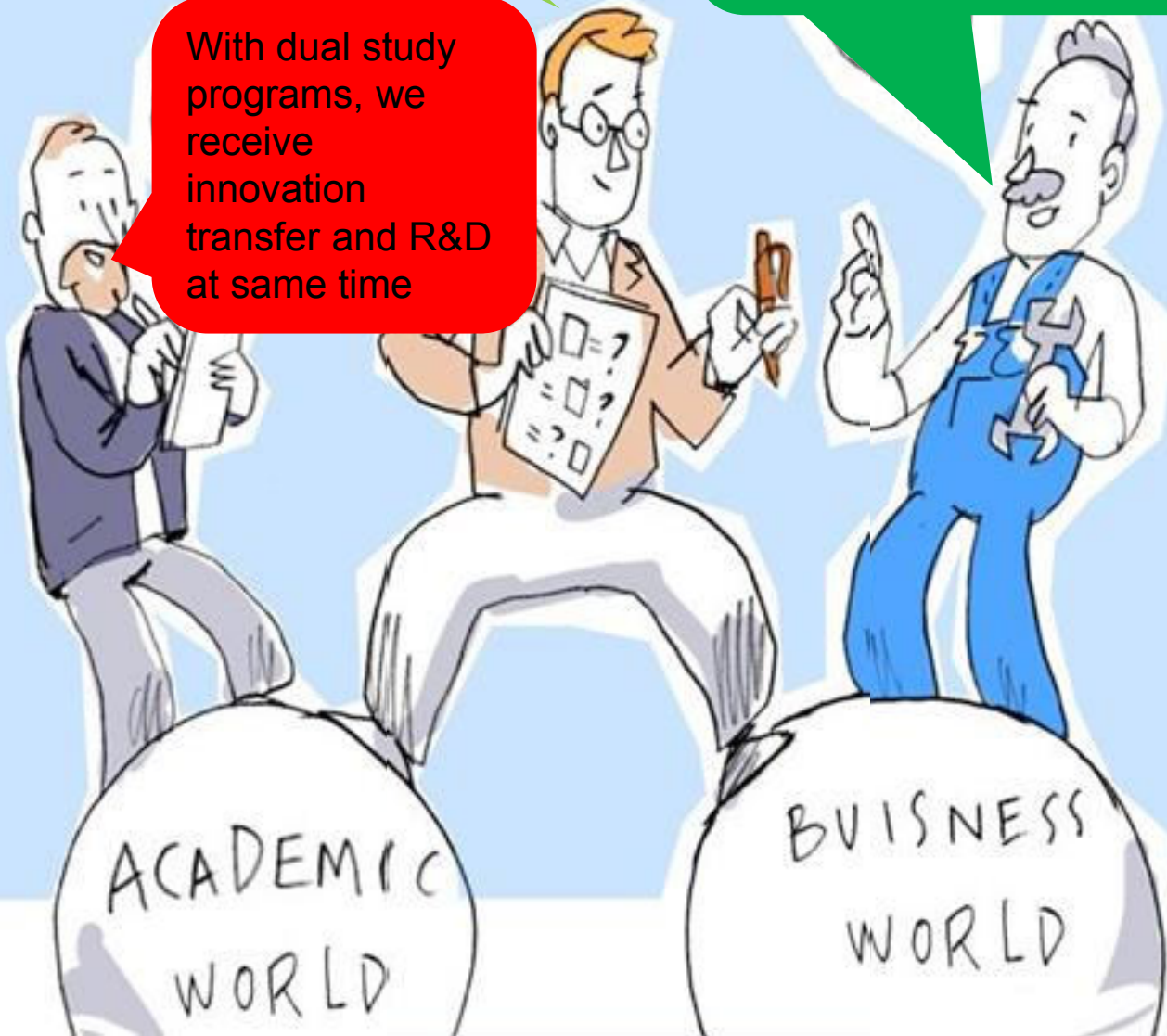
Bachelor of
and
Professional
Master

- Concept, curricula, module manuals, teaching materials, examination regulations etc. completed
- **hochschule21** in Germany currently testing Civil Engineering BA and Construction Master Craftsman Training with 95 students
- **Vilnius Gediminas Technical University** even more innovative: Integrated study course Electrical Engineering & Master Training – Currently accreditation - Testing from September 2020
- Currently testing individual modules in Poland by **Wielkopolska Craft Chamber** in Poznan with Uni

A skilled worker or master craftsman with a university degree has high international recognition: very attractive!

We win entrepreneurs and executives with practical training and experience as well as outstanding HR qualifications

With dual study programs, we receive innovation transfer and R&D at same time





Challenges for Lecturers

- At the university: 60% of knowledge transfer by university lecturers and 40% by practitioners
- This ensures ongoing exchange between the two institutions and management transfer to universities
- Students act as transmitters in the reciprocal transfer of knowledge and innovation
- Lecturers and SMEs as equal partners
- Regular advice and innovation support for SMEs by lecturers
- Realisation of term papers and bachelor theses in SMEs by students accompanied by lecturers
- Universities as lead partner for larger R&D projects of individual SMEs or several SMEs in a sector network
- Comprehensive written and electronic transfer in addition to the personal exchange and transfer through the university



Baltic Sea Academy

KA4HR

Center of Competence

Knowledge
Alliance and
Center for
Competence
"HR for
SME"

- What are the structure and tasks?
- Which support for trainers?



Baltic Sea Academy

During the
course of the
project
Knowledge
Alliance "HR for
SME"

will be
transferred &
continued
permanently

Center of Competence „HR for SMEs“ (CoC)

During the project period:

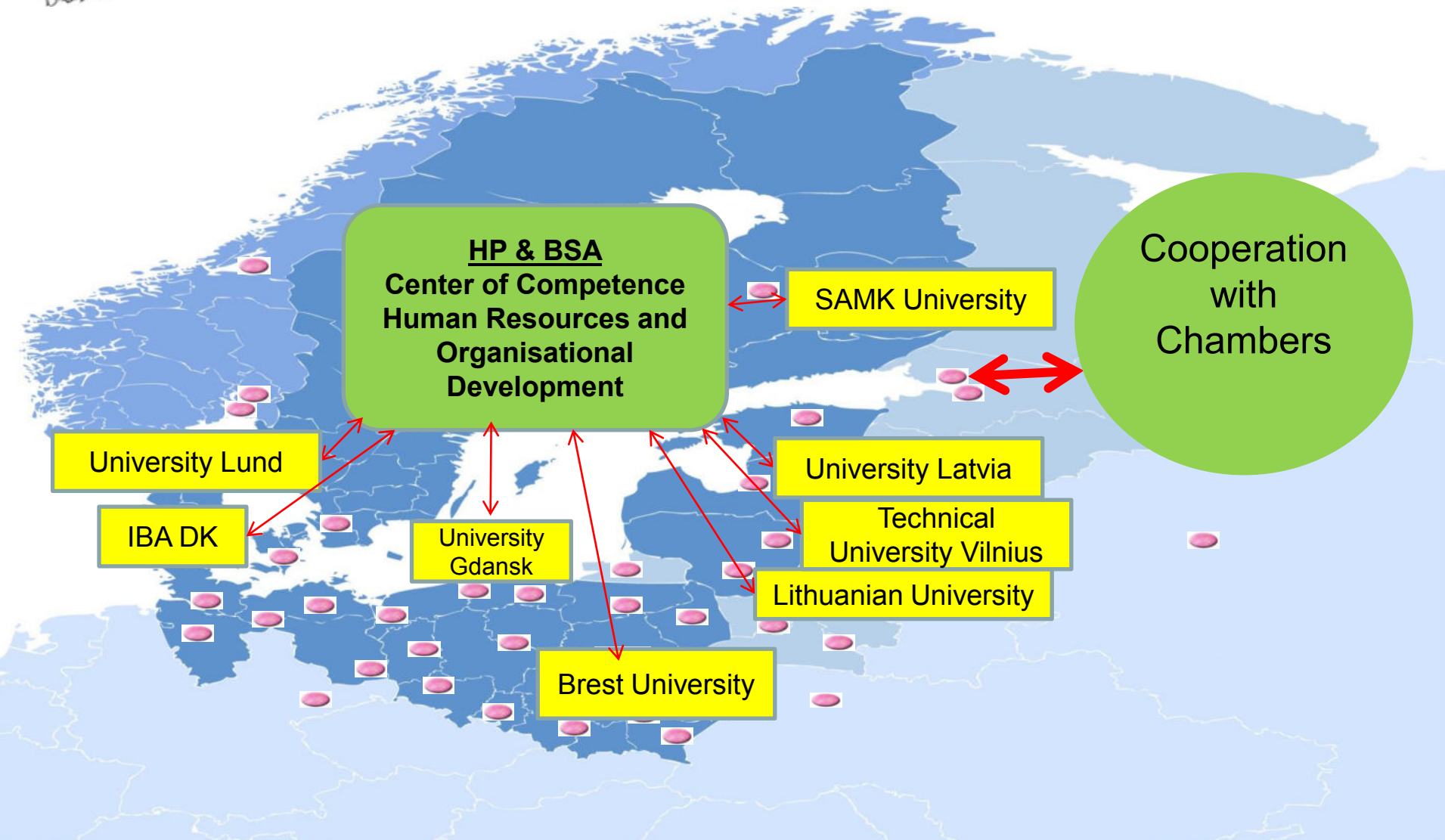
- ✓ Development & coordination of concept for CoC
- ✓ Attracting CoC partners
- ✓ Development & coordination of management and business plan of the CoC
- ✓ Establishment & launch of operations of CoC

Operation as virtual CoC with cooperation of

- colleges and universities,
- vocational schools and other training institutions,
- chambers of commerce and other SME promoters



Example CoC „HR for SMEs“





CoC Tasks

- HP & BSA secretariat with central coordination and development functions
- Implementation of tasks with individual/several universities and individual chambers, SME promoters & providers of vocational training
- Ongoing development and implementation of HR promotion and development projects
- Funding from EU and national funds
- Establishment and advisory support of regional HR Centres of Competence, which are operated in cooperation with universities, chambers of commerce and vocational schools of a region

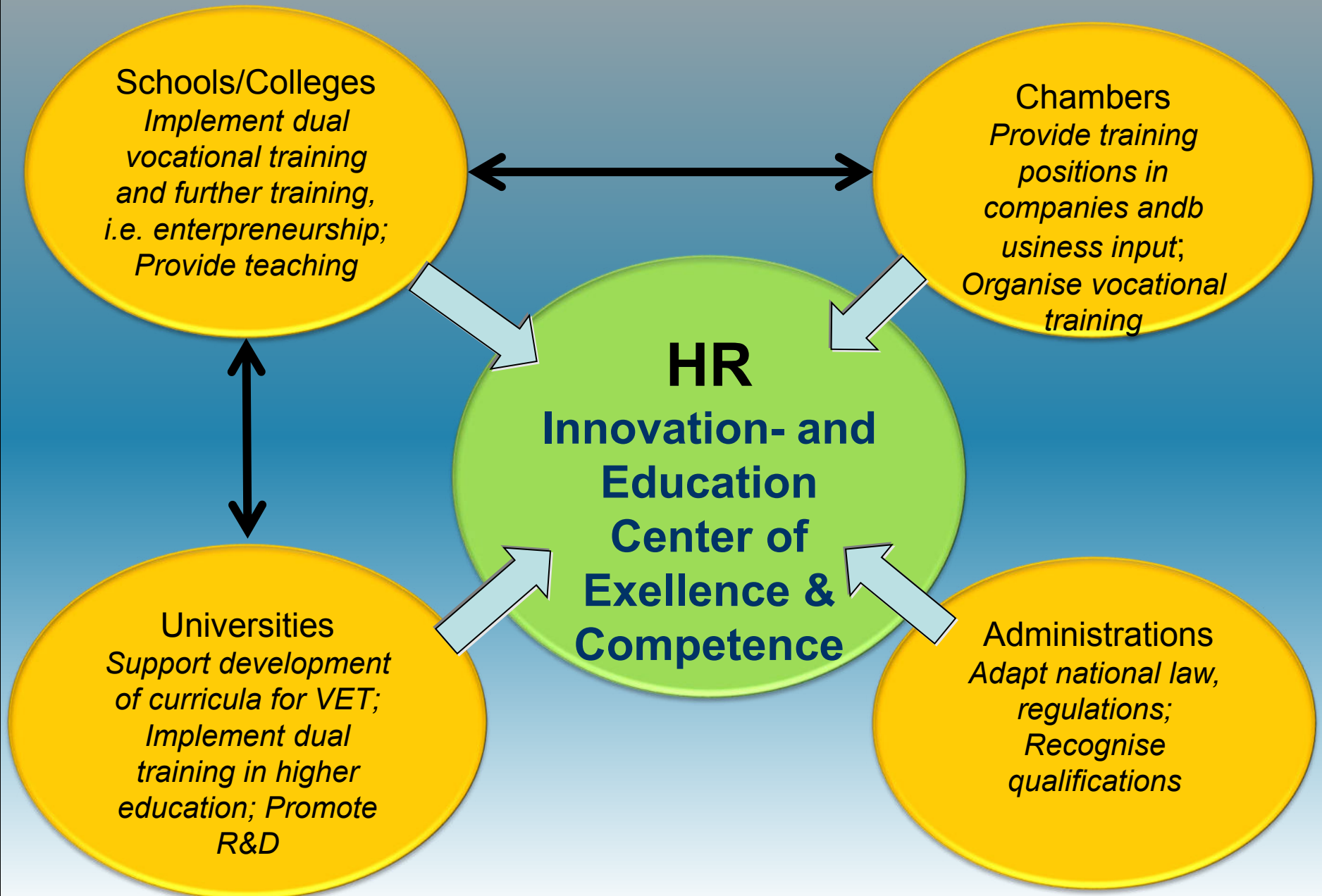
Currently e.g. establishment and development of regional 3-stage Centre of Competence in Slupsk, Poland



CoC Support for Trainers

- Securing information exchange and international cooperation
- Ongoing consultation of and mediation between cooperation partners
- Attraction of SMEs by economic chambers
- Involvement of the chambers in advisory and educational tasks for SMEs
- Attracting vocational schools as dual education partners
- Implementation of train the trainer trainings
- Development of curricula, teaching materials, etc.
- Development of new innovation support schemes
- Development, application and joint implementation of development and funding projects
- **Establishment and development of regional centres of competence "HR for SMEs"**

Regional CoC Partners and *roles/tasks*





Center of Competence

Vocational
Schools

SMEs +
Chambers

**Joint promotion through
cooperation**

**Regional Center of
Competence „HR for SMEs“**

Universities
+ Colleges

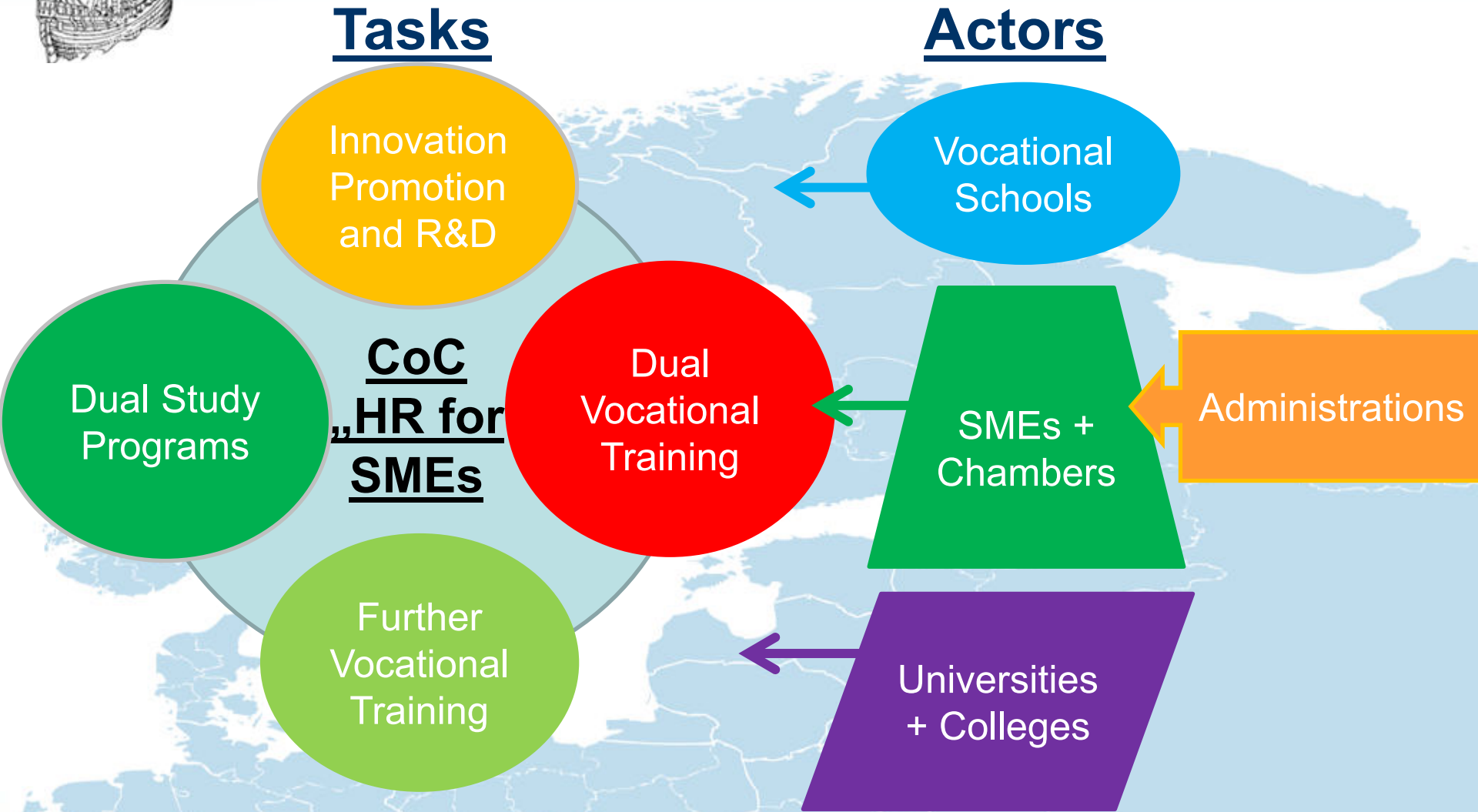
Administrations

- Consultations
- Subsidies
- Co-financing

Currently being
developed in Slupsk,
Vilnius and Riga!



Model of Regional CoC



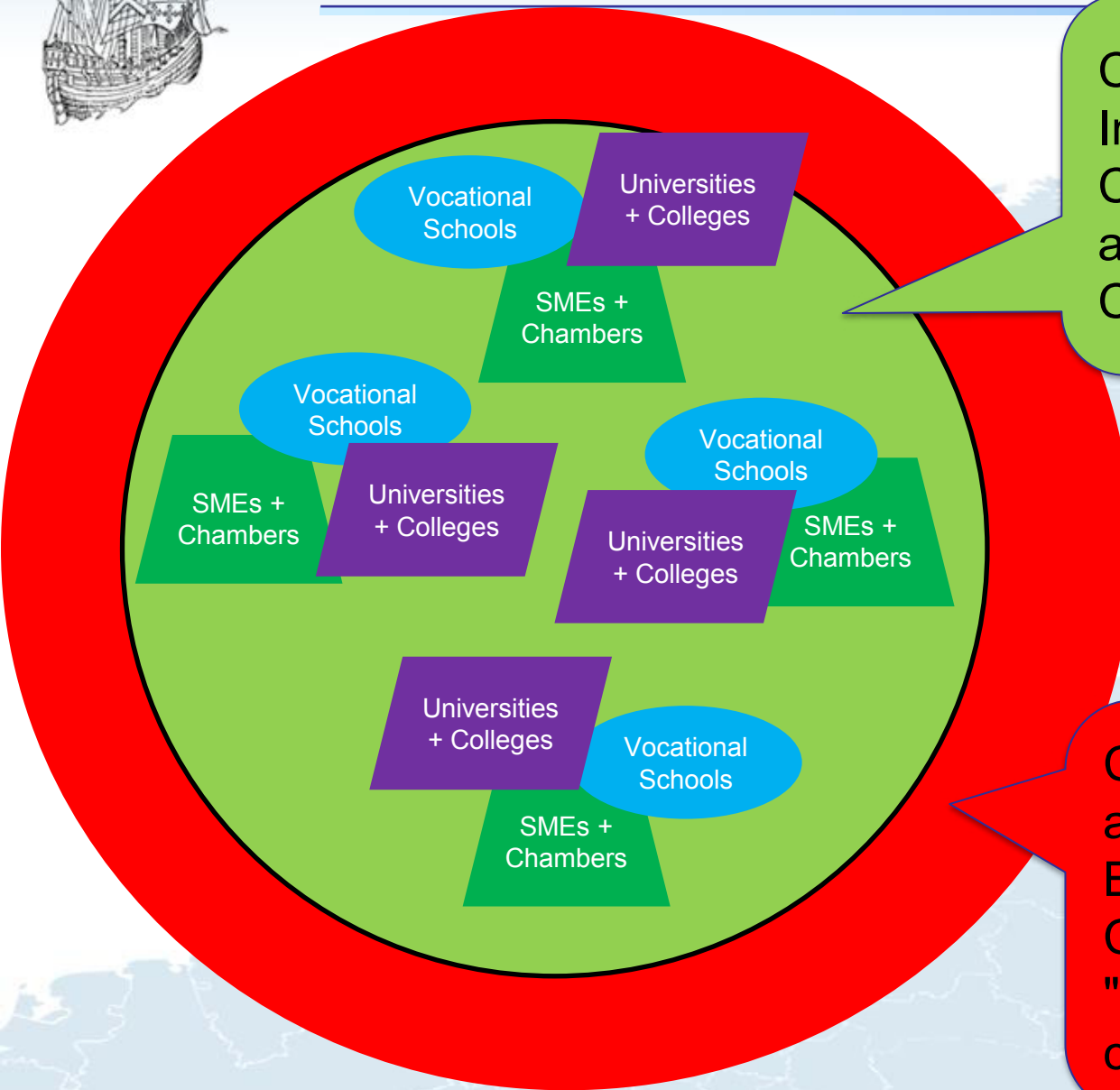
Regional HR Innovation and Education Center of Excellence & Competence



Center of Competence

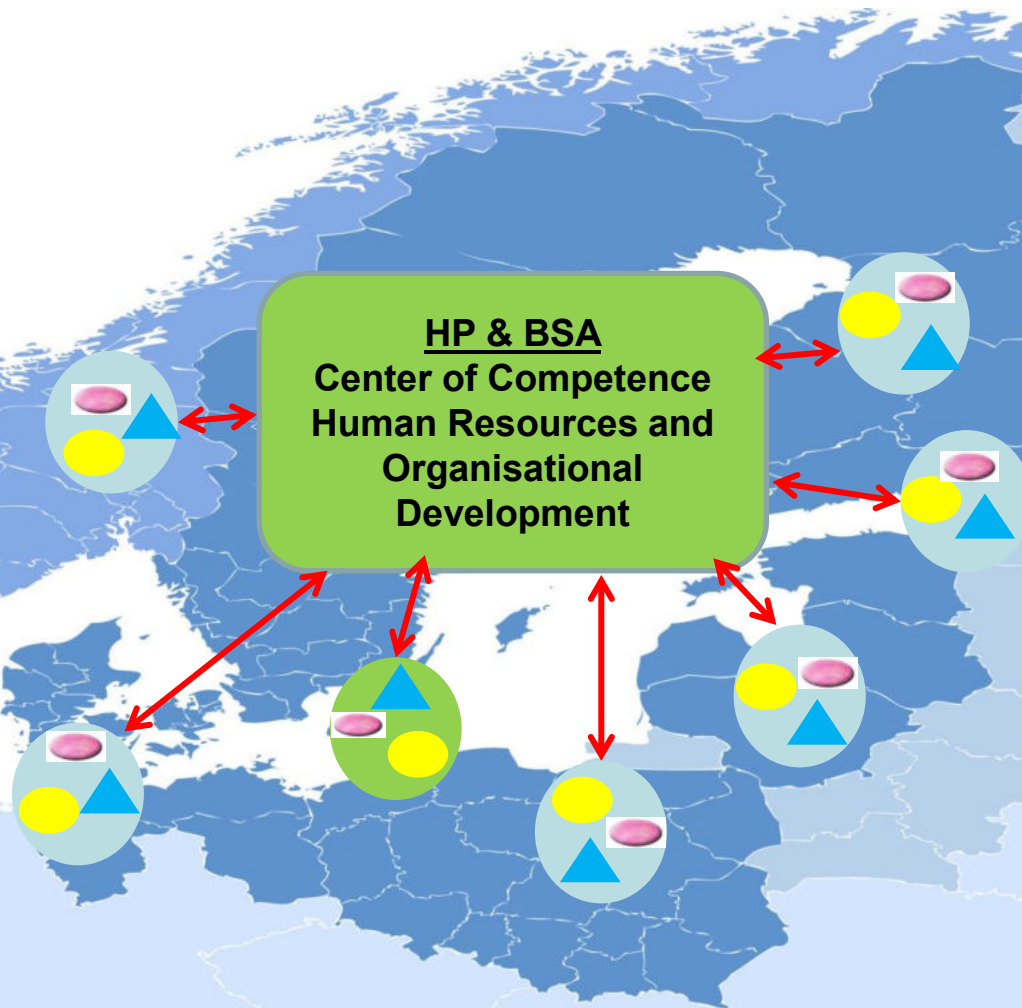
Cooperation of the regional Innovation and Education Centers of Competence in a nationwide network of Centers of Competence

Cooperation of Innovation and Education Centres in a Baltic Sea wide network of Centre of Competence "HR for SMEs" with coordination by HP & BSA





Example CoC „HR for SMEs“





SMEs receive qualified entrepreneurs & innovation support tailored to their needs and just in time from a **single source!**

Great opportunity for young people, vocational schools, universities, economic chambers and companies

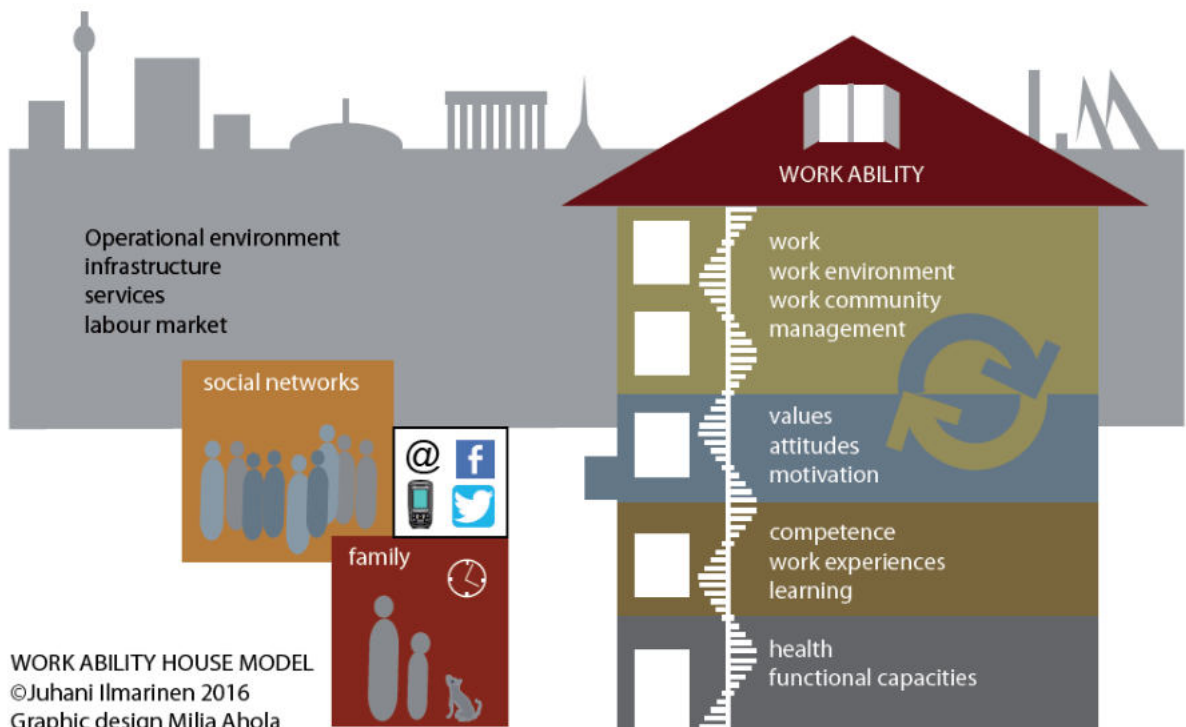
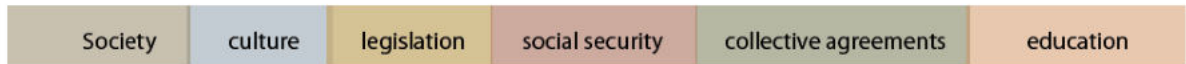
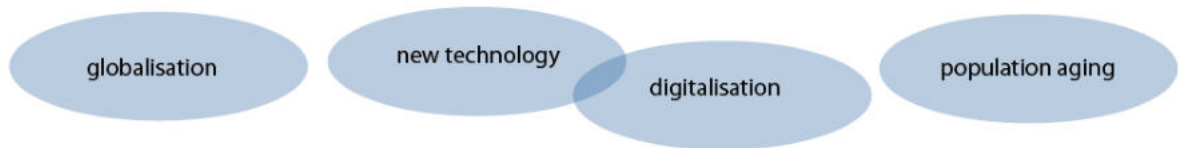
Center of Competence "HR for SMEs" for innovation promotion and competence-oriented qualification masters challenges of today and tomorrow

A cartoon illustration showing a group of diverse people in blue overalls carrying a large, tilted map of Europe on their shoulders. The map is colored in light blue for water and light orange for land. The people are drawn in a simple, expressive style. A red speech bubble is positioned over the map, and two green speech bubbles are at the bottom, one pointing to a man and one to a woman.

SMEs carry Europe!

**Thank you very
much for your
attention!**

We are shaping
the future with
the Centre of
Competence
"HR for SMEs"!



International Education Conference "Human Resources and Workplace Innovations for SMEs"



Good practices of Workplace Innovations
in SMEs

Marzena Grzesiak, GdańskTech



Co-funded by the
Erasmus+ Programme
of the European Union

2

Workplace innovations - definitione & classification

- those workplace practices and cultures which enable employees at all levels to use their knowledge, competences and creativity to the full
- a broad concept that overlaps with other forms of innovation, in particular organizational and process innovation

Workplace innovations - definition & classification

- a process of productive reflection as part of everyday working life,
- interaction between stakeholders within and outside the organization,
- a process with built bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts,
- a process towards win-win outcomes for the organization and employees.

Best practices - selection

- best practices from Finland, Germany, Latvia and Poland
- for the analysis were chosen best practices differ from each other due to their specificity, nature, scope, stakeholders commitment, financial costs etc.

Impact of workplace innovations

- Process of productive reflection as part of everyday working life
- Interaction between stakeholders within and outside the organization
- A process with built bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts
- A process towards win-win outcomes for the organization and employees

Recommendation to the implementation

- **TYKY – maintaining the workability and concept of work ability management** – is the BP from the category “process of productive reflection as part of everyday working life”
- **Corpworking for SMEs** – is the BP representing the category “interaction between stakeholders within and outside the organization”
- **Fastems: The Way We Rock** – has been classified as BP in the group “process with built bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts”
- **Nonmonetary motivations to ensure employees satisfaction with workplace** – is the BP from the category “process towards win-win outcomes for the organization and employees”

Conditions for best practices implementation

- Related to the best practice chosen for implementation
- Related to the workforce of the implementing enterprise
- Related to the management of the implementing enterprise

Conditions of workplace innovation best practices implementation

- the **internal situation** of the organization:
 - related to employers (organization)
 - related to employees
- its **external environment**:
 - performing innovative behaviour among employees;
 - readiness to get involved in new solutions (motivation),
 - previous professional experience and expectations according to the workplace organization,
 - structure of personal needs and the level of their satisfaction

The internal situation of the organization

- related to employers (organization)
 - employer's (manager's) attitudes towards workplace innovation
 - organizational culture
 - organizational structure
 - relations between employees and dialog between employees and managers
- related to employees
 - performing innovative behaviour among employees;
 - readiness to get involved in new solutions (motivation),
 - previous professional experience and expectations according to the workplace organization,
 - structure of personal needs and the level of their satisfaction

The external factors determining best practices of workplace innovation implementation results

- legal conditions
- competitors
- clients expectations

Implementation reflections

- motivation for partners implementing new workplace innovations
- planning, calculation the risks and potential benefits
- barriers for best practice implmentation
- finnaly – they were satisfied

Thank you for attention!

If you want share your exeprience or have any questions, please contact with GdanskTech KA4HR team members:

Marzena Grzesiak: Marzena.Grzesiak@pg.edu.pl

Magdalena Olczyk: Magdalena.Olczyk@pg.edu.pl

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Co-funded by the
Erasmus+ Programme
of the European Union

Baltic Sea Academy




International Education Conference "Human Resources and Workplace Innovations for SMEs" Welcome, presentation of the project and overview of results

Dr. Max Hogeforster

Hamburg, 11. January 2022



Co-funded by the
Erasmus+ Programme
of the European Union



Network of universities
and polytechnics boosting

- *Education & Qualification*
- *Innovation & Entrepreneurship*
- *Technology Transfer*
- *Realisation of tangible R&D solutions*

for SME's in the Baltic Sea Region



www.baltic-sea-academy.eu



Bringing people and opportunities together by

- developing a strong, innovative economic region of world standing
- promoting small and medium-sized businesses
- initiating outstanding qualifications
- strengthening sub-regions and their diversity
- establishing a Hanseatic identity beyond national borders

Network of more than
45 Business Chambers
from 12 countries



*Network for small and medium-sized enterprises
around the Baltic Sea Region*

www.hanse-parlament.eu

Hanse Parlament & Baltic Sea Academy

Hanse Parlament :

- Network of 50 SME insitutions, mainly Chambers of Crafts, Commerce, Industry etc. in the BSR

Baltic Sea Academy:

- Network of 22 Universities doing R&D and Qualification for SMEs

Chambers & Universities



INNOVATION

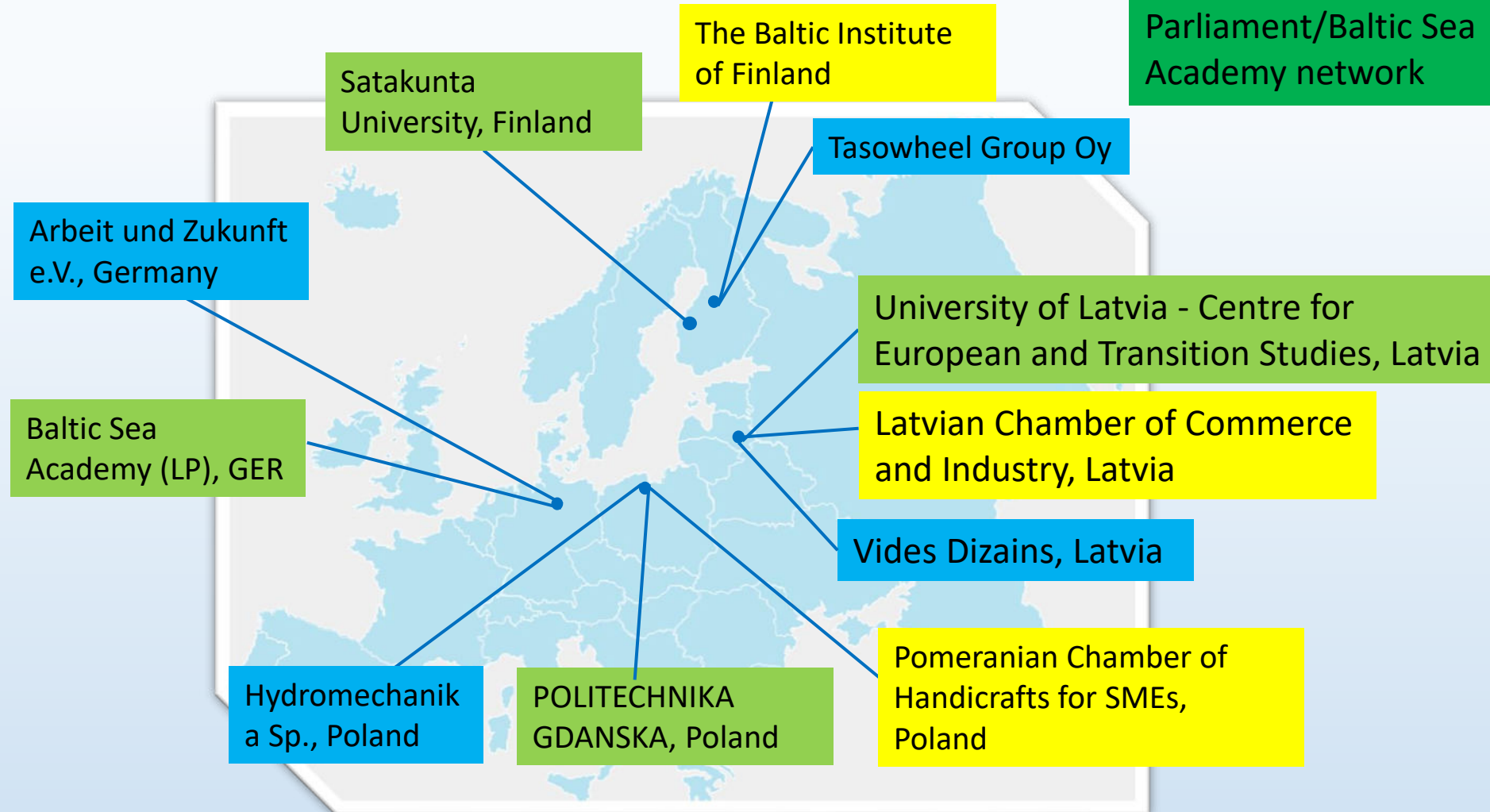




Project in a nutshell

Project Partners

Plus 50 chambers and
22 universities/
colleges from 13
countries as **transfer
partners** through the
Hanseatic
Parliament/Baltic Sea
Academy network





Project in a nutshell



Which target groups do we address?

- ❖ **Owners and employees of SMEs**
- ❖ **Students as future entrepreneurs or managers in SMEs**
- ❖ Lecturers in education, further education and higher education
- ❖ Chambers in their function as SME promoters and training providers as well as other training providers
- ❖ Universities that qualify entrepreneurs and carry out R&D work

Program: Erasmus+
Key Action 2

Knowledge Alliance

Duration: 39 months
01.11.2018 – 31.01.2022



Project in a nutshell

Why do we need this project?



- For SMEs to remain competitive in the long term,
 - ➔ it is necessary to increase their innovation capacity and reduce the gap between qualification requirements & demands
- Human capital is the most important resource for strengthening innovation and productivity
- There is great need for further development in this area in the countries south of the Baltic Sea, Workplace Innovations are already more advanced in the Scandinavian countries
 - ➔



- Very high need for cooperation between SMEs and universities, focus on cooperation in two areas development, testing, and implementation of SME-specific methods, and projects through R&D work at universities
 - ➔ strengthening of awareness and competences in this new area of innovation promotion for SMES through qualifications
- High and growing demand for entrepreneurs for business transfers and start-ups



Project in a nutshell

What do we want to achieve?

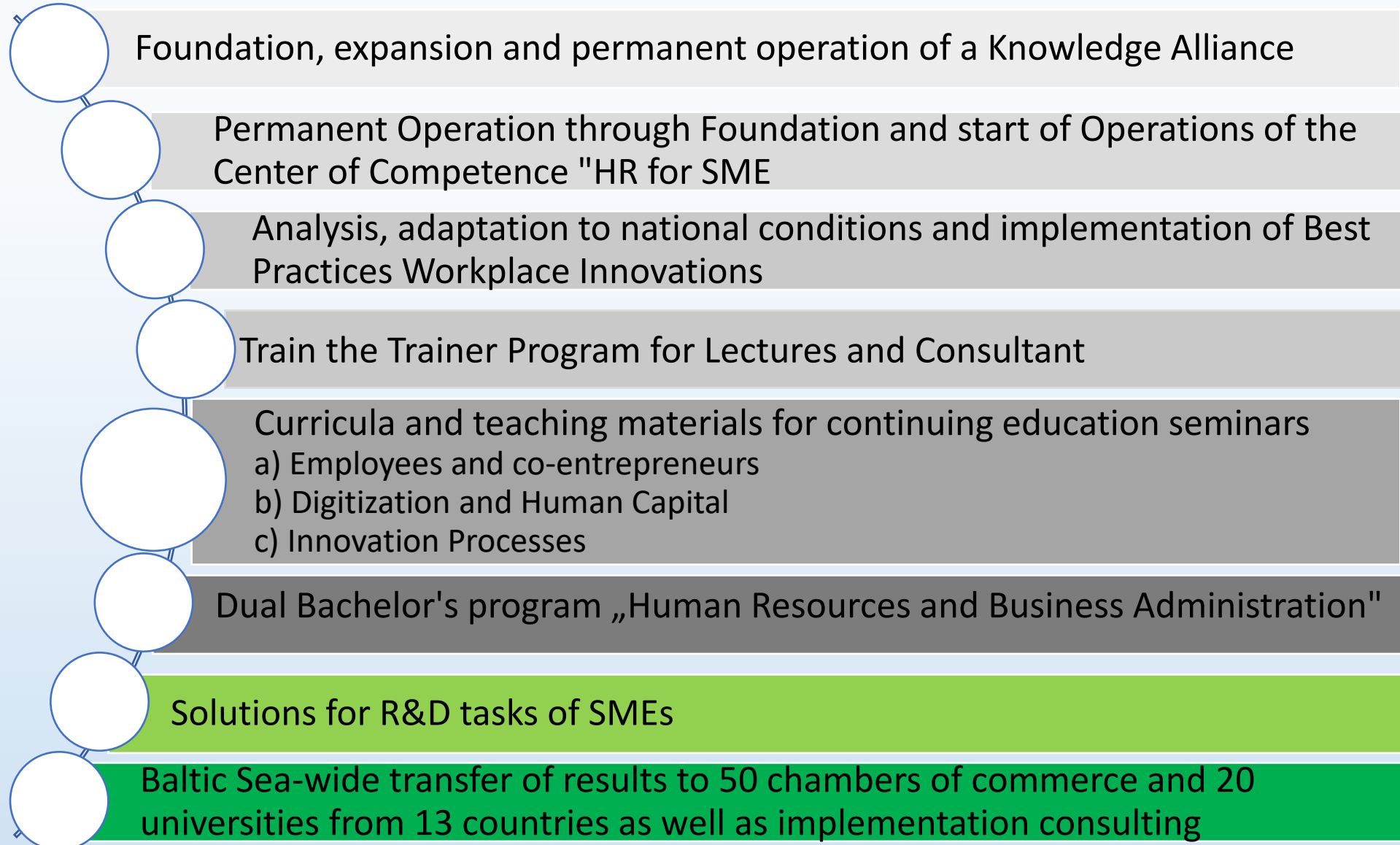
- ✓ Development of Knowledge Alliance & Center of Competence "HR for SME", which is formed by vocational training institutions, economic chambers and universities
- ✓ Development & implementation Train the Trainer program
- ✓ Development Best Practices Tool "Workplace Innovations"
- ✓ Development, testing, evaluation and implementation of three further vocational training courses
- ✓ Development, testing, evaluation and implementation of a dual bachelor study course and of R & D for SMEs

Through intensive, targeted promotion of human resources strengthening innovation & competitiveness of SMEs in BSR



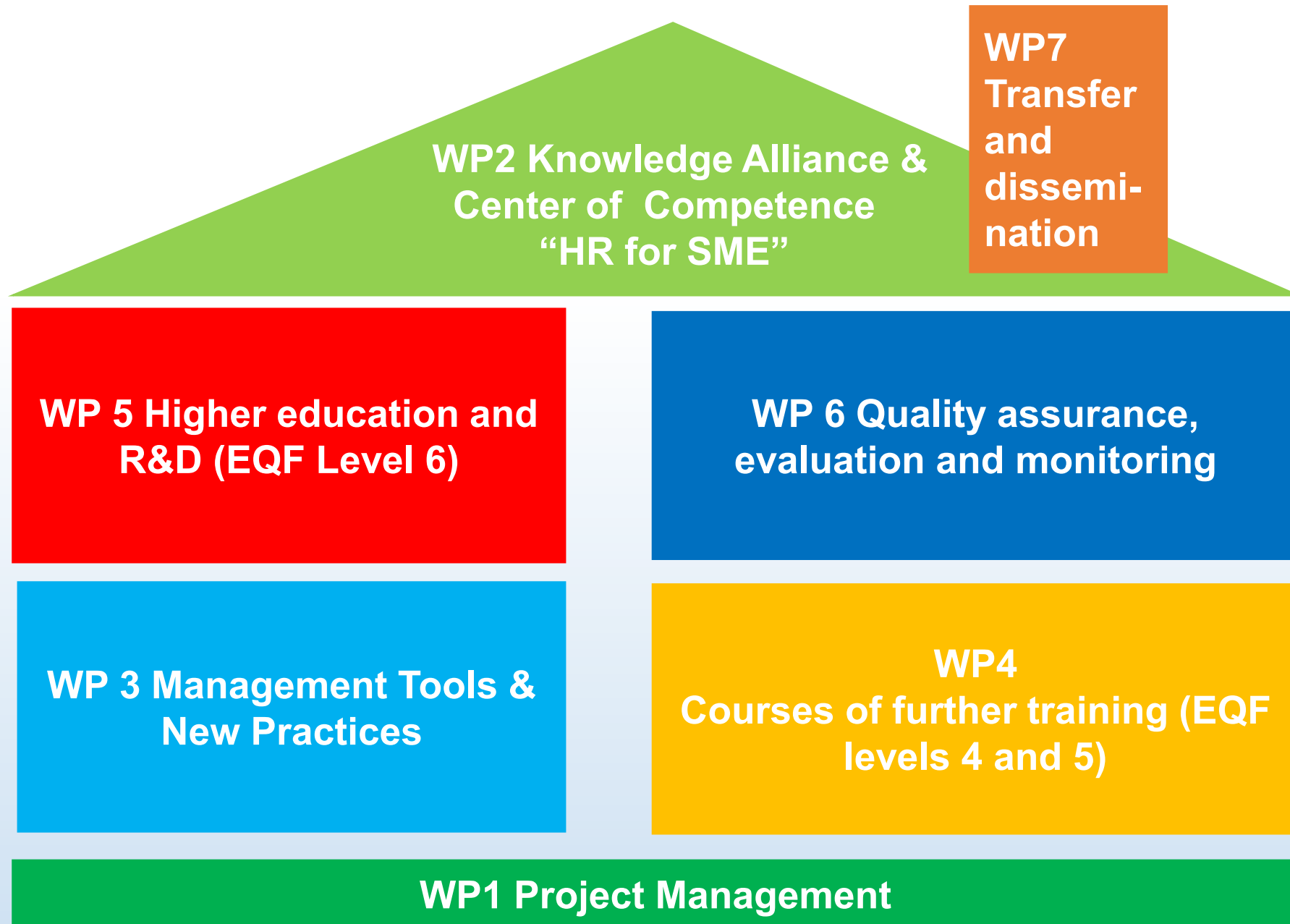
Project in a nutshell

What will be produced?





Work Packages





WP1 Project Management





WP2 Alliance & Center of Competence

WP2
Knowledge
Alliance &
Center of
Competence
"HR for SME"

Development of information, communication and cooperation instruments

Concept & foundation of a Knowledge Alliance

Information & cooperation platform on Project Website

Curricula, Teaching Materials and Evaluation Report
Train the Trainer Program

Concept, business plan & securing the long-term operation of the Knowledge Alliance

Development and coordination of organizational and working forms of the CoC with cooperation of chambers, universities and training providers

Transformation of the Alliance into foundation & start of operations Center of Competence "HR for SME"





WP3 Tools & Best Practices

Alexander Frevel,
Arbeit und Zukunft e.
V., Hamburg:
*Qualification needs
and Human Resources
promotion for SMEs*

WP 3 Management Tools & New Practices

Dr. Marzena Grzesiak,
Gdansk University of
Technology: *Good
practices of
Workplace
Innovations in SMEs*

Analyses of economic structures, qualification and labor markets in BSR

Analyses and Identification of SME conditions and qualification needs

Creating SME prototypes for Workplace Innovations

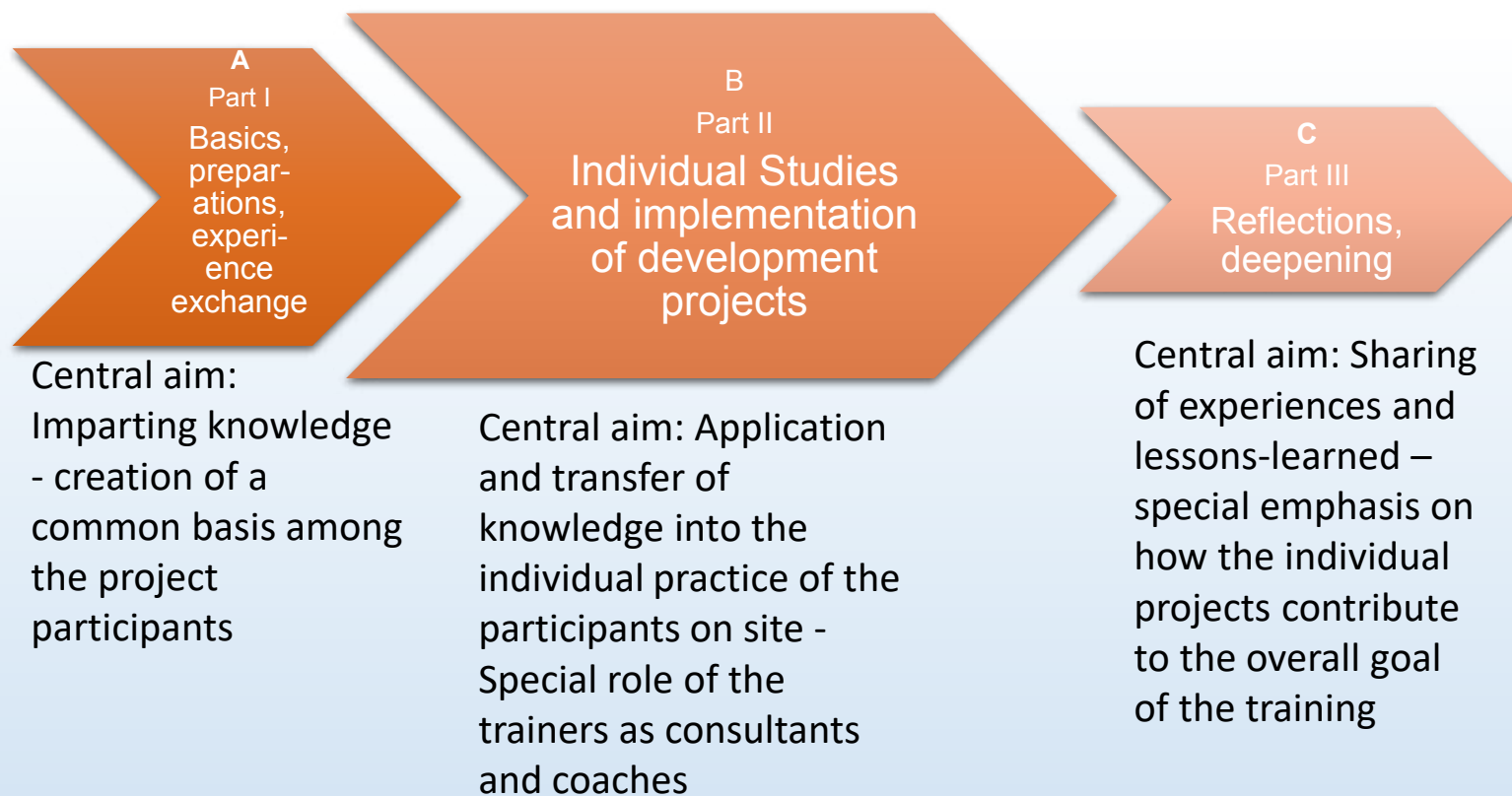
Analysis and implementation Best Practices Workplace Innovations

Development and implementation of new methods and tools for SMEs on Workplace Innovation



WP4 Further Training

Knowledge According to Individual Needs **KAIN**





WP4 Further Training

Jurijs Dubatovka,
Latvian Chamber of
Commerce and
Industry: *Field report
on Workplace
Innovation Training
for SMEs*

WP4
Courses of
further training
(EQF levels 4
and 5)

Development, testing, evaluation & implementation
Curriculum and teaching materials for further training
"Employees on the way to Co-entrepreneurs".

Development, testing, evaluation & implementation
Curriculum and teaching materials for further training
"Digitization and Human Capital"

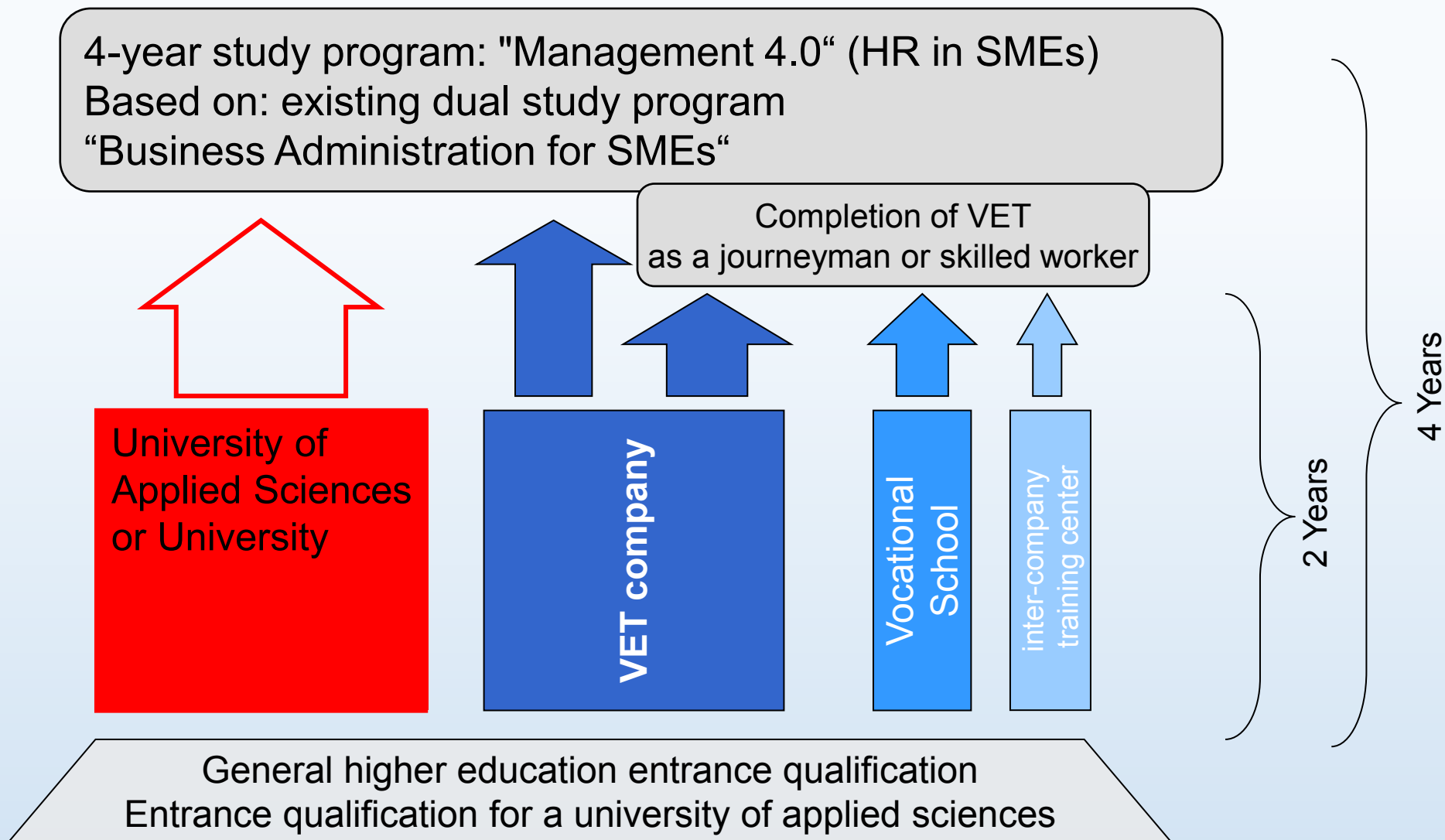
Development, testing, evaluation & implementation
Curriculum and teaching materials for further training
"Innovation Processes"

Development of examination regulations and
international recognition

Implementation of Workplace Innovation Projects
in the participating SMEs during the training
period



Dual Bachelor Study





WP5 Higher Education

Denize Ponomarjova &
Romans Putans, Latvian
University: *New dual
bachelor program
„Human Resources and
Business*

Dr. Sirpa Sandelin,
Satakunta University
Finland: *SME specific R&D
tasks on Workplace
Innovations*

WP 5 Higher education and R&D

Jānis Balodis, Vides
Dizains, Riga: *Field report
– Experiences of an SME*

Petri Keski-Korpela,
Tasowheel Group Oy,
Tampere: *Field report –
Experiences of an SME*

Preparation & transfer of concept and module
handbook dual bachelor study program "Business
Administration for SMEs"

Development of module handbook, etc. for a dual
bachelor study program „Human Resources and
Business Administration"

Test and evaluation dual study program „Human
resources and Business Administration"

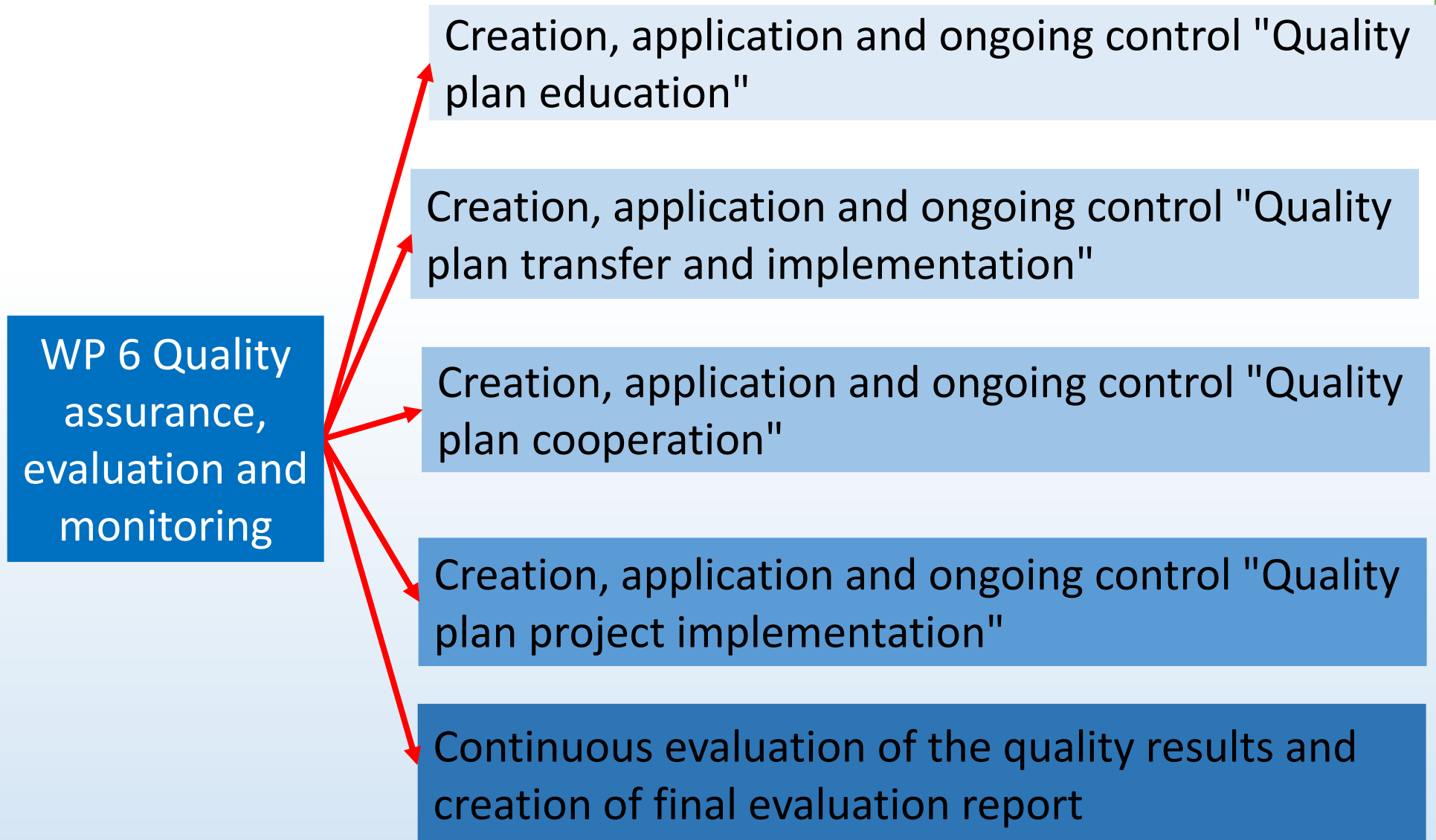
Development of a process for the exchange of
technology and experience

Analysis of the contemporary situation, i.e., of the
digital maturity of the smallest companies

Performing SME specific R&D tasks on Workplace
Innovations

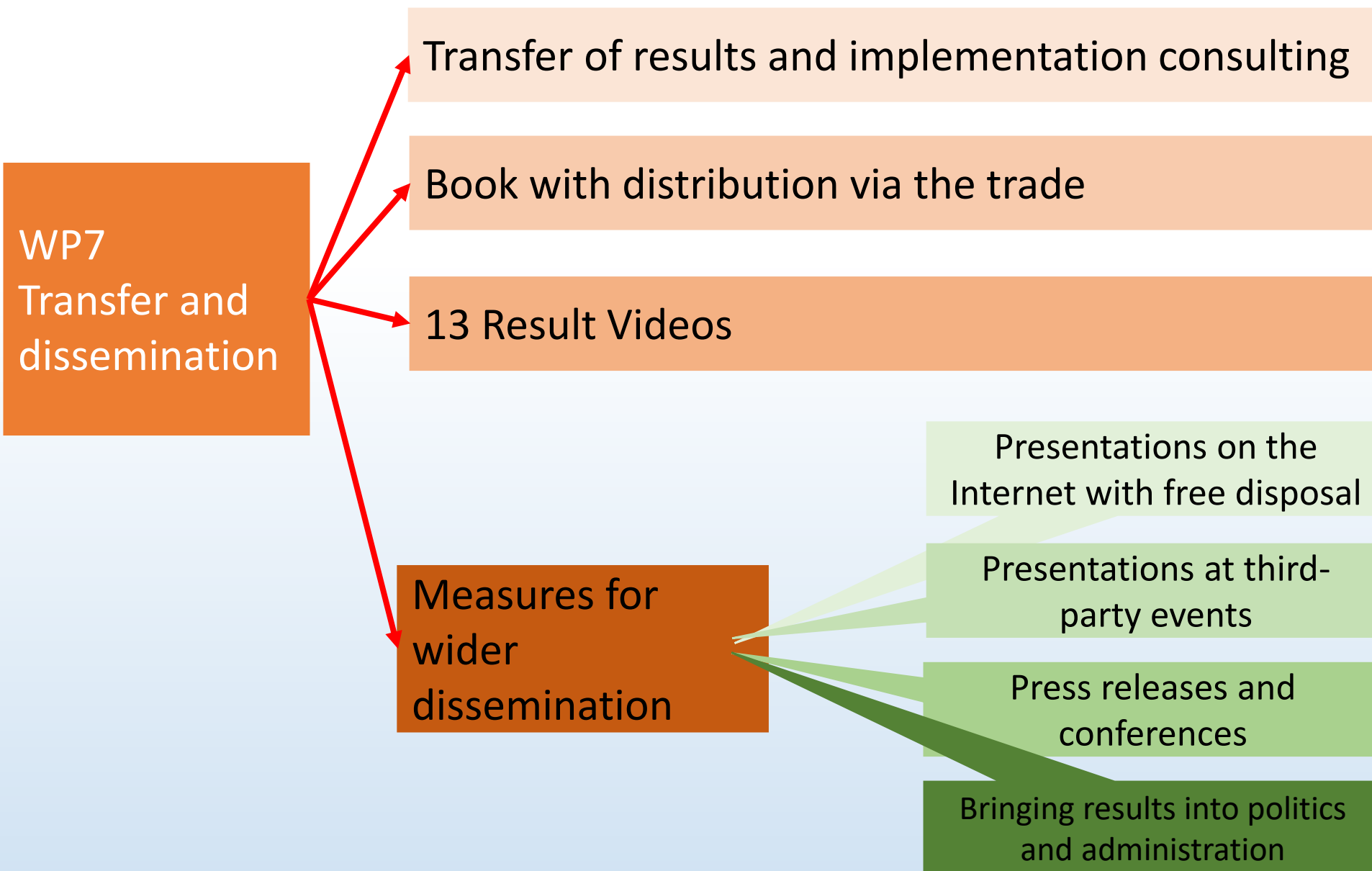


WP6 Quality Assurance





WP7 Transfer & Dissemination





With 99% of all companies
and 70% of all jobs, SMEs
carry Europe!

Alexander Frevel, Arbeit
und Zukunft e. V., Hamburg:
*Qualification needs and
Human Resources
promotion for SMEs*

Thank you
very much
for your
attention !



Co-funded by the
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Baltic Sea Academy



International Education Conference
**"Human Resources and Workplace
Innovations for SMEs"**
**New dual bachelor program
„Human Resources and
Business Administration"**

Hamburg, 11. January 2022



Co-funded by the
Erasmus+ Programme
of the European Union



Challenges for SMEs

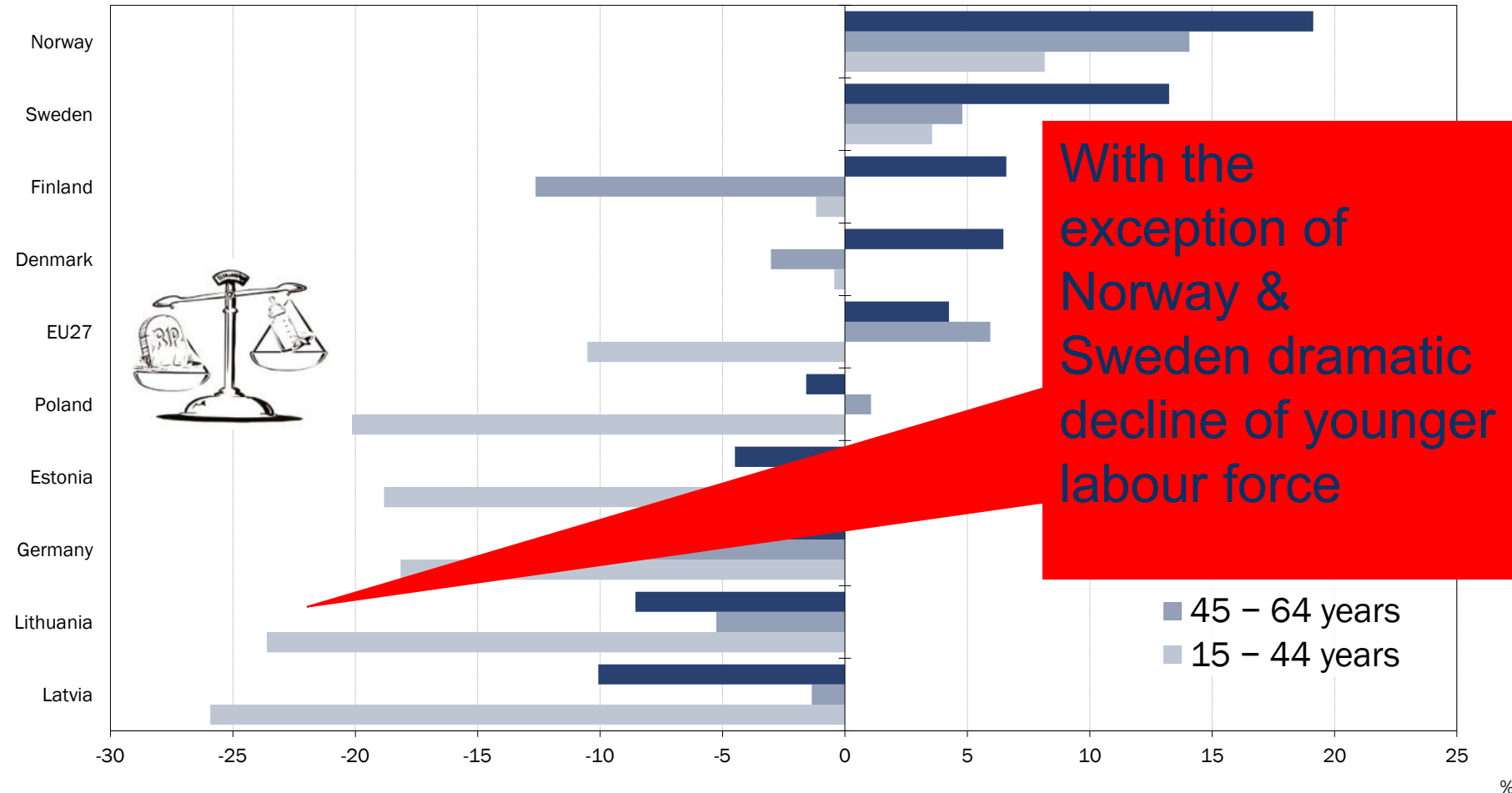
- ✓ In all countries of the Baltic Sea region, the biggest bottleneck for the further development of SMEs concerns the glaring shortage of skilled workers and entrepreneurs, insufficient qualifications and, consequently, too little innovation
- ✓ For demographic reasons, the number of skilled workers and entrepreneurs will decrease even more in the future. In individual BSR countries, the number of younger workers will be reduced by up to 25 % by 2030
- ✓ The lack of young entrepreneurs is particularly serious. Already today, far more jobs are lost in the EU due to failed business transfers than new ones are created by start-ups
- ✓ For demographic reasons, the number of companies requiring a successor will rise sharply in the future, while the number of potential successor entrepreneurs and start-ups will fall sharply at the same time

Improving skills, attracting qualified specialists and closing the entrepreneurial gap are the most important support tasks for SMEs in BSR



Population change

Changes in population by age group 2010 to 2030





Challenges for SMEs

- ✓ SMEs need specialists and entrepreneurs with good theoretical knowledge **and** with distinctive practical experience and competences
- ✓ Traditional university graduates have good theoretical knowledge but **no** professional experience and practical skills. They therefore need at least a three-year training period in SMEs.
- ✓ Therefore, SMEs can only gain very limited skilled workers and entrepreneurs from the high and growing number of university graduates
- ✓ Yet over 60% of school leavers study

➤ **How can SMEs attract skilled workers and entrepreneurs from the very high and growing number of students?**

➤ **What needs to be done?**

Entrepreneurship training
most important task of
securing the future

Attracting
entrepreneurs and
their sound
qualification
ensures business
transfers and
prosperity for all!





Entrepreneur gap

In the next 15-20 years,
more than half of
today's entrepreneurs
will retire.

They disappear!





A model of success

Overcoming the bottlenecks by realizing dual bachelor degree programs

Half of the training time in SMEs and half in the university

- a) Study and vocational training or
- b) Study and professional activity

= Young talent with good theoretical qualification as well as practical experience and professional skills

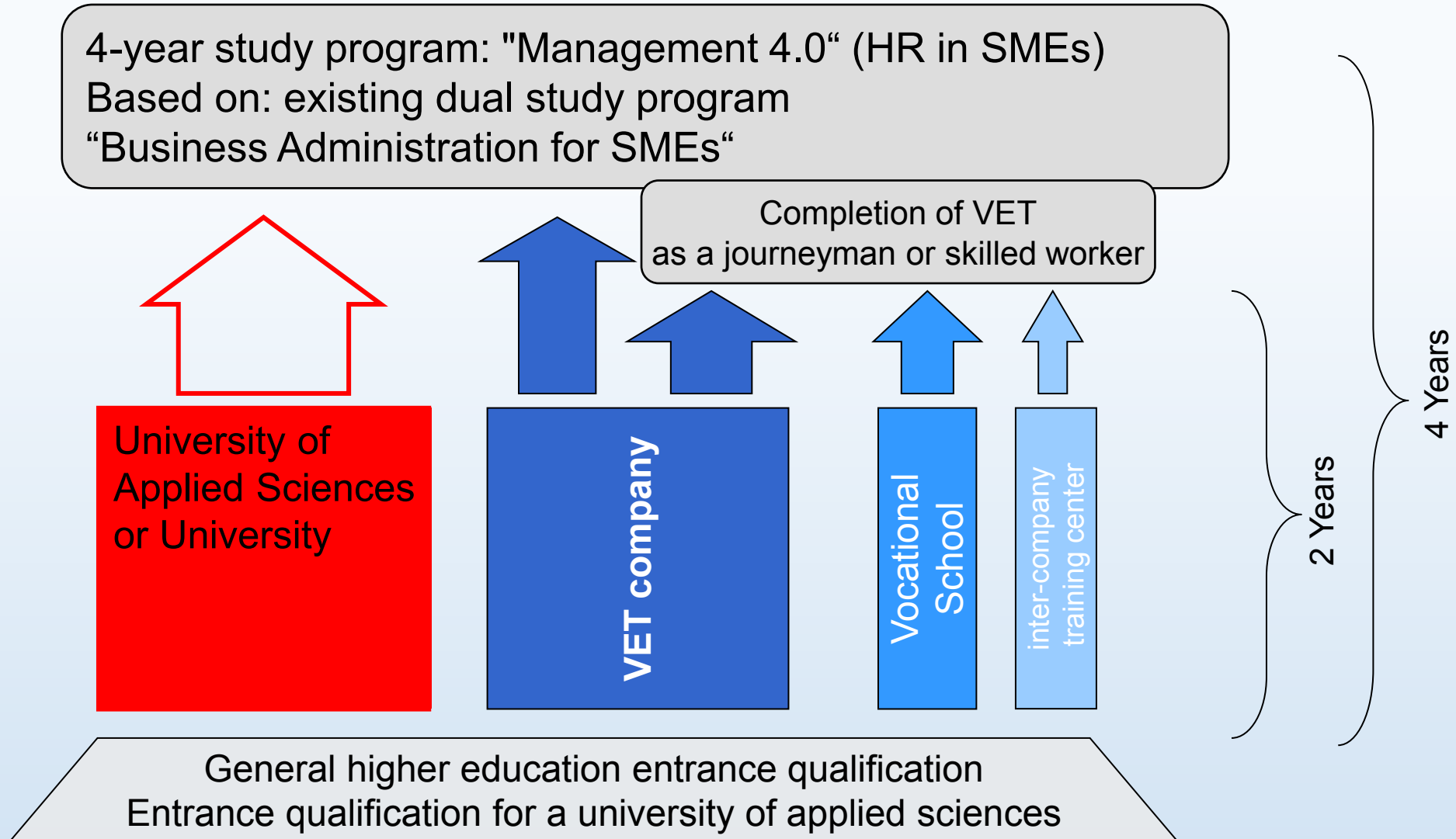


Already fully developed and with great success in Northern Germany 15 different dual study programs with SMEs

- **Attract the best with dual study programs, retain them permanently and gain entrepreneurial, managerial & specialist staff!**
- **Through the training partnership of companies and universities at the same time targeted innovation promotion and jointly implementation of R&D projects**



Dual Bachelor Study Model





Dual Bachelor Study

DUAL BACHELOR STUDIES

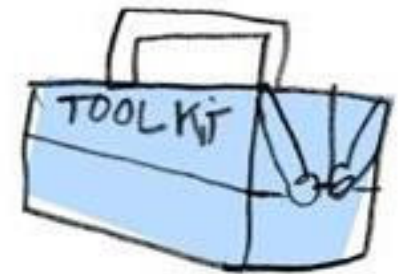
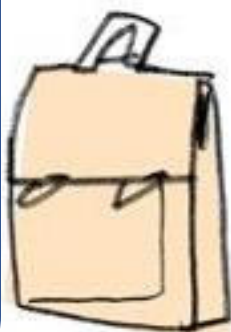




..... and in Latvia by the **Latvian University** with SMEs very successfully tested, evaluated, completed and implemented on the basis of the evaluation results. This study course is available free of charge for implementation in all countries



To attract entrepreneurs and managers as well as to implement workplace innovation, a new dual course „Human Resources and Business Administration" was developed from **University Latvia** in the KA4HR project





Format of the study program

- Professional study program
- Full-time studies – 4 years (8 semesters)
- 240 ECTS (30 ECTS per semester)
- Degree upon completion: Professional bachelor's degree in business administration **and** the possibility of completing recognized vocational training or a professional master's degree
- The entire course of study comprises 7457 teaching hours at the university and additional training periods in the company, project work and self-study
- The entire study program period ideally covers 50% in the university and 50% in the company
- The study results and student's working time is measured by credit points (ECTS). The 1-week full-time study workload is equal to 40 academic hours and corresponds to 1,5 ECTS.
- Whereas one work-based learning week in SMEs covers 40 astronomical hours equal to 53,3 academic hours and corresponds to 1 ECTS.



Module/ Course

Micro- and Macroeconomics
Business English I – SMEs Management
Business & HR Research Methodology
Civil and Environmental Protection
Practical Entrepreneurship & its Tendencies
Labour Law & Social Security System

Business Communication and Ethics
Applied Statistics in Business & HR
Business Management
HR Management in SME
Innovation Management in Business
Educational Practice 1 - Project Knowledge Integration

Financial Accounting
IT in Business and HR management
Business English II – Human Resource Management
HRM Strategies & Policies
Theory & Management of Organisations
Marketing in SMEs
Educational Practice 2 - Business Plan Development

Business (SMEs) Economics
Personnel Development (Talent Management)
Work Safety & Occupational Health
Business Law
Project Management

Practical Placement / Work-based learning - 1

Stress Management
Taxation in Business
Public Support Models in Business
Leadership
Political & Legal Environment of Global Business
Free choice course I

Educational Practice 3 - Pitching

Finances and Investments
Strategic and Change Management
E-commerce
Supply Chain and Logistics
HR Recruitment Techniques
Free choice course II

Practical Placement / Work-based learning - 2

Coaching, Qualifications of Trainers
Risk and Quality Management

Practical Placement / Work-based learning - 3

Bachelor thesis development methodology seminar
Development of Bachelor's Thesis and Defence



Evaluation of the study program

- Main modules of the dual course of study was practically tested and evaluated with a total of 141 students from Latvia, Netherland, France, Germany and Spain.
- The cooperation with SMEs has been limited due to the Covid-19 restrictions. Those SMEs which were connected to the study process (guest-lectures, R&D projects, semester project work, learning in the company), covering national Latvian and the national, local offices of international companies, e.g. construction sector, media agencies, training centres, financial sector, social entrepreneur, corporate governance consultations and Latvian Chamber of Commerce and Industry.
- Overall, the program's significance of usability in the labour market is competitive and undoubtedly beneficial.
- The concept of R&D projects between students and SMEs contributed into development of further two new projects: “Tomorrow’s Entrepreneur” and “Investors Academy” to be realized from Latvian University in cooperation with Latvian Chamber of Commerce and Industry and SMEs.
- In regard to future, development of these courses will be continued by integrating more practical elements and business environment in the study process.

In Latvia there are still some legal and organizational hurdles to implementing dual study programs. However, it has already been shown that the new dual HR study course meets the requirements of the labor market to a particularly high degree, is highly valued by both students and SMEs, and that this and other dual degree programs will have to be implemented in Latvia in the future.



Evaluation of the study program

- Participants found it good to use practical cases and examples as a part of the lessons. They also valued professional background of some teachers and quest lecturers.
- According to the teachers, the contents of the topics were very good, curricula matched the needs and goals of the students, schedule was either very good or excellent, level and motivation of the students was very good, and the contents of the education matched to requirements of the qualification either very well or excellently.

Aim of the curriculum of the study program
“Business Administration and Human Resources” is
to prepare professionally qualified, creative and
competitive specialists (senior specialists,
executives, entrepreneurs) in the field of business
administration with the focus on human resource
management in accordance with the labour market
demand and challenges as well as SMEs specific
needs.



**The module manual
developed from
Latvian University
in the KA4HR
Project fulfills this
objective in an
outstanding way!**

INNOVATION

In the new dual course of study, we have jointly trained your next generation of specialists and entrepreneurs. As part of our close cooperation, we also carried out HR projects in your company. How do you rate this innovation funding?

For me, the priority is the qualification and recruitment of skilled workers. The dual course of study gives me highly qualified, motivated specialists that I don't even have to train later on. The simultaneous promotion of innovation is an additional, very big benefit and I hope I can continue this with your university in the future.





A personal experience

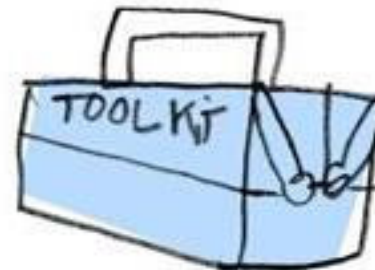
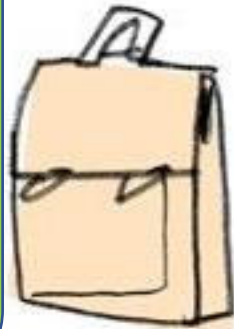
- Since November 2020 we have been running the project “Recruiting the Young Generation Workforce: Innovative HR Management” (REGROW) together with 6 partners from 4 BSR countries.
- Aim: Helping SMEs to secure urgently needed employees, especially from the Millennial generation and Generation Z.
- **Overall Goals**
 - ✓ **Strengthen SME support organizations in their institutional capacity of promoting modern human resource management.**
 - ✓ **Help KMUs to make their human resources management more strategic, sustainable and inclusive.**
 - ✓ **Reconciling employees' skills and ideas about life with the company's goals.**





A personal experience

- As part of REGROW, we also train entrepreneurs, HR managers and mentors in HR management.
- We have made the experience that individual modules of the dual study course „Human Resources and Business Administration" also represent an optimal basis for these specific questions.
- In addition to ongoing implementation of the dual study program by universities and SMEs, I urgently recommend that individual study modules also be used for further vocational training for SMEs and their staff.
- Concept, module manual, implementation and evaluation reports as well as recommendations and tips for future uses can be found on the KA4HR **project website** <https://ka4hr.eu/>. **Everything can be downloaded and used for free.**



I look forward to the discussion and am eager to hear your comments, questions and assessments.

Thank you very much for your valued attention.

Results Work Package 7
Transfer and dissemination

Attachment III

Information Project Website

Website Information – KAforHR

Project title: Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance "Human Resources and Organizational Development"

Project acronym: KAforHR

Timeframe: November 2018 – October 2021

Partners:

- Baltic Sea Academy e.V. (Lead Partner)
- Satakunta University of Applied Sciences (Finland)
- Baltic Institute of Finland (Finland)
- JJM-Rakennus Oy (Finland)
- Gdansk University of Technology (Poland)
- Pomeranian Chamber of Handicrafts for SMEs (Poland)
- Hydromechanika Ltd. (Poland)
- Latvian University (Latvia)
- Latvian Chamber of Commerce and Industry (Latvia)
- Vides Dizains (Latvia)
- Arbeit und Zukunft (Germany)

What are we trying to accomplish?

Through intensive, targeted promotion of human resources, strengthening of innovation and competitiveness of SMEs in the Baltic Sea Region

- **Create strong cooperation between SMEs and universities focusing on**
 - the development, testing, and implementation of SME-specific methods and projects through R&D work at universities
 - strengthening awareness and competences in this new area of innovation promotion for SMEs through trainings
- **Develop**
 - Knowledge Alliance & Center of Competence "HR for SME", which is formed by vocational training institutions, economic chambers and universities
 - Train the Trainer program
 - 3 further vocational training courses
 - Dual bachelor study course

Why do we need this project?

- ❖ Key resource of the European economy to strengthen innovation and productivity: its human capital (i.e. knowledge, skills and motivation of staff)
- ❖ For SMEs to remain competitive in the long term, it is necessary to increase their innovation capacity
- ❖ Especially small and micro enterprises don't put enough emphasis on strategic human resource management and workplace innovations (because of lack of resources and knowledge)
- ❖ Little cooperation between educational institutions and companies -> skills gap
- ❖ Due to shortage of skilled workers it becomes ever more important to attract and retain personnel

- ❖ There is great need for further development in this area in the countries south of the Baltic Sea, Workplace Innovations are already more advanced in the Scandinavian countries

Products:

- Knowledge Alliance and Centre of Competence “HR for SME”
- Train the Trainer Curriculum and teaching materials
- Analysis of Best Practices for Workplace Innovations adapted to national conditions
- SME prototypes/classifications
- Curricula and teaching materials for further educations programs
 - “Employees and Co-Entrepreneurs”
 - “Digitization and Human Capital”
 - “Innovation Processes”
- Dual Bachelor Program “Corporate Management 4.0”
- Solutions for R&D tasks of SMEs

Summary:

For SMEs in the Baltic Sea Region to remain competitive in the long term, it is necessary to increase their innovation capacity and reduce the gap between qualification requirements and demands. For this reason, the Knowledge Alliance "Human Resources and Organizational Development", consisting of eleven partners from four countries, relies on increased cooperation between universities and companies in order to realize education and innovation promotion. To reach as many SMEs as possible, chambers strengthen the partnership between universities and companies.

Human capital is the most important resource for strengthening innovation and productivity. Hence, the project focuses on the comprehensive promotion of Workplace Innovations. While there is great need for further development in this area in the countries south of the Baltic Sea, Workplace Innovations are already more advanced in the Scandinavian countries. Therefore, the project involves countries from both regions.

The alliance, which will be extended to 68 partners from 13 countries and permanently continued, focuses on cooperation in two areas. First, the development, testing, and implementation of SME-specific methods, instruments, and projects through R&D work at universities, that create workplace innovations in areas such as employee recruitment, motivation and digitization, a more innovative working environment and more efficient use of human capital. Second, the strengthening of awareness and competences in this new area of innovation promotion for small and medium-sized enterprises in the Baltic Sea Region through qualifications. The project will develop and implement:

a) three comprehensive continuing education programs: "Digitization & Cooperation", "Employees & Co-entrepreneurs" and "Innovation Processes".

b) a dual bachelor's degree course: “Corporate Management 4.0”

All products and further results will be transferred to 68 actors in 13 countries for implementation.

About

What is all of this about?

Summary

The project in a few words.

What & Why

Alternative Überschriften:

- Background
- Further Information

Unterpunkte 2 und 3 noch einen Einzug weiter nach rechts (also als Unterpunkte von Unterpunkt 1)

Products

What are we developing?

Umfrage-Links: (dieser Abschnitt kann unter den Punkt 4 „SME prototypes/classifications“

With the constantly increasing shortage of skilled workers, well-directed strategies to recruit and retain well-qualified personnel are becoming ever more important. The questionnaire survey is carried out to assess the companies' current situation and expected requirements.

We kindly ask for your active cooperation so that we can develop custom-fit offers for sustainable personnel and organizational development, and workplace innovation.

All data will be used exclusively within the framework of the project. No data will be passed on to third parties. The anonymity of persons and companies/organizations is guaranteed. The data protection regulations are met.

Questionnaire 1 is designed for all institutions working with SMEs, i.e. chambers, universities, other business intermediaries and is available in English, German, and Polish. To choose a language simply open the drop-down menu on the upper right side.

<https://de.surveymonkey.com/r/KA4HR1?lang=en>

Questionnaire 2 is designed for businesses and is available in English, German, Finnish, Latvian, and Polish. To choose a language simply open the drop-down menu on the upper right side.

<https://de.surveymonkey.com/r/KA4HR2?lang=en>

Questionnaire 3 is an extension of questionnaire 2, including a more detailed self-analysis of (non-) existing Human Resource strategies. It is available in English, German, Finnish, and Latvian. To choose a language simply open the drop-down menu on the upper right side.

<https://de.surveymonkey.com/r/KA4HR3scan?lang=en>

Partner

Who are we working with?

Einleitung:

An ambitious project needs a strong and commitment partnership to achieve their goals. In the next three years these eleven partners from Germany, Finland, Poland, and Latvia will work together to ensure smooth cooperation and the development of innovative tools and methods in the field of Workplace Innovations and Human Resources for SMEs around the Baltic Sea Region.

Websites der Partner:

PP1 BSA: <http://www.baltic-sea-academy.eu/>

PP2 SAMK: <https://www.samk.fi/en/>

PP3 BIF: <http://www.baltic.org/>

PP4 JJM: <https://www.jjm-rakentajat.fi/>

PP5 GUT: https://pg.edu.pl/welcome?pl_id=52858455&p_v_l_s_g_id=0&

PP6 PCH: <http://www.pomorskaizba.pl/>

PP7 HYD: <https://hydromechanika.com/>

PP8 CETS: <https://www.lu.lv/cets/>

PP9 LCCI: <https://www.chamber.lv/en>

PP10 VD: fehlt noch (Logo auch)

PP11 AuZ: <https://arbeitundzukunft.org/>

Logos sind separat als E-Mail Anhang mitgeschickt

Test-Meeting-Verbindung

Projects - Baltic Sea Academy

+

www.baltic-sea-academy.eu/projects/

90%

Suchen

Meistbesucht

Erste Schritte

Tasks Board

Project Result Platform

Google Scholar

Linguee | Deutsch-Eng...

DeepL Übersetzer

Anmeldung

Die Informationsplattf...

PROJECTS

BALTIC SEA ACADEMY

ACADEMY

About

Members

Publications

Projects


Education

Hanseatic Conference

Media

The Baltic Sea Academy is implementing numerous projects as a Lead Partner. Some projects have a strategic, political approach, others concentrate on very specific sectors; some projects have only 9 partners, others partnerships of more than 20 organisations – but all projects always focus to produce tangible results for the benefit of small and medium-sized enterprises. The clear focus lies on R&D, education and environmental projects.

Please click on the logos below to learn more about some of our projects:




HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT
KAforHR

Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance "Human Resources and Organizational Development"

Together with chambers, universities and SMEs, this project aims to build a strong alliance in the field of human resources and workplace innovations. Through intense cooperation, trainings that impart skills and abilities in the area of workplace innovations are developed and tested. R&D tasks in companies are carried out and a dual bachelor study course is designed.

The project is part of the Erasmus+ Key Action 2 and is running from November 2018 – October 2021 with 11 partners from Finland, Germany, Latvia, and Poland.




inbets
Innovative Business Transfer
Models for SMEs in the BSR

INBETS

SMEs are mostly owner-managed, often for years. The companies risk to loose knowledge and jobs, once that owner retires. This is happening at increasing speed in the BSR, where more and more owners retire without having transferred the business to the next generation.

The aims of the project are to examine, further develop and design innovative and transferable models and tools for facilitating SME business transfers, make them widely available and implement them in companies.



ICC4VET


Establishment of two-stage industry competence centers of vocational education and training

The Erasmus+ project pursues the ambitious objectives of further developing future vocational training systems, improving qualifications, enhancing the attractiveness of vocational education and training, and reducing the growing deficits of qualified skilled workers. The project ICC4VET is carried out with 7 partners from Germany, Poland, Lithuania, Latvia and Estonia between September 2017 – August 2020.

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Zur Suche Text hier eingeben



10:37
10.07.2019

Results Work Package 7
Transfer and dissemination

Attachment IV
Examples of Leaflets, Press
Releases, Facebook and LinkedIn

Contact us

- Baltic Sea Academy
info@hanse-parlament.eu
malexander@hanse-parlament.eu
jhogeforster@hanse-parlament.eu www.balticsea-academy.eu
- Satakunta University
Sirpa.sandelin@samk.fi
- The Baltic Institute of Finland
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- JJM-Rakentajat Oy
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- Centre for European and Transition Studies
zane.zeibote@lu.lv
- Latvian Chamber of Commerce and Industry
liga.abola@chamber.lv
- Vides Dizains
janisbalodis100@gmail.com
- Arbeit und Zukunft e.V.
frevel@beratung-arbeitsfaehigkeit.de

Project partners

- Baltic Sea Academy e.V. (Lead Partner, Germany)
- Satakunta University of Applied Sciences (Finland)
- Baltic Institute of Finland (Finland)
- JJM-Rakennus Oy (Finland)
- Gdansk University of Technology (Poland)
- Pomeranian Chamber of Handicrafts for SMEs (Poland)
- Hydromechanika Ltd. (Poland)
- Latvian University (Latvia)
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EUROPEAN UNION



**INNOVATIVE
ENTREPRENEURS AND
INNOVATION SUPPORT
FOR SMES: KNOWLEDGE
ALLIANCE “HUMAN
RESOURCES AND
ORGANIZATIONAL
DEVELOPMENT”**

Co-funded by the
Erasmus+ Programme
of the European Union



Project in nutshell

- Name: **KAforHR** (Innovative Business Transfer Models for Small and Medium-sized Enterprises in the Baltic Sea Region)
- Total budget: 845 572.00 EUR
- Dates: 01.11.2018 – 31.10.2021
- Programme: Erasmus+
- Partner countries: Finland, Poland, Latvia, Germany
- Lead partner: Baltic Sea Academy (Germany)
- Website: <http://www.ka4hr.eu>

Target groups

- Owners and employees of SMEs
- Lecturers in education, further education and higher education
- Chambers in their function as SME promoters and training providers as well as other training providers
- Universities that qualify entrepreneurs and carry out R&D work

Aims & Activities

- to build a strong alliance in the field of human resources and workplace innovations.
- to create strong cooperation between SMEs and universities focusing on:
 - ✓ the development, testing, and implementation of SME-specific methods and projects through R&D work at universities
 - ✓ strengthening awareness and competences in this new area of innovation promotion for SMEs
- to prepare new trainings, that impart skills and abilities in the area of workplace innovations, and to design new dual bachelor study



Products

- Knowledge Alliance and Centre of Competence “HR for SME”, which is formed by vocational training institutions, economic chambers and universities
- Train the Trainer Curriculum and teaching materials for 3 courses:
 - ✓ Employees and Co-Entrepreneurs
 - ✓ Digitization and Human Capital
 - ✓ Innovation Processes
- Dual Bachelor Program Corporate Management 4.0
- Analysis of Best Practices for Workplace Innovations adapted to national conditions
- SME prototypes/classifications





Hanse-Parlament

80 followers

3w • Edited •

Save the Date January 11th, 2022 09:00 to 12:30 CET

Dear network, we are pleased to invite you to the final conference of the project KA4HR – Knowledge Alliance "Human Resources and ...see more

KA4HR Conference Invitation • 2 pages



KAforHR

Baltic Sea Academy e.V. • Blankenburger Landstr. 7 • 22187 Hamburg
+49 40 821 447 0 • info@baltic-sea-academy.eu

Hamburg, 08.12.2021

Invitation to the international education conference "Human Resources and Workplace Innovation for SMEs"

Dear Partners,

We are pleased to invite you to the final conference of the project [KA4HR](#) – Knowledge Alliance "Human Resources and Organizational Development" on the topic "Human Resources and Workplace Innovation for SMEs" that will take place

Online on January 11th, 2022 from 09:00 to 12:30 CET.

The conference will be accessible via Zoom with the following login data and code:

<https://us06web.zoom.us/j/81152905868?pwd=YWVVRU10W0s2JmRlYU9rT3JhZ0FqZz0>

Meeting-ID: 811 5290 5868

Code: 522107

Conference description:

In order to remain competitive in the long term, the innovation capacities of SMEs must be increased, the deficit of qualified skilled workers must be eliminated and the mismatch between qualification requirements and demand must be closed. It is in the area of human capital that the greatest reserves for achieving these important goals lie.

The conference will present and discuss comprehensive support measures for the realisation of workplace innovation in SMEs, which have been developed and successfully tested, evaluated and implemented under different national conditions in various countries.

We kindly ask you to forward the conference invitation to the people of your network that might be interested.

You can find the program of the conference below.

With best regards,

The Baltic Sea Academy & Hanse-Parlament Team



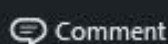
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1 / 2

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jhogeforster@hanse-parlament.eu www.balticsea-academy.eu
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- Analysis of Best Practices for Workplace Innovations adapted to national conditions
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4 January · 🌐

...

! Aicinām piedalīties starptautiskā konferencē "Human Resources and Work Place Innovations for SMEs", kas notiks 11. janvārī, no plkst. 10.00 līdz 13.30 tiešsaistes platformā. Konferences darba valoda - angļu.

👉 Konferences laikā tiks prezentēti visaptveroši atbalsta pasākumi inovāciju īstenošanai darba vietās mazajos un vidējos uzņēmumos, kas tika izstrādāti, ieviesti un novērtēti dažādās valstīs.

🔗 Ar detalizētāku konferences programmu var iepazīties šeit: https://ej.uz/110122_programme

📄 Lai saņemtu pieslēguma informāciju, lūdzam aizpildīt reģistrācijas anketu:

https://ej.uz/reg_110122

Konference tiek organizēta Erasmus+ programmas "KAforHR" projekta ietvaros.



You, Līga Sičeva, Artur Hark and 2 others

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Friday, 20 May 2022 from 20:00-23:00

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Riga



Katrīna and 6 friends

Recommended events

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Today at 10:00

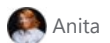
Lekcija "Galvenais par Ukrainas
militāro un politisko vēsturi 19.–...



Eliza and 4 friends

Today at 19:00

Dr. Gunārs Trimda – Depresijas
raššanās iemesli un risinājuma...



Anita

3 Mar at 10:00 – 7 Mar at 17:00

Latvijas SMU Tiešsaistes
pasākums #CitsBazārs pavasarī

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CENTRE FOR EUROPEAN
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HUMAN RESOURCES AND
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KAforHR

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THURSDAY, 25 NOVEMBER 2021 FROM 10:00-13:00

PRAKTISKAIS KURSS PERSONĀLA VADĪBĀ

Online event

22 Nov 2021

25 Nov 2021

Details

3 hr

14 people responded

Event by Latvijas Tirdzniecības un rūpniecības kamera LTRK

Public · Anyone on or off Facebook

🎯 Mērķis: veicināt teorētiskas zināšanas un praktisko pieredzi
uzlabojumiem personāla vadībā

👍 Mērķauditorija: MVU vadītāji, personāla speciālisti

Kursa struktūra:

✓ 2 tiešsaistes s... [See more](#)

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Eliza, Alise and 3 friends are interested

MON, 14 MAR AT 19:00

Maneskin Arēnā Rīga

Arēna Rīga



Eliza, Eugenia and 17 friends

FRI, 1 APR AT 20:00

Pavasara mīlas retrīts ar grupu MAZĀIS PRINCIS

Ķekavas Veco dzirnavu estrāde



Oskars and Ilze are interested

THIS SATURDAY AT 11:00

Gājiens "Kopā par Ukrainu! Kopā pret Putinu!"

Brīvības Pieminekļa laukums



Ann and Aina are going

FRI, 20 MAY AT 18:00

Arturs Skutelis. Jā. Lielkoncerts

Palladium Rīga



Krišs and Jānis





22

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AND TRANSITION STUDIESHUMAN RESOURCES AND
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MONDAY, 22 NOVEMBER 2021 FROM 10:00-15:00

PRAKTISKAIS KURSS PERSONĀLA VADĪBĀ

Online event

22 Nov 2021 25 Nov 2021

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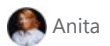
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Today at 10:00

**Lekcija "Galvenais par Ukrainas
militāro un politisko vēsturi 19.–...**

Elīza and 4 friends

Today at 19:00

**Dr. Gunārs Trimda – Depresijas
rašanās iemesli un risinājuma...**

Anita

Details

5 hr

33 people responded



Event by Latvijas Tirdzniecības un rūpniecības kamera LTRK

Public · Anyone on or off Facebook

 Mērķis: veicināt teorētiskas zināšanas un praktisko pieredzi
uzlabojumiem personāla vadībā

Mērķauditorija: MVU vadītāji, personāla speciālisti

Kursa struktūra:

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Eliza, Alise and 3 friends are interested



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MON, 14 MAR AT 19:00

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Arēna Rīga



Eliza, Eugenia and 17 friends



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Pavasara mīlas retrīts ar grupu MAZĀIS PRINCIS

Ķekavas Veco dzirnavu estrāde



Oskars and Ilze are interested



Interested

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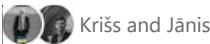




FRI, 20 MAY AT 18:00

Arturs Skutelis. Jā. Lielkoncerts

Palladium Riga



Krišs and Jānis


Interested



APMĀCĪBAS



was designed and adapted to the needs of the participants

LTRK starptautiskā projekta KAforHR ietvaros tika organizētas apmācības personāla vadībā, kurā piedalījās dažādu uzņēmumu pārstāvji.  Video ir iespēj...

 Like  Comment  Share

 You, Līga Sičeva, Paula Rossinska and 4 others · 405 views




Latvijas Tirdzniecības un rūpniecības kamera
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17 January · 🌐

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LTRK starptautiskā projekta KAforHR ietvaros tika organizētas apmācības personāla vadībā, kurā piedalījās dažādu uzņēmumu pārstāvji.

 Video ir iespēja vairāk uzzināt par notikušajām apmācībām, arī dzirdēt atsauksmi no apmācību dalībnieka, kurš pārstāvēja uzņēmumu **Augstsprieguma tīkls**. Apmācības tika organizētas 2020.gadā.

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Latvijas Tirdzniecības
un rūpniecības
kamera

FRIDAY, 13 NOVEMBER 2020 FROM 14:00-17:00

Inovācijas personāla vadībā

Latvijas Tirdzniecības un rūpniecības kamera LTRK

9 Sep 2020

9 Nov 2020

13 Nov 2020

+2



Elīna Valdmane invited you

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[Discussion](#)



- 8 people responded
- Event by Latvijas Tirdzniecības un rūpniecības kamera LTRK
- Latvijas Tirdzniecības un rūpniecības kamera LTRK
- Duration: 3 hr
- Public · Anyone on or off Facebook

Kursa struktūra:

- ✓ 4 semināri
 - ✓ 4 grupu darbi
 - ✓ 4 uzņēmumu apmeklējumi;
 - ✓ Individuāla projekta ieviešana uzņēmumā.
- ... See more



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Krišjāņa Valdemāra iela 35, Rīga

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22 September 2020 ·

Septembrī norisinājās apmācību **Inovācijas personāla vadībā** pirmais posms, kur piedalījās 15 dažādu nozaru un lielumu uzņēmumu vadītāji un personāla vadītāji, un jau šobrīd mācību dalībnieki ir uzsākuši darbu pie individuālo inovāciju ieviešanas uzņēmumā.✓

* Paldies uzņēmumiem **Tet.lv**, **Bite Latvija** un **Accenture Latvia**, kas uzņēma dalībniekus klātienēs un virtuālās mācību ekskursijās.👉

* Vairāk: <https://www.chamber.lv/lv/content/jaunumi/4689>

* #KAforHR #KA4HR #ERASMUS+



BALTIC SEA ACADEMY

KAforHR

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Latvijas Tirdzniecības un rūpniecības kamera

09:57 03.03.2022



10



LATVIJAS TIRDZniecības UN RŪPniecības KAMERA

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29 March 2019 · 🌐

LTRK projekta "Knowledge Alliance for Human Resources" (KAforHR) ietvaros aicina aizpildīt aptaujas anketu.



Aptauja tiek veikta, lai novērtētu uzņēmuma esošo personāla vadības situāciju un varētu izstrādāt pielāgotus piedāvājumus ilgtspējīgai personāla vadības attīstībai Latvijas mazos un vidējos uzņēmumos (MVU)



Anketa pieejama šeit: <https://de.surveymonkey.com/r/KA4HR2?lang=lv>



Plašāka informācija: <https://chamber.lv/lv/content/jaunumi/3196>

#LTRK #kaforhr





10



CHAMBER.LV

LTRK projekta KAforHR ietvaros aicina aizpildīt aptauju

LTRK projekta "Knowledge Alliance for Human Resources" (KAforH...



Janis Tilibs



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19h · 🌐



!!! LTRK pārtrauc sadarbību arī ar Baltkrievijas Tirdzniecības un rūpniecības kameru, kā iepriekš tas ir izdarīts ar Krievijas Federācijas Tirdzniecības un rūpniecības kameru un reģionālajām kamerām. 🇺🇦
[#StandWithUkraine](#)



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LTK · 🌐

Iesieties ar jaunajiem īpašajiem piedāvājumiem LTRK biedriem! 🙌👍

🔍 Uzzini, kā kļūt par LTRK biedru, pievienojies un izmanto visas priekšrocības! Vairāk: <https://klutparbiedru.ltrk.lv/>



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*Jaunajiem klientiem



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VESELĪBAS GROZIEM UN DĀVANĀM
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Artur Hark and 2 others

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Latvijas Tirdzniecības un rūpniecības kamera LTRK

1 March at 15:05 · 🌐

...



! Par palīdzības organizēšanu Ukrainai.



LTRK centralizēti organizēs humānās un medicīniskās palīdzības piegādi Ukrainai. Esam vienojušies par sadarbību ar noliktavu Polijā, savukārt Ukrainas Tirdzniecības un rūpniecības kamera palīdz apzināt vajadzības.



Aicinām atsaukties tos uzņēmējus, kuriem būtu iespēja nodrošināt kravu transportu uz Poliju, kā arī iespēja šeit Latvijā piedāvāt savas noliktavas telpas preču uzglabāšanai un sakomplektēšanai, pirms tās



10



Jana Gurska, Maruta Jukeviča and 7 others

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LATVIJAS UZŅĒMĒJI PROJEKTA IETVAROS IEVIEŠ INOVĀCIJAS PERSONĀLA VADĪBĀ



Latvijas Tirdzniecības un rūpniecības kamera (LTRK) kopā ar Latvijas Universitāti un citiem partneriem Vācijā, Somijā un Polijā īsteno projektu "KAforHR" (<http://www.ka4hr.eu/>), kura mērķis ir veicināt sadarbību starp partnervalstu biznesa, izglītības iestādēm un mazajiem un vidējiem uzņēmumiem un palīdzēt veidot inovatīvas darba vietas.

Projekta ietvaros tika veikts pētījums par valstu labo praksi par inovācijām darba vietā un izstrādātas apmācības, izmantojot "KAIN" (Knowledge Acquisition according to Individual Needs) metodi. "KAIN" metode paredz, ka dalībniekiem ar dažādu pieredzi tiek izveidota kopēja zināšanu bāze, ņemot vērā to individuālo pieredzi un tiek sniegta palīdzība izstrādāt un ieviest inovatīvus risinājumus? uzņēmumā. Pēc teorētiskās informācijas iegūšanas un

pieredzes apmaiņas mācību dalībniekiem ir divi mēneši, lai ieviestu inovāciju savā uzņēmumā.

LTRK Konkurētspējas daļas vadītāja Elīna Valdmane atzīmē: "Lai mazie un vidējie uzņēmumi ilgtermiņā saglabātu konkurētspēju, ir jāstiprina to inovācijas spēja. Cilvēku kapitāls ir vissvarīgākais resurss inovāciju un produktivitātes uzlabošanai. KAforHR projekts ir vērtīgs rīks uzņēmumiem, ar kura palīdzību radīt un ieviest inovācijas savā darba vietā."

Septembrī norisinājās apmācību pirmais posms, kur piedalījās 15 dažādu nozaru un lielumu uzņēmumu vadītāji un personāla vadītāji, un jau šobrīd mācību dalībnieki ir uzsākuši darbu pie individuālo inovāciju plāna ieviešanas uzņēmumā. Projekta ietvaros dalībnieki ieguva zināšanas par izmaiņām mūsdienu darba tirgū un uzņēmējdarbības vidē, inovatīva uzņēmuma un uzņēmēja īpašībām, inovācijām un radošumu biznesā, nemonetāro motivāciju, lai nodrošinātu darbinieku apmierinātību un citām aktuālām tēmām, kā arī viesojās uzņēmumos "TET", "Bite Latvija" un "Accenture Latvija".

Apmācību dalībnieki līdz novembrim individuāli darbosies pie inovāciju ieviešanas savos uzņēmumos, savukārt tālākās mācību ietvaros paredzēts arī Fontes Executive Search vadošās pētnieces Antas Praņēvičas seminārs par atalgojuma sistēmas izstrādi un vizīte 4Finance birojā, kur uzņēmuma cilvēkresursu direktore Daiga Ērgle pastāstīs par iespējām un izaicinājumiem darbinieku iesaistē un izglītošanā. Apmācību noslēgumā novembrī uzņēmumi prezentēs uzņēmumos ieviestās inovācijas, un dalīsies ar pieredzi inovāciju ieviešanā. Ar ieviestām inovācijām varēs iepazīties LTRK mājas lapā www.chamber.lv (<http://www.chamber.lv>).

Projekts "KAforHR" tiek finansēts ar Erasmus+ programmas atbalstu.

17.09.2020

Latvijas Tirdzniecības un rūpniecības kamera (/lv/business/1)



Latvijas Tirdzniecības
un rūpniecības
kamera

Biroja adrese:

K.Valdemāra 35, Rīga, LV-1010

Juridiskā adrese:

Rīga, Krišjāņa Valdemāra iela 35, LV-1010

Reģ. nr.:

40003081501

Tālrunis:

+ 371 67225595

Tweets by @LTRK_info

**LTRK**

@LTRK_info

Esam pārtraukuši sadarbību arī ar Baltkrievijas Tirdzniecības un rūpniecības kameru, kā iepriekš to izdarījām ar Krievijas Federācijas Tirdzniecības un rūpniecības kameru un tās reģionālajām kamerām.[iej.lv/a2xYh](https://www.iej.lv/a2xYh)

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EBCLMRFORIGF73HS8TEYYNIRDYGBPTCCN0DGEGWNIYAOZQHU)

LTRK PROJEKTA KAFORHR IETVAROS AICINA AIZPILDĪT APTAUJU



LTRK projekta "Knowledge Alliance for Human Resources" (KAforHR) ietvaros aicina aizpildīt aptaujas anketu.

Šī aptauja tiek veikta, lai novērtētu uzņēmuma esošo personāla vadības situāciju un varētu izstrādāt pielāgotus piedāvājumus ilgtspējīgai personāla vadības attīstībai Latvijas mazos un vidējos uzņēmumos (MVU).

Saite uz anketu: <https://de.surveymonkey.com/r/KA4HR2?lang=lv> (<https://de.surveymonkey.com/r/KA4HR2?lang=lv>)

Projekta KAforHR mērķis ir atbalstīt MVU, lai attīstītu to personāla vadības politiku, sniedzot konsultācijas un apmācības.

Vairāk informācijas par projektu: <https://chamber.lv/en/content/3161> (<https://skymail.chamber.lv/owa/redirect.aspx?C=tyCvVpsadJ7G2yK4NsDjP0HGRSvP2zfCZT9c2fgExowr-fXHI7TWCA..&URL=https%3a%2f%2fchamber.lv%2fen%2fcontent%2f3161>)

Paldies jau iepriekš par atsaucību!

P.S. Visi dati tiks izmantoti tikai analīzei projekta ietvaros un netiks nodoti tālāk. Tiek garantēta personu un uzņēmumu/organizāciju anonimitāte un ievēroti datu aizsardzības noteikumi.



Latvijas Tirdzniecības un rūpniecības kamera (/lv/business/1)



Latvijas Tirdzniecības
un rūpniecības
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07

INOVĀCIJAS PERSONĀLA VADĪBĀ. MĀCĪBU KURSS.

Uzņēmēju nams, Kr.Valdemāra 35, Rīga

(<https://www.google.com/maps/place/Latvijas+Tirdzniec%C4%ABbas+un+r%C5%ABpniec%C4%ABbas+kamera/@56.958245,24.1143274,17z/data=!3m1!1e3!1s0x46e6cfcf1e02a755:0>)

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PRAKTISKS
MĀCĪBU KURSS

MĒRĶIS:
TEORĒTISKAS
ZINĀŠANAS UN
PRAKTISKA
PIEREDZE IEVIEŠOT
INOVĀCIJU
PERSONĀLA
VADĪBĀ.

7-9.SEPTEMBRIS 9,13.NOVEMBRIS

KR.VALDEMĀRA 35
RĪGA

EJ.UZ/HRKURSI

4 SEMINĀRI
4 GRUPU DARBI
4 UZŅĒMUMU APMEKLĒJUMI

MVU VADĪTĀJIEM, PERSONĀLA SPECIĀLISTIEM

SEMINĀRU TĒMAS

- INOVATĪVS UZŅĒMUMS / UZŅĒMĒJS
- TALANTU VADĪBA INOVĀCIJU VIRZĪBAI
- DARBINIEKU NEMONETĀRĀ MOTIVĀCIJA U.C.

PRAKTISKAJĀ DAĻĀ

- GRUPU DARBI, UZŅĒMUMU APMEKLĒJUMI
- PRAKTISKA RISINĀJUMA IEVIEŠANA UZŅĒMUMĀ



ROMĀNS PUTĀNS
(DR.SC.ADMIN)

LU CETS SOCIO-EKONOMISKO
PĀRMAIŅU PĒTNIKS
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DOCĒTĀJS



VLADIMIRS
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UZŅĒMĒJS

INOVĀCIJU UN
RADOŠUMA KURSU
VIESLEKTORS

DOKTORANTŪRAS
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DALĪBAS NOTEIKUMI: LTRK BIEDRIEM 249 + PVN | PĀRĒJIEM 349 + PVN



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Latvijas Tirdzniecības
un rūpniecības
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MĀCĪBAS TIEK ORGANIZĒTAS PROJEKTA KAFORHR IETVAROS

MARTS (/LV/EVENTS/2022/03)

APRĪLIS (/LV/EVENTS/2022/04)

MAIJS (/LV/EVENTS/2022/05)

JŪNIJS (/LV/EVENTS/2022/06)

JŪLIJS (/LV/EVENTS/2022/07)

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KAforHR



Erasmus+

- **Name:** KAforHR (Innovative Business Transfer Models for Small and Medium-sized Enterprises in the Baltic Sea Region)
- **LCCI position:** Partner
- **Total Budget:** 845 572.00 EUR
- **Dates:** 01.11.2018 – 28.02.2022
- **Programme:** Erasmus+
- **Partner countries:** Finland, Poland, Latvia, Germany
- **Web site:** <http://www.ka4hr.eu> (<http://www.ka4hr.eu/>)

Together with chambers, universities and SMEs, this project aims to build a strong alliance in the field of human resources and workplace innovations. Through intense cooperation, trainings that impart skills and abilities in the area of workplace innovations are developed and tested, R&D tasks in companies are carried out and a dual bachelor study course is designed.

Lead partner:

Baltic Sea Academy (Germany)

Other Partners:

- Satakunta University of Applied Sciences (Finland)
- The Baltic Institute of Finland (Finland)
- JJM-Rakentajat Ltd (Finland)
- Gdansk University of Technology (Poland)
- Pomeranian Chamber of Handicrafts for SMEs (Poland)

- Hydromechanika Ltd (Poland)
- Centre for European and Transition Studies (Latvia)
- Vides Dizains (Latvia)
- Arbeit und Zukunft (Germany)

Documents developed during the project:

- Baltic Sea wide analysis of Workplace Innovation Best Practices (<https://drive.google.com/open?id=1RrhXFIEBz374ka5DglwjpTt10KMatwmS>)
- Country specificity as a factor of Workplace Innovation Best Practices' (BP) successful implementation (<https://drive.google.com/open?id=1D0jnJA5bFnQ1cqQgLDBfe8mZ5NeBmB3R>)

Contact:

esprojekti@chamber.lv (<mailto:esprojekti@chamber.lv>)

+371 28625443

Kr.Valdemara str. 35, Riga Latvia, LV-1010

02.12.2022

Non-governmental institution

"Latvian Chamber of commerce and industry"

Address: **35 Krisjana Valdemara str., Riga, LV-1010, Latvia**

E-mail: info@chamber.lv (<mailto:info@chamber.lv>)

Phone: **+ 371 67225595**

Complaints and proposals to the Chairman of the Board of LCCI Janis Endziņš (</en/form/suggestions-and-complaints>)

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KAforHR



Erasmus+

- **Nosaukums: KAforHR** (Innovative entrepreneurs and innovation support for SMEs knowledge alliance "Human resources and organizational development")
- **LTRK pozīcija:** Partneris
- **Kopējais budžets:** 845 572.00 EUR
- **Projekta ilgums:** 01.11.2018 – 28.2.2022
- **Programma:** Erasmus+
- **Mājaslapa:** <http://www.ka4hr.eu> (<http://www.ka4hr.eu/>)
- **Partnervalstis:** Vācija, Somija, Polija, Latvija

Lai Baltijas jūras reģiona MVU ilgtermiņā saglabātu konkurētspēju, ir jāstiprina to inovācijas spēja. Cilvēku kapitāls ir vissvarīgākais resurss inovāciju un produktivitātes uzlabošanai. Tādējādi projekts KAforHR koncentrējas uz inovatīvu darba vietu veicināšanu.

Projekta mērķis ir veicināt sadarbību starp partnervalstu tirdzniecības kamerām, universitātēm un MVU, lai veidotu partnerību cilvēkresursu un darbavietu inovāciju jomā. Projekta ietvaros tiks izstrādātas apmācības, kuras attīstīs kompetences darbavietu inovāciju jautājumos. Kā arī projekta ietvaros tiks veikti pētījumi un izstrādāts duālās izglītības bakalaura studiju kurss.

Neliels ieskats par projekta apmācībām:



Vadošais partneris: Baltic Sea Academy (Vācija)

Partneri:

- Satakunta University of Applied Sciences (Somija)
- The Baltic Institute of Finland (Somija)
- JJM-Rakentajat Ltd (Somija)
- Gdansk University of Technology (Polija)
- Pomeranian Chamber of Handicrafts for SMEs (Polija)
- Hydromechanika Ltd (Polija)
- Centre for European and Transition Studies (Latvija)
- Vides Dizains (Latvija),
- Arbeit und Zukunft (Vācija)

Projekta ietvaros izstrādātie dokumenti:

- Baltic Sea wide analysis of Workplace Innovation Best Practices (<https://drive.google.com/open?id=1RrhXFIEBz374ka5DglwjpTt10KMatwmS>)
- Country specificity as a factor of Workplace Innovation Best Practices' (BP) successful implementation (<https://drive.google.com/open?id=1D0jnJA5bFnQ1cqQgLDBfe8mZ5NeBmB3R>)

18.01.2022

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Adrese: **Kr. Valdemāra iela 35, Rīga, LV-1010, Latvija**

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KAforHR



Erasmus+

- **Полное название проекта: KAforHR** (Innovative entrepreneurs and innovation support for SMEs knowledge alliance "Human resources and organizational development")
- **Позиция ТППЛ:** Партнёр
- **Общий бюджет:** 845 572.00 EUR
- **Продолжительность проекта:** 01.11.2018 – 31.10.2021
- **Программа:** Erasmus+
- **Домашняя страница:** <http://www.chamber.lv> (<http://www.chamber.lv/>)
- **Другие партнёры:** Германия, Финляндия, Польша, Латвия

Для того чтобы, МСП в регионе Балтийского море могли сохранять конкурентоспособность, необходимо укреплять ихней инновационный потенциал. Самым важным ресурсом для улучшения инноваций и продуктивности – человеческий капитал. Тем самым проект KAforHR концентрируется на продвижения инновативных рабочих мест.

Цель проекта – продвижение сотрудничества между торгово-промышленных палат партнеров, университетами и МСП, для создания партнерства в сфере человеческих ресурсов и рабочих мест. В рамках проекта будут выработаны обучения, которые будут развивать компетенции в области инноваций на рабочем месте. А также в рамках проекта будут проводится исследования и выработан курс бакалавриата по двойному образованию.

Ведущий партнер: Baltic Sea Academy (Германия)

Партнеры:

- Satakunta University of Applied Sciences (Финляндия)
- The Baltic Institute of Finland (Финляндия)
- JJM-Rakentajat Ltd (Финляндия)
- Gdansk University of Technology (Польша)
- Pomeranian Chamber of Handicrafts for SMEs (Польша)
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- Centre for European and Transition Studies (Латвия)
- Vides Dizains (Латвия),
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Контакты ТППЛ:

Янис Тилибс

Исполнительный директор Латвийского Экспортного Кластера

Торгово-промышленная палата Латвии

cluster@chamber.lv (<mailto:cluster@chamber.lv>).

+371 26942631

ул. Кр. Валдемара 35, Рига

Латвия, LV-1010

Товарищество "Торгово-промышленная Палата Латвии"

ул. **Krisjana Valdemara 35, Рига, LV-1010, Латвия**

Э-почта: info@chamber.lv (<mailto:info@chamber.lv>)

Тел.: **+ 371 67225595**

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Baltic Sea wide analysis of Workplace Innovation Best Practices

Country implementation conditions

Marzena Grzesiak

Magdalena Olczyk

Anita Richert-Kaźmierska

Baltic Sea wide analysis of Workplace Innovation Best Practices

Country implementation conditions

Authors:

**Marzena Grzesiak
Magdalena Olczyk
Anita Richert-Kaźmierska**

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1. Workplace innovation – theoretical aspects

1.1. Definitions

The organization of workplaces plays a vital role in a company's ability to compete and innovate. Workplace Innovation researchers start from the idea that "people are our most valuable assets" (Alagaraja 2013, p. 136). But what is a workplace innovation (WI)? In short it can be described as those workplace practices and cultures which enable employees at all levels to use their knowledge, competences and creativity to the full (Totterdill, 2013). It builds organizations in which people come to work to do two things: to undertake their functional tasks in the most effective way possible and to improve the business.

Whereas policy makers stress the importance of empirical evidence of workplace innovation (WI) and the positive effects it may have, a unitary theory of WI is missing. Because of the lack of theory on WI, the evidence is scattered, and practitioners are missing hands-on advice regarding WI implementation.

Workplace innovation (WI) in economic literature is characterized as a broad concept that overlaps with other forms of innovation, in particular organizational and process innovation. It comprises a wide range of different practices assigned to areas such as human resource management or organizational development. Elaborating a consistent concept and definition of WI is therefore challenging. Below the most frequently used definitions of workplace innovations are described.

Table 1. Most popular definition of workplace innovations

Ramstad (2009)	"Renewals in the structures, processes or boundaries of a work organization that achieve savings in the use of labour or capital resources, or an improved ability to respond to customer needs [...] examples of reforms can be self-managing teams, flatter hierarchies, outsourcing, diversified personnel skills and management systems" (p.2)
Pot (2011)	"Innovation is defined as the implementation of new and combined interventions in the fields of work organization, human resource management and supportive technologies. Workplace innovation is considered to be complementary to technological innovation. Some people use the broader concept of non-technological innovation, in which also dynamic management, new marketing practices and external collaboration are included." (p. 404 – 415)
Pot, Dhondt, and Oeij (2012)	"Workplace innovations are strategically induced and participatory adopted changes in an organization's practice of managing, organizing and deploying human and non-human resources that lead to simultaneously improved organizational performance and improved quality of working life." (p. 262).
Høyrup et al. (2012)	Define "employee-driven innovation" as "generation and implementation of new ideas, products and processes originating from interaction of employees not assigned to this task" (p.8).
European Agency for Safety and Health at Work (2012)	"A renewal in work organization and labour relations leading to improved performance by the organization by which we mean enhanced productivity, economic growth, the capacity to innovate and better use and develop human talents through improvements in the quality of working life, safe and healthy working conditions, enhanced job satisfaction, worker participation, social dialogue and sustainable employment" Netherland Centre for Social Innovation, 2009, p. 1). "Workplace innovation includes aspects of management and leadership,

	flexible organization, working smarter, continuous development of skills and competencies, networking between organizations and the modernization of labour relations and human resource management.” (p.4)
Dortmund Brussels position paper on WI (2012)	“Workplace Innovation is defined as a social process which shapes work organization and working life, combining their human, organizational and technological dimensions. Examples include participative job design, self-organised teams, continuous improvement, high involvement innovation and employee involvement in corporate decision making. Such interventions are highly participatory, integrating the knowledge, experience and creativity of management and employees at all levels of the organization in a process of cocreation and co-design. This simultaneously results in improved organizational performance and enhanced quality of working life. It is important to see Workplace Innovation not as an end state but as a dynamic, reflexive process in which all stakeholders are continually engaged in reflecting on, learning about and transforming work processes and employment practices in response to both internal and external drivers.” (p.2)
Eurofound (2012)	“High performance work practices or innovations in work organization are defined as deliberate changes that can affect how employees undertake their job and/or their broader experience of work and refer to any element of people management” (p.11). High performance work practices such as profit-sharing, autonomous team working and the take-up of flexible working opportunities by at least one-fifth of the workforce are associated with lower employee absence levels and fewer problems with staff motivations (p.51)
European Workplace Innovation Network (Totterdill, 2013)	Workplace innovations “designate new and combined interventions in work organization, human resource management, labour relations and supportive technologies. It is important to recognize both process and outcomes. The term workplace innovation describes the participatory and inclusive nature of innovations that embed workplace practices grounded in continuing reflection, learning and improvements in the way in which organizations manage their employees, organize work and deploy technologies. It champions workplace cultures and processes in which productive reflection is a part of everyday working life. It builds bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and the organizational design knowledge of experts. It seeks to engage all stakeholders in dialogue in which the force of the better argument prevails. It works towards ‘win-win’ outcomes in which a creative convergence (rather than a trade-off) is forged between enhanced organizational performance and enhanced quality of working life”
European Commission (2014)	<p>“Those innovations aim at improving staff motivation and working conditions, thereby enhancing labour productivity, organizational performance, innovation capability, reactivity to market changes and consequently business competitiveness. Workplace innovation can be found in all types of organization, be they large corporates, SMEs or even public administrations. In practice they are often combined with technological, process or marketing innovations as they allow companies to tap further into staff creativity, to boost their innovation capacities and to find new solutions swiftly. From a longer term perspective, the transformation of workplaces is needed to accommodate an ageing workforce by retaining their skills in the labour market while maintaining and increasing their productivity levels. On the other hand, advanced workplaces are indispensable for European industries to attract, engage and retain young talents. Workplace innovation:</p> <ul style="list-style-type: none"> • improves performance and working lives through positive organizational change involving inclusive dialogue and by releasing the creativity of employees; • coalesces the strategic knowledge of the leadership with the hands-on, practical but often unrecognized knowledge of frontline employees; • seeks to engage all stakeholders in the process of change, leading to “win-win” outcomes in which a creative convergence (rather than a trade-off) is forged between enhanced organizational performance and enhanced quality of working life.”

Totterdill and Exton (2014)	<p>Workplace Innovation is an integral set of participative mechanisms for interventions* relating structural (e.g., organizational design) and cultural aspects (e.g., leadership, coordination and organizational behavior) of the organization and its people with the objective to simultaneously improve the conditions for the performance (i.e., productivity, innovation, quality) and quality of working life (i.e., wellbeing at work, competence development, employee engagement).</p> <p>*‘interventions’ are synonymous to employee engagement in decision-making processes</p>
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Source: European Commission (2014).

Based on the analysis of Table 1, we observe an evolution of the WI definition within the field in that (1) WI should benefit both organizations and people (as a goal); and (2) WI is simultaneously seen as a process of innovative change and adaptation (as an activity), and (3) WI as a theoretical conceptualization of what is going on in organizations that apply WI-like measures and interventions (as a way of framing and understanding).

Above mentioned definitions differ from each other to a certain content, but all of these definitions of workplace innovations have common elements. They treat WI as:

- a process of productive reflection as part of everyday working life,
- an interaction between stakeholders within and outside the organization,
- a process with built bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts,
- a process towards win-win outcomes for the organization and employees.

1.2. Definitions by examples

Whereas these definitions (Table 1) are clear, most of them remain relatively abstract. Many practitioners find it problematic to define workplace innovation. The well-known definitions hardly provide any actionable information. In this contribution, examples of cases describing best WI practices can provide value added to purely theoretical definitions of WI.

To find some examples of workplace innovation to better understand what the WI means, we recommend to use a EUWIN base. In 2013 The European Commission launched the European Workplace Innovation Network (EUWIN). Today this network connected more than 10,000 companies and other stakeholders, sharing know-how and experience. The Knowledge Bank is a rich and abundant source of case studies, films, articles and other learning resources. EUWIN's knowledge bank is hosted by UKWON at <http://portal.ukwon.eu/euwin-knowledgebank-menu-new>.

Workplace innovations could have very different FORMS (it is not a full list of WIs) such as:

- an empowering job design (it consists on reducing employee alienation arising from repetitive and mechanical tasks. It is applied through various techniques such as: job enlargement, job enrichment, job rotation or job simplification),

- self-organized team working (a self-organizing team is one that does not depend on or wait for a manager to assign work. Instead, these teams find their own work and manage the associated responsibilities and timelines),
- open and fluid organizational structures (it is an organization within a management is broken down into component tasks, and those tasks are distributed—almost crowd sourced—among regular workers. Leaders and followers participate, freely sharing ideas, suggestions, criticism, and responsibility for planning and implementation),
- delegated decision-making (an organizational setup in which the authority to make important decisions about organizational resources and to initiate new projects is delegated to workers at all levels in the hierarchy),
- simplified administrative procedures (a simplified structure for administrative procedures is described that makes them easier to write, review, and use. The simplified structure maintains a balance among the fundamental human factors considerations of sound procedures: presenting actions, conditions, and explanations concisely; maintaining consistency of information and format; and ensuring completeness and accuracy of the procedure. With these objectives met, the simplified structure permits procedures that are more clearly defined, more easily automated and more reliable),
- a coaching style of line management (adopting a coaching approach can help line managers meet employee demands for a more supportive, less directive boss. The approach focuses on performance, improvement, change, action, and learning),
- high involvement innovation practices (they are a work, managerial, and organizational practices that support continuous improvement and broad participation of employees and other participants such as customers). Examples: decentralized decision making (organizations allow employees to assume role and responsibilities that enable them to exert a greater influence at work while enjoying greater autonomy), supervisor support and care about their well-being (employees' belief concerning the extent to which supervisors value their contributions), competence development of the organization throughout the working career (competence development refers to an individual's skills and proficiency enhancement), internal and external cooperation (refer to both the quantity and quality of cooperation and information sharing about, for example, the business strategy, outputs, costs, processes profitability, and customer reactions),
- the encouragement of entrepreneurial behavior at all levels (all activities, which enables to cultivate a positive corporate culture, help people do their best work and find the best ideas from all levels of the organization. For examples: to provide casual meeting places like a lounge

or café area that encourage people to come together and meet; to incorporate technology into these spaces so people can easily tap colleagues who may be located elsewhere by phone, video conference or other connection),

- an employee representation in strategic decision-making (for example by expansion of employee involvement programs or worker participation regarding human resource decisions through union representation).

To better illustrate, how we understand workplace innovation, four (arbitrary chosen) examples of WI are presented (Oeij et al. 2017):

- Example 1: Pitney Bowes Credit Corporation

Pitney Bowes wanting to improve communication between their employees in order to increase idea generation. The company decided to completely redesign the interior office space to resemble a calm, small village. The idea was to break down communication barriers. The redesigned office had its own village square and café, which was designed to encourage trust and a feeling of community amongst employees. The relaxed workplace saw the company go from strength to strength, launching successful new products because of the increased collaboration and communication levels.

- Example 2: Manu-Fabric

It is an international company that produces fabrics for different customer groups (retail, hotels, furniture manufacturers etc.). The headquarter of the company is in Denmark and it counts one hundred and forty-five employees there who support the manufacturing process in different European countries.

The company operates from a vision that workplace innovation is “a way to ensure renewal and the ability to offer a service that is so good that customers will chose this company over others” This company has implemented the following WI practices: 1. customer segment teams, 2. autonomous and semiautonomous team work, 3. a flat hierarchy, (structural improvements according to the experts) 4. room for proposals to improve processes, products or services, 5. participative formulating of performance goals and targets, 6. innovation meetings for product development (cultural or mixed improvements, according to the experts).

The customer segment teams are multi-disciplinary teams that serve segments of clients, such as retail or hospitals. Those employees, who have direct or indirect contact with a group of customers, work together in a team. In supporting departments, such as the Order Expedition, employees work in autonomous or semi-autonomous teams. They distribute their work themselves at a daily morning meeting. There are only three hierarchical layers: the board of

managers, middle managers and employees. Every employee can make a proposal directly to the management or colleagues and, if possible, these ideas are directly implemented.

Performance goals and scores are formulated together with the employees, which leads to mutual trust building. The department for product development organizes continuous innovation meetings, where creative thinking is promoted. According to the manager and the employees that were interviewed, these interventions resulted in very positive outcomes. The manager stressed that an innovative culture, knowledge sharing and autonomous, interdisciplinary teams give the company competitive advantage. Employees described working in multi-disciplinary teams as highly motivating and said they feel in control over the incremental innovation process that enables them to bring in their ideas.

- Example 3: Agro-Petfood

The German company Agro-Petfood is part of a holding and produces pet food. A few years ago, the company had to go through a complete upheaval in order to stay competitive. The whole production process was modernized by introducing machines instead of craft-based production. The new production lines required new employee competencies. Employees were educated and trained to take over every task in the manufacturing process. Moreover, some unskilled workers were trained to do production jobs – every employee had the chance to upskill and take over a skilled worker's task. Thus, former unskilled workers were trained in robotics and are now machine operators. At the request of employee representatives and the works council, every employee was given the opportunity to develop and to implement a training and career plan, which led to more qualified employees taking over more demanding jobs. In addition, workers at the production site have leeway to organize their work as long as they meet the production deadlines given by the customers. For example, they can decide themselves to take a break, to have a meeting, or to watch a football championship game as long as they fulfil the production targets. All these measures helped the company stay competitive. Employees like the production flexibility and the chance to improve their skills and competences as well as their new jobs.

- Example 4: Info-news

This company is the publisher of a regional newspaper in the Netherlands with about 300 employees. For more than a decade, the company's existence is being threatened by diminishing earnings from selling subscriptions and advertisements and by the development of new information technologies. In addition, there was a stream of changing international owners and management with different strategies.

By engaging in coalitions supported or initiated by the Works Council and employees, the local management succeeded in implementing WI practices with the aim of mobilizing employee talents and finding new earning models. These practices were: 1. upskilling and redesigning the

jobs of the advertising salespeople into account managers, 2. restructuring the editorial department and redesigning the journalists' jobs, 3. dialogue between employees and CEO regarding ideas for business improvement, 4. Four cross-functional teams that each develop a new idea, 5. cooperation with external partners, such as a university for applied science and a broadcasting company.

The role and the targets of the salespeople have changed completely: instead of selling advertisements by phone, they now have to build a relationship with the clients and to consult them on how to best reach their intended customers. The editorial work used to be organized along regions in the province, producing daily news messages. Given that nowadays this information is more easily distributed by social media, now the value added of a news outlet is to produce more background stories and in-depth studies. Therefore, most of the journalists were placed in the research department and were organized into specific Theme groups (e.g., Health, Sports, Education). This new way of organizing in multifunctional theme groups provides opportunities for journalists to cooperate with account managers in writing targeted articles. Management-employee dialogue resulting in cross-functional teams developing promising ideas are familiar practices in other companies as well. However, what is striking here is the thoughtful way in which they organized this. For instance, team members work full-time in these cross-functional teams for a certain period of time and are thoroughly trained and coached to do the job.

The results for the company seem positive. The newspaper is still on the market and is investing in new earning opportunities. The employees have more challenging jobs, have better career prospects and the feeling of being heard and taken seriously.

1.3. Advantages – why the work innovations are so important?

Evidence shows that workplace innovation leads to significant and sustainable improvements in firm performance. Below some empirical studies, which confirm a positive impact of workplace innovation on productivity, innovation and quality, are presented (Totterdill et al., 2016, p.4-5)

- one of the most significant studies, the Employee Participation and Organisational Change survey of 6000 workplaces in Europe, confirms that direct employee participation can have strong positive impacts on productivity, innovation, quality, turnover, profit, market of firms which implemented semi-autonomous groups, 68% enjoyed reductions in costs, 87% reported reduced throughput times, 98% improved products and services, and 85% increased sales.
- a representative sample of around 400 Finnish manufacturing firms with more than 50 employees found that work innovation practices such as employee involvement and labour management cooperation are positively correlated with firm productivity.

- A research among 650 Dutch SMEs also indicated that companies with workplace innovation initiatives achieve higher productivity and financial results compared with other firms.
- another study based on over 900 Dutch companies of different sizes in different sectors demonstrated that factors including participative and dynamic management practices, flexible organization and smarter working lead to better performance in relation to turnover, profit, market share, innovation, productivity, reaching new clients and reputational capital.
- an extensive Swedish surveys found a very clear link between flexible, empowering forms of work organization and performance: flexible organizations were more productive (+20-60%), showed a much lower rate of personnel turnover (-21%), and a lower rate of absence due to illness (-24%) compared with traditionally organized operational units.
- a review of some 60 American articles shows that the magnitude of the impact on efficiency outcomes is substantial, with performance premiums ranging between 15% and 30% for those investing in workplace innovation.

Workplace innovation also increases employee motivation and well-being, playing a particularly important role in reducing stress, enhancing job satisfaction and mental health, and improving retention (see examples below, Totterdill et al., 2016, p.6):

- an evaluation of 470 workplace projects undertaken in Finland between 1996 and 2005 shows that improvements in quality of working life have a strong association with improvements in economic performance, and indeed may actually enable them. Findings suggest that participation is the main driver of this convergence between economic performance employee well-being.
- likewise a German study examined companies in the production, trade and services service where positive improvements were made in physical workload, sickness absence, ergonomics, work organization, safety, style of leadership, and stress management. Managers in these companies reported improved performance across a range of indicators, resulting both from a decrease in absenteeism and an increase in social and vocational competences.

2. Workplace innovations – Best Practices

In this part we use the best practices approach. Best practices are those practices that have been shown to produce superior results, selected by a systematic process and judged as exemplary, good, or successfully demonstrated. What is a difference between a good and the best practices? The best practice is method that has been proven to work better than other methods over time, but a “good practice” as merely something you might figure out that seems to work, but you really don’t know if it is the best method.

Firms that are serious about improving their performance continually search for better business practices. The fastest and easiest way to improve is to compare and learn from other successful organizations (for example, through using a benchmarking approach). To quote a very frequently used idiom among exponents of the use of best practice, “there’s no point in re-inventing the wheel”. Most firms use or have used best practices at some point, consciously or not. Over the years best practices emerge, and are later surpassed and proved inefficient as the world and the way business is done constantly changes, this is why so many high-performing organizations adopt a culture of continuous improvement.

There are a wide range of best practices in workplace innovations, they vary from the simple to very complex. Regardless of the complexity of your best practices, the aim is to make whatever you are doing work out better, faster and more efficiently with less problems and mistakes. That is why it is always a good idea to be aware of what the best practices are for what you are trying to achieve. It is a framework for success and the minimization of failure.

Below best practices in workplace innovation, chosen by project partners, are presented.

2.1. Types of workplace innovation chosen for the analysis by project partners

Project partners have chosen for the analysis 18th Best Practices of workplace innovations – see Table 2.

Table 2. Best practices of workplace innovations chosen for the analysis

Best Practice (BP)	Country where BP has been implemented and its effectiveness tested	
Electronic workplace orientation (ePerehdytys)	Finland	12
FISE (Person/employee certification)		
Green walls		
Smartum benefits for employees		
Culture of self-leadership		
WELCOME TO COMPANY – guide for newcomers		
Initiative bonus tied to benefits of the initiative		
TYKY – maintaining the work ability and concept of work ability management		

Anonymous recruiting		
BIF sports		
Tampella work community		
Fastems: The Way We Rock		
Champions League 5S	Poland	1
Nonmonetary motivations to ensure employees satisfaction with workplace	Latvia	2
Company culture (work-life balance)		
CSR - Corporate Social Responsibility! Success through responsibility	Germany	3
Vocational training in the company according to individual learning capabilities		
Corpworking for SMEs		
TOTAL		18

Source: own elaboration.

Descriptions of all Best Practices can be found in Appendix of this report. They were prepared by the project partners using the general template and include such elements as: short characteristics of the solution, inputs and results (important for employees and employers/organizations), outcomes and impact. For those interested in finding further information about best practices, data sources (or contact persons) have been given at the end of each description.

Best Practices chosen for the analysis differ from each other due to their specificity, nature, scope, stakeholders commitment, financial costs etc. What connects them are their positive results both – for the employees and organizations. In Table 3 there were presented general impacts of best practices implementation, in Table 4 – detailed results achieved in companies: for employees and the organization.

Table 3. Impact of workplace innovations – results of best practices analysis

Groups of workplace innovations	Best Practice	General impact noted by Project Partners
Process of productive reflection as part of everyday working life	Electronic workplace orientation (ePerehdytys) Green walls Smartum benefits for employees WELCOME TO COMPANY –guide for newcomers TYKY – maintaining the work ability and concept of work ability management Fastems: The Way We Rock Vocational training in the company according to individual learning capabilities Corpworking for SMEs	<ul style="list-style-type: none"> • increase of employees occupational safety, accident rate reduce • increase of workplace friendliness, • increase of employees creativity • employees' better health and wellbeing • increase of employees motivation • competitiveness increase • counteraction of a competency gap • conditions for higher level of employees work-life balance
An interaction between stakeholders within and outside the organization	FISE (Person/employee certification) TYKY – maintaining the work ability and concept of work ability management Tampella work community Fastems: The Way We Rock	<ul style="list-style-type: none"> • development of the industry and its competitiveness strengthening • closer relationships between organization and its business partners and local society • organization's positive image (good reputation) in the environment

	Champions League 5S Corpworking for SMEs	<ul style="list-style-type: none"> • improvement of competitive position
A process with built bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts	FISE (Person/employee certification) Culture of self-leadership Fastems: The Way We Rock Champions League 5S CSR - Corporate Social Responsibility! Success through responsibility	<ul style="list-style-type: none"> • reinforce the culture of continuous learning • support for the maintenance of professional skills • effective communication, reducing the number of false messages, rumors • long-term positive impact on improving the quality of process implementation at administrative and production positions • systematic and targeted qualification of owners, managers and employees of SMEs • process of continuous organizational development
A process towards win-win outcomes for the organization and employees	Green walls Smartum benefits for employees Culture of self-leadership Initiative bonus tied to benefits of the initiative TYKY – maintaining the work ability and concept of work ability management Anonymous recruiting BIF sports Fastems: The Way We Rock Nonmonetary motivations to ensure employees satisfaction with workplace Company culture (work-life balance) CSR - Corporate Social Responsibility! Success through responsibility Vocational training in the company according to individual learning capabilities	<ul style="list-style-type: none"> • increase of employees motivation and involvement in everyday tasks • better working environment and employees' physical/mental wellbeing – higher work efficiency • higher employees competences – better results of organization • increase of organization's flexibility – better competitiveness position

Source: own elaboration.

Table 4. Workplace innovations – results for employees and organizations

Best Practice	Results for employees	Results for employers/organization
Electronic workplace orientation (ePerehdytys)	<ul style="list-style-type: none"> • work quality improvement • work safety • equality principles 	<ul style="list-style-type: none"> • image of organization improving workplace safety • increase of efficiency and effectiveness • flexible adaptation to legal and time requirements
FISE (Person/employee certification)	<ul style="list-style-type: none"> • increase of job opportunities • linking professional development with company's responsibility • increase of the profession's esteem 	<ul style="list-style-type: none"> • high qualified employees – better competitive position • preventing occurrence of the competency gap and employees' deficits
Green walls	<ul style="list-style-type: none"> • better (healthier) working environment • less sick leaves 	<ul style="list-style-type: none"> • increase of employees motivation, happiness – that results in an increase of productivity and work involvement • positive organization image
Smartum benefits for employees	<ul style="list-style-type: none"> • better employment conditions • extra (non-financial) benefits from their work 	<ul style="list-style-type: none"> • more sustainable workforce • increase of employees motivation, happiness – that results in an increase of productivity and work involvement

Culture of self-leadership	<ul style="list-style-type: none"> friendly workplace atmosphere efficient communication (low hierarchy and no structural preconditions) high level of employees autonomy 	<ul style="list-style-type: none"> efficient communication satisfied employees employees' involvement
WELCOME TO COMPANY – guide for newcomers	<ul style="list-style-type: none"> effective communication easy entering into professional duties 	<ul style="list-style-type: none"> every employee has the same knowledge concerning the rules, practices and health and safety issues
Initiative bonus tied to benefits of the initiative	<ul style="list-style-type: none"> clear and fair rules for employees rewording 	<ul style="list-style-type: none"> motivated and productive employees organizational culture based of fair and just
TYKY – maintaining the work ability and concept of work ability management	<ul style="list-style-type: none"> satisfied (health and safety) working conditions 	<ul style="list-style-type: none"> decrease of sick leaves and early retirements – costs reduces employees involvement positive organization's image
Anonymous recruiting	<ul style="list-style-type: none"> equal rights for all candidates in the recruitment process competences matter in the recruitment process 	<ul style="list-style-type: none"> no risk of discrimination in the recruitment process recruitment of employees with best competences
BIF sports	<ul style="list-style-type: none"> extra benefits from the work healthy work conditions 	<ul style="list-style-type: none"> healthy and efficient employees positive organization's image
Tampella work community	<ul style="list-style-type: none"> opportunities for skills development/ learning new things modern office facilities new relations – networking 	<ul style="list-style-type: none"> synergies with other organisations working with similar tasks and topics shared infrastructure cost possibility to create common appearance in the public
Fastems: The Way We Rock	<ul style="list-style-type: none"> well-functioning working community stable outlook of the workplace 	<ul style="list-style-type: none"> cost reduction motivated employees efficient communication in the organization better competitive/market position
Champions League 5S	<ul style="list-style-type: none"> improvement of work comfort eliminating unnecessary actions increased work safety improving employee awareness 	<ul style="list-style-type: none"> effective workplace organization improvement of work organization culture improvement of self-discipline of employees increase in work efficiency
Nonmonetary motivations to ensure employees satisfaction with workplace	<ul style="list-style-type: none"> satisfaction with work friendly workplace atmosphere extra benefits from the work 	<ul style="list-style-type: none"> motivated and productive employees smaller staff change and higher loyalty to the company innovative ideas from the employees
Company culture (work-life balance)	<ul style="list-style-type: none"> satisfaction with work friendly workplace atmosphere sense of belonging to the "organization's team" opportunities for skills development/ learning new things a sense of security (mentorship program) 	<ul style="list-style-type: none"> motivated and productive employees smaller staff change and higher loyalty to the company innovative ideas from the employees reducing mistakes made by new (young) employees
CSR - Corporate Social Responsibility! Success through responsibility	<ul style="list-style-type: none"> job security involvement in decision-making processes 	<ul style="list-style-type: none"> increased employees' motivation and enthusiasm for work strengthening innovation and competitiveness
Vocational training in the company according to individual learning	<ul style="list-style-type: none"> systematic learning according to individual abilities and capabilities 	<ul style="list-style-type: none"> recruitment of urgently needed skilled workers

capabilities	<ul style="list-style-type: none"> • integration into work life • access to all advanced further training courses and career opportunities 	<ul style="list-style-type: none"> • company-specific qualifications • increased competitiveness
Corpworking for SMEs	<ul style="list-style-type: none"> • satisfied workplace condition • flexible working conditions • networking 	<ul style="list-style-type: none"> • decrease of costs • organization flexibility

Source: own elaboration.

2.2. Conditions for best practices implementation

Best practices are solutions that allow for obtaining better results than in the case of others. Best practices are behaviour standards and reference points for other entities interested in the implementation of similar activities. Enterprises and public organizations most often use best practices to attain satisfactory market position and ensure competitiveness cheaper and faster, as compared to the circumstances in which they would have to create specific solutions on their own. Searching for best practice which could be a model is usually a task of the concerned entity (enterprise or public organization) and results from a thorough self-assessment and benchmarking process (Bogan, English, 1994).

Transfer of best practices is one of the most difficult processes in the management of organizations. The solutions which proved effective in organization Y cannot be simply copied and implemented in organization X. It must be taken into account that the effect achieved by organization Y is affected by a number of its idiosyncratic circumstances, both dependent and independent of Y. Due to other circumstances and the internal structure of organization X, applying the same solutions and actions as in the case of organization Y may yield quite different results. Caution in the use of best practices results from the situational approach in management. Representatives of this perspective focus on the description and analysis of a variety of both internal and external conditions, the nature and interconnectedness of which justify the application of a given organizational model (Kaczmarek, Sikorski, 1998, p. 24). The basic premise of the situational approach is the relativism of the organizational rules and principles, i.e. assuming that they apply only in relation to certain categories of situations (Stabryła, Trzcieniecki, 1986, p. 183-184).

Among the critical success factors of best practice transfer in enterprises, the professionals distinguish i.a. selecting an appropriate model solution, understanding the determinants of its effective implementation or ensuring favourable conditions for the implementation in the follower organization (see Table 5).

Table 5. Critical conditions of best practices implementation success

Related to the best practice chosen for implementation	<ul style="list-style-type: none"> • common goal of best practice and the implementing enterprise
	<ul style="list-style-type: none"> • appropriate choice, aligned with the implementing enterprise competences

Related to the workforce of the implementing enterprise	• suitable qualifications of the workforce enabling the implementation
	• proper selection of the team responsible for the implementation
Related to the management of the implementing enterprise	• internal communication and promotion of best practice ideas
	• creating an environment conducive to the best practice being implemented and willing to share its expertise
	• providing the infrastructure necessary for the implementation
	• management commitment

Source: (Jarrar, Zairi, 2000).

As reported by the American Productivity and Quality Centre, the main limitations for effective implementation of best practices in follower organizations are:¹

- insufficient involvement of the management in the process of identifying best practices and their implementation,
- incorrect choice of the model solution, being unsuitable for a given problem,
- silo thinking and lack of mutual communication between the different departments of the organization,
- too short a time for learning the given best practice and the conditions for its success, as well as the fast pace of implementation and too high expectations regarding the quick development of positive effects,
- missing or insufficient experience of employees preventing or slowing down the effective implementation of a best practice.

2.3. Conditions of workplace innovation best practices implementation – conclusions from the KA4HR project's best practices analysis

Implementation of best practices is a very specific process requiring a lot of management's attention and commitment. Its results determine different factors: the **internal situation** of the organization and in its **external environment**.

Among internal determinants of successful implementation of workplace innovation's best practices can be pointed: related to employers (organization) and related to employees. As the examples of these related to employers (organization) can be expressed:

- **employer's (manager's) attitudes towards workplace innovation** – openness and readiness for implementation of new solution, knowledge about workplace innovation, ability to cooperate with internal/external partners in workplace innovation implementation,
- **organizational culture** – the more employee-friendly it is, the implementation process will proceed more efficiently and without any critical problems,

¹ http://www.themanagementor.com/kuniverse/kmailers_universe/manu_kmailers/bp_ensurecomp3.htm

- **organizational structure** – flat structures, with short path of decision-making facilitate implementation, increase the flexibility of the organization ,
- **relations between employees and dialog between employees and managers** – democratic management style promotes workplace innovations, involve employees into searching new solutions conducting the workplace conditions improvement; good communication helps to avoid misunderstandings and serves for effective implementation; effectively designed teams accept new solutions smoothly, team members help to each other to learn new solutions (if applicable).

Factors related to employees are as follow:

- **performing innovative behaviour among employees**; attitudes towards new solutions proposed by the management,
- **readiness to get involved in new solutions** (motivation),
- **previous professional experience** and expectations according to the workplace organization,
- **structure of personal needs** and the level of their satisfaction.

External factors determining best practices of workplace innovation implementation results, among others, with:

- **legal conditions** – not all solutions – specially involving flexible working conditions (contracts, working hours) – are allowed in labor law in different countries,
- **competitors** – implementation (or abandoning the implementation) of some solutions is more the result of environmental pressure then identified in the given time organization's need (competitors which use the solution build their competitive position, so others in the sector follow them),
- **clients expectations** – organizations implement some workplace innovations (best practices) to build up positive image (or blurring the negative opinions).

The country where the solution (treated as the best practice) was implemented originally and where it is going to be replayed – is not relevant. Nevertheless, the socio-economic, cultural, legal etc. conditions occurring in those countries – matters.

Best practices of workplace innovation identified by project partners and analyzed in the report can be implemented in other countries. The success will depend on the internal situation of the organization (including employees) and situation in the sector (industry) where organization operates.

2.4 Tool and methods for evaluation and development of workplace innovations

Analyzing the workplace innovation processes, we found the importance of its evaluation and development. Study of workplace innovation showed, that it is necessary to apply rather a set of methods for assessment and development the workplace innovation. One method is usually the basis of the other. In Table 1, we present the list of possible tools/ methods, we can be used for evaluation and development of workplace innovation. The list contains following data: name of the method, keywords and brief description of the method (Ludvík, Peterková (2016))

Table 6. List of the methods for assessment and development of the workplace innovation

Number	Methods name	Brief characteristics of the method
1	2	3
01	Analysis of frequency and frequency levels of innovation flow	Analysis of changing of consecutive innovation
02	Analysis of the force field of innovation	Analysis of the driving and braking forces of the innovation field
03	Analysis of innovation life cycle	The course of innovation of a certain quality in time.
04	ARIZ-85C	Contradiction, the algorithm of creative problem solving, technical evolution laws
05	Balanced Scorecard	System of balanced indicators of business performance. Interconnection of strategy and operational management
06	Benchmarking	Comparisons and benchmarking of business performance
07	Bisociation	Linking previously mentally separate dimensions (perspectives)
08	Brainstorming	Group search for the greatest possible number of ideas (without rating)
09	CREAX	Contradiction, self-experience + using other methods of contradictions
10	Delphi method	Anonymous questioning of experts and the search for a consensus of opinion on the issue
11	DIVA	Contradiction, searching for variations in the properties of a product or process
12	Heuristics	Solving problems for which we do not know the algorithm or more accurate method
13	Value analysis	Functional and value view of the problem
14	Inverse value analysis	How differently and better utilize existing function (property) of the object
15	Method of genetic algorithms	Use of the principle of evolutionary algorithm to solve the problem (finding new innovations)
16	Method Ideo	Active and empathic listening to people (customers)
17	Method for measuring	Objectified indicators for measuring the critical points in

	innovation potential	the enterprise
18	Method PAEI	Analysis of four roles in the lifecycle of enterprise.
19	Method of rules for solving complex innovation	A set of rules for managing complex innovation in the enterprise
20	Six hats method	Parallel thinking in six different roles
21	Method of applying the innovative rules (commandments) in the enterprise	Operationalization of innovative recommendations for managing innovation in the enterprise
22	Monitoring social networking and Internet diaries	Systematization and facilitating work with information from electronic networks
23	Morphological analysis	Creating permutations of the basic elements in the search for new innovations
24	Mind map	Graphical mapping of the human thought process during problem solving
25	Risk of the business innovation project	Elimination of negative factors due to dispersion of effects resulting from innovation
26	Managing the process of creative thinking	Phase of creative thinking
27	Synectics	Systematic exchange of expert opinions to generate new ideas
28	Rating system of innovation indicators by EU	Standardized set of identifiers for evaluating innovative level of the country
29	System Analysis and Synthesis	Method of solving complex problems – systemic skeleton for working with innovation
30	TRIZ	Contradictions, patents and knowledge base, possible methods for solving technical problems
31	WOIS	A comprehensive system of generation and selection of innovative solutions, evolutionary spiral
32	Classification of innovation by innovation orders	Characteristics for incorporation of solved innovation into certain innovation order
33	Elaboration of innovative characteristics in accordance with the Oslo Manual	Innovative interpretation of data – technical and non-technical innovations
34	Value Stream Mapping	Method of visual mapping the value flow in the product manufacturing from its concept to the hands of the customer

Source: Ludvík, Peterková (2016)

Entrepreneurs are also looks (apart from methods) for universal indicators for assessment and development of implemented workplace innovations. The literature currently provides no direct indicators for workplace innovation, but some of universal innovation measures can be adapted for

evaluation and development of workplace innovation. The Bible of most known innovation indicators is the Innovation Union Scoreboard (IUS), which provides a comparative indices of innovation performance. They allow to assess relative strengths and weaknesses of national innovation systems and help countries identify areas they need to address. Below the overview of selected IUS indicators with a potential link to workplace innovation are presented.

Table 7. The overview of selected IUS indicators with a potential link to workplace innovation.

1. New doctorate graduates (ISCED 6) per 1000 population aged 25-34	Number of doctorate graduates (ISCED 6) (EUROSTAT)	Population between 25 and 34 years	The indicator is a measure of the supply of new second-stage tertiary graduates in all fields of training. For most countries ISCED 6 captures PhD graduates only, with the exception of Finland, Portugal and Sweden where also non-PhD degrees leading to an award of an advanced research qualification are included.
2. Percentage population aged 30-34 having completed tertiary education	Number of persons in age class with some form of postsecondary education (ISCED 5 and 6) (EUROSTAT)	Population between 30 and 34 years	This is a general indicator of the supply of advanced skills. It is not limited to science and technical fields because the adoption of innovations in many areas, in particular in the service sectors, depends on a wide range of skills.
3. Percentage youth aged 20-24 having attained at least upper secondary education	Number of young people aged 20-24 years having attained at least upper secondary education attainment level, i.e. with an education level ISCED 3a, 3b or 3c long minimum (EUROSTAT)	Population between 20 and 24 years	The indicator measures the qualification level of the population aged 20-24 years in terms of formal educational degrees. It provides a measure for the “supply” of human capital of that age group and for the output of education systems in terms of graduates. Completed upper secondary education is generally considered to be the minimum level required for successful participation in a knowledge-based society and is positively linked with economic growth.
Workplace innovation interpretation: Indicators 1-3 could be understood in terms of a very general assessment for the “readiness for workplace innovation”. This would reflect the assumption that workplace innovation relies on advanced skills and knowledge of employees (individual level enablers). The formal school education is however an unspecific indicator which does not directly focus on the demands of workplace innovation.			
4. Non-R&D innovation expenditures (% of turnover)	Sum of total innovation expenditure for enterprises, in thousand Euros and current prices excluding	Total turnover for all enterprises	This indicator measures non-R&D innovation expenditure as percentage of total turnover. Several of the components of innovation expenditure, such as investment in equipment and machinery and the acquisition of patents and licenses, measure the diffusion of new production technology and ideas.

	intramural and extramural R&D expenditures (CIS)		
5. SMEs introducing product or process innovations (% of SMEs)	Number of SMEs who introduced a new product or a new process to one of their markets (CIS)	Total number of SMEs	Technological innovation, as measured by the introduction of new products (goods or services) and processes, is a key ingredient to innovation in manufacturing activities. Higher shares of technological innovators should reflect a higher level of innovation activities.
6. SMEs introducing marketing or organizational innovations (% of SMEs)	Number of SMEs who introduced a new marketing innovation or organizational innovation to one of their markets (CIS)	Total number of SMEs	The Community Innovation Survey mainly asks firms about their technological innovation. Many firms, in particular in the services sectors, innovate through other non-technological forms of innovation. Examples of these are marketing and organizational innovations. This indicator tries to capture the extent that SMEs innovate through non-technological innovation.
Workplace innovation interpretation: (Indicators 4-6) The investment in work organization or organizational changes for improving innovative activities would be interesting here for measuring at least this aspect. The current indicator however comprises very different expenditures and does not refer explicitly to work organization or organizational change.			
7. Employment in fast-growing enterprises in innovative sectors (% of total employment)	The sum of sectoral results for the employment in fast-growing enterprises by economic sector multiplied by the innovation coefficients of these sectors. Fast-growing enterprises are defined as firms with average annualized growth in employees of more than 10 % a year, over a three-year period, and with 10 or more employees at the beginning of the observation	Total employment in fast-growing enterprises in the business economy (without financial sector)	The indicator shows the degree of innovativeness of successful entrepreneurial activities. It captures the capacity of a country to transform its economy rapidly to take advantage of emerging demand.

	period. (EUROSTAT)		
Workplace innovation interpretation: As this indicator combines employment with innovative sectors there is a possible link to workplace innovation. The innovation coefficient included in indicator 3.1.3 summarizes several aspects of innovativeness, one of them being organization innovation. Therefore, an assessment of workplace innovation could be integrated into the IUS by weighting each of the coefficient's single indicators differently, i.e. emphasizing the indicators on organization innovation.			

Source: European Commission (2014).

Of course, the above lists of methods and indicators that can be used to assess a workplace innovation is not completed/closed, but it could be the signpost for each entrepreneur, which are interested in introduction and then assessment of workplace innovations.

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Appendix 1 – Best Practices descriptions

Electronic workplace orientation – Finland

Title of workplace innovation	Electronic workplace orientation (ePerehdytys)	
Country	Finland	
Inputs	Electronic method for occupational safety related general briefing.	
Process	<p>Electronic orientation (ePerehdytys in Finnish) ensures that anyone will have sufficient basic information for safe working at the construction site and avoiding work related risks and accidents already when coming to the site. This enables focusing on the briefing of site and tasks related issues at the construction site.</p> <p>Orientation can be carried out beforehand on the Internet. Positive result will be valid at all construction sites for 12 months. The result will immediately be displayed in the card of system Valttikortti (Every person working on a construction site is required to carry a personal ID card with a photo and the tax number), so it is easy to prove it at the construction site.</p>	
Results	Important for employers	Important for employee
	<p>Safe working methods improve quality.</p> <p>Similar briefing to all employees in their native language. Language versions available in Finnish, Swedish, English, Estonian, Lithuanian, Latvian, Polish and Russian.</p> <p>Time and place independent orientation.</p> <p>The content is always up to date and complying with legislation.</p> <p>Occupational safety improves, accident rate reduces.</p> <p>Saves time and money in basic orientation/briefing. Employer orders the service for employee.</p> <p>When arriving to the construction site, employees have already passed the basic briefing, and employer can concentrate on the site specific issues.</p> <p>The construction site's customer and the main developer as well as other entities responsible for the construction site's occupational safety may check the electronic register to confirm that the workers working at the construction site have completed basic orientation (ePerehdytys).</p>	<p>Performed on the Internet once a year.</p> <p>Valid at all construction sites for one year. The result will immediately be displayed in the card of system Valttikortti (Every person working on a construction site is required to carry a personal ID card with a photo and the tax number), so it is easy to prove it at the construction site.</p> <p>Similar briefing to all employees in their native language. Language versions available in Finnish, Swedish, English, Estonian, Lithuanian, Latvian, Polish and Russian.</p> <p>Possible to do on computer and all mobile devices where and when ever employee wants. Need only 30 minutes to complete the test.</p> <p>The content is always up to date and complying with legislation.</p>
Outcomes	Occupational safety improves, accident rate reduces. This orientation replaces the general briefing on construction sites. The construction site specific briefing is needed, of course, after this e-orientation.	
Impact	Occupational safety improves and accident rate reduces at construction sites.	
For further information	Short description available in English	

	https://www.rakennusteollisuus.fi/Tietoa-alasta/Tyoturvallisuus/eperehdytys/what-is-it/ , leaflet https://www.rakennusteollisuus.fi/globalassets/rateko/eperehdytys/ep-englanti.pdf In Finnish http://www.rakennusteollisuus.fi/Tietoa-alasta/Tyoturvallisuus/eperehdytys/ , https://kampanja.tilaajavastuu.fi/eperehdytys
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FISE – Finland

Title of workplace innovation	FISE (Person/employee certification)	
Country	Finland	
Inputs	FISE is an extensive and active service for certification of persons. They offer independent certification services for the verification of skills in the construction, HVAC and real estate industries. FISE keeps register of the certified workers and experts.	
Process	<p>FISE verifies certifications of designers and site managers, as well as other experts, based on the law and complementing statutes and instructions. FISE also offers verification of the certification of experts in the construction and real estate industries based on the branch requirements.</p> <p>Key certifications (altogether 80 certification designations) for:</p> <ul style="list-style-type: none"> • Designers • Site managers • Construction project managers • Supervisors <p>Energy performance certification and building investigator experts</p> <p>A verification of certification is applied for using an application form in a specified form specific to each certification. When applying for a verification of certification, the applicant (the employee) will fill in the form and deliver it with the appendices required to the secretariat organization in question. The certification board meetings will process the applications received by the secretariat organizations and make the decisions relating to the certifications. The decisions are based on the qualifications required and on written data gathered during the application process. The decisions are made in compliance with FISE's principles of justice and impartiality. Certifications verified by the certification boards shall become valid on the date of the board's decision and verified certifications will be entered in the FISE certification register within one week of the decision date. A certification is verified for a period of validity of 7 years at a time, after which the certification can be renewed applying a lighter application procedure.</p>	
Results	Important for employers	Important for employee
	<p>The certification is proof of the person's skills and expertise, as well as actively developing it and keeping it up-to-date.</p> <p>The certification is an unbiased and impartial evaluation of a person's skills and expertise that can be utilized in tenders or job seeking.</p> <p>The certification will help operators in offering their services and increase job</p>	<p>The certification is proof of the person's skills and expertise, as well as actively developing it and keeping it up-to-date.</p> <p>The certification is an unbiased and impartial evaluation of a person's skills and expertise that can be utilized in tenders or job seeking.</p> <p>The certification will help operators in offering their services and increase job</p>

	<p>opportunities.</p> <p>The certifications are an indication that the employer is responsible and committed to their personnel's development, and they are a part of an organization's quality management systems.</p> <p>The certifications contribute to the marketing and communication of skills and expertise.</p> <p>The certification improves the quality of construction and increases the esteem of the profession.</p>	<p>opportunities.</p> <p>The certifications are an indication that the employer is responsible and committed to their personnel's development, and they are a part of an organization's quality management systems.</p> <p>The certifications contribute to the marketing and communication of skills and expertise.</p> <p>The certification improves the quality of construction and increases the esteem of the profession.</p>
Outcomes	<p>A verified certification guarantees that an expert's basic and advance education, as well as their work experience fulfil the designation-specific requirements set for them. Certification done according to the ISO standards. Common certification system for the entire industry. Certification shown qualifications for clients and public authorities.</p>	
Impact	<p>The FISE person certification service promotes the improvement of the quality of construction and development of the entire industry. FISE's certification services provide support for the maintenance of professional skills in the entire industry and reinforce the culture of continuous learning in the construction industry.</p>	
For further information	http://fise.fi/en/	

Green walls – Finland

Title of workplace innovation	Green walls	
Country	Finland	
Background	<p>In the end of 1980's, the young people were coming to the business direct from the school, and very often without having the examination, because in many cases it was not required. Within that period Finland had the lack of competent young employees. However, these young urban professionals, yuppies, were not used to grey office milieu without any stimuli. This was a fertile soil for all kind of interior and decoration ideas. One of those was green wall. The first versions of green walls were room dividers with flowers and pot plants, but soon in the new office buildings the whole walls with flowers and indoor plants were found. This first wave of green walls was broken to the cliffs of depression in the beginning of 1990's, but the good effects of the crazy idea were not forgotten: Plants refreshed the air, muffled the sounds, brought a piece of nature to the offices and increased the well-being of the employees.</p>	
Inputs	Purifies air at office spaces: creates healthier, happier, and more inspiring workplaces.	
Process	Green wall naturalizes indoor air, reduces harmful chemicals and optimizes humidity in the office air.	
Results	Important for employers	Important for employee
	<p>Saves money, because personnel's sick leaves caused by poor air quality decreases.</p> <p>Personnel is more productive.</p> <p>Personnel is happier.</p> <p>Inspiring working environments creates positive image for the company.</p>	<p>Better air quality at working place.</p> <p>Less sick leaves.</p> <p>Halters fatigue.</p> <p>Improves cognitive performance.</p>

Outcomes	Working environments are more inspiring and personnel healthier. Creates positive change in everyday life.
Impact	Creates healthier indoor air quality and increases the productivity.
For further information	https://www.naava.io/green-walls https://innogreen.fi/en/services/green-decor/green-walls/

Smartum benefits for employees – Finland

Title of workplace innovation	Smartum benefits for employees	
Country	Finland	
Inputs	Smartum concept for wellbeing at work, i.e. ways of maintaining and promoting work ability. Smartum approach is designed to improve the overall quality of life of employees.	
Process	The main employee benefits are carried out in the form of <ul style="list-style-type: none"> • lunch • exercise • exercise and culture • massage • commute • smoothie 	
Results	Important for employers	Important for employee
	Smartum addresses employees' individual needs. They feel better, and are more committed. Employer gets prosperous employees. Smartum delivers competitive advantage to employer. Helps to create more sustainable workforce. Managing electronic benefits is easy as they are all in one place. Everything happens online: ordering, informing employees, storing value and tracking. Smartum is available to all companies. It is up to the company which type of Smartum they want to offer to their employees.	Employee can freely choose how and where to use the employer's chosen benefit. Value stored on the employee's card or traditional paper vouchers is valid for 12 - 15 months. Card benefits balances can be used with mobile phone, prepaid card or online payment.
Outcomes	Better health and wellbeing ensure that employees are happy and motivated at their work.	
Impact	Offering Smartum benefits increases company's productivity in the long-run.	
For further information	Smartum https://www.smartum.fi/en/ , https://assets.smartum.fi/WEB_TA-materiaalit/Smartum_tuotevihko_EN_WEB.pdf	

Culture of self-leadership – Finland

Title of workplace innovation	Culture of self-leadership
Country	Finland
Inputs	Personnel is committed to the core values of the company, which are: <ul style="list-style-type: none"> • trust and honesty • continuous development • self-guiding

	<ul style="list-style-type: none"> • working together • willingness to serve customers • doing things right and doing right things 	
Process	Personnel makes almost all business decisions together or individually. The minor decisions essential to their work they can make themselves, but significant, overarching decisions need to be discussed together.	
Results	Important for employers	Important for employee
	<p>Trusts in the personnel. Open atmosphere. Staff has freedom to express their thoughts and ideas. Feedback given to all staff members regularly.</p> <p>Accelerated development activities. Result measurement is based on the achieved outcomes.</p> <p>Transparency in all actions.</p> <p>Offers personal and professional development options, educations, ect. to each staff member.</p> <p>Intention is also to develop customer satisfaction.</p> <p>Responsible business.</p> <p>Once per month a development day clears the air.</p> <p>Electronic Slack system for information and knowledge transfer.</p> <p>Project management and collaboration software system in use.</p> <p>5 step recruiting process for new employees gives the best results</p>	<p>Low hierarchy and no structural preconditions, flexible organization. No job titles in use.</p> <p>Mistakes are not judged, instead they are a learning tool.</p> <p>Increased autonomy: staff makes decisions, and are responsible for their own work and results.</p> <p>Mutual dependency. Help is always given, if needed.</p> <p>Personnel can decide their working schedules, work procedures, and concentrate on meaningful and versatile tasks, where they can use their expertise.</p> <p>7-step payroll system. Twice a year personnel can request a new salary level.</p> <p>Once per moth a development day for discussions, ideas, etc.</p> <p>Through the Slack and project management system all information and knowledge is available.</p>
Outcomes	Flexible, responsible organization	
Impact	Good company reputation among the customers and personnel	
For further information	Material is unfortunately only in Finnish on the internet https://vertia.fi/	

WELCOME TO COMPANY – Finland

Title of workplace innovation	WELCOME TO COMPANY –guide for newcomers
Country	Finland
Inputs	Collection of rules, common practices, tacit knowledge and good-to-know information compiled by CFO (Chief financial officer) and CPO (Chief personnel officer). The material is both in printed and in web-based form and is updated continuously when the laws, generally applicable collective agreements or local agreements are changed. Material includes the concept for introducing sessions and other introducing procedures. The welcome to company -guide is modified and personalized depending to the tasks, level and experience of the new person.
Process	When a new person comes to the company, he / she will first be presented to his / her colleagues, and after that, CPO or personnel assistant will have a meeting with the newcomer and his / her superior. During the meeting the paper copy of the guide is given to the newcomer and the most important rules and practices including the contents and use of the guide are explained using the guide as a support. In the paper version of the guide there is an address of the

	electronic version, and it is highlighted that all the newest changes and instructions will be found from this web-based version. It is also emphasized that the closest foreman will continue with the introducing, particularly in all the issues concerning the tasks, including health and safety issues, according to the guidelines presented in the guide. The guide includes also security and data protection instructions as well as the consequences of the violations.	
Results	Important for employers	Important for employee
	Employer can be assured that every employee has the same knowledge concerning the rules, practices and health and safety issues, and that employer via that way has fulfilled the legal requirements concerning the introducing of new employee. Every person knows his duty and rights and is aware of connections between his tasks and others' tasks, which improves the quality and efficacy.	The most important topics like health and safety issues, tasks and duties are not only oral but they can always be checked, and all the instructions are updated and fresh.
Outcomes	Decreasing number of occupational accidents, better efficacy and quality. less arguing concerning the work conditions, agreements and terms of work, better data safety and security.	
Impact	Both the productivity, the result of the company measured in Euros and the work satisfaction were improved. Stress and number of days of absence were decreased.	
For further information	Example of the system based to the model presented above https://www.sgs.fi/en/our-company/careers/developing-our-people/onboarding	

Initiative bonus tied to benefits of the initiative – Finland

Title of workplace innovation	Initiative bonus tied to benefits of the initiative
Country	Finland
Background	In Finland, the companies in common have an initiative bonus system in which the bonus given from implemented initiative is a fixed sum. This has been considered to be unfair and not encouraging employees to present the really productive ideas to the employer. On the other hand, the ideas presented are usually just peanuts, and the costs and benefits of the initiative system are not in balance. Due to this, some companies have developed initiative systems in which the bonus paid to the employee who made the initiative is tied to the benefits of the implemented idea.
Inputs	Initiative, idea or workplace invention that is made and presented by one employee or group of employees and that is connected to their work and tasks.
Process	Before the process starts for first time the company must found an organizational organ to process the initiatives, define rules for the process and set certain principles: How to define the benefits, how to measure benefits, how long is the measurement period, how to define the level of bonus and how to assure the justice and fairness of the system. The process varies from one company to another. In common, the idea is first evaluated by officer responsible for development or by an initiative committee who decides whether the initiative is worth implementing or not. If the idea is seen to be worth implementing, the organ responsible for initiatives sets the goals, measuring points and other attributes needed to evaluate the benefits according to the company's rules. If the conditions of bonus are fulfilled the bonus will be paid according to the rules.

	Important for employers	Important for employee
Results	Resources can be targeted to the profitable ideas instead of processing with the peanuts. Furthermore, if the system is experienced fair and just, it motivates the personnel to present all the productive ideas they have, and via that helps the company to improve its productivity and financial result.	In advance agreed and forecastable rules for processing the initials and ideas and paying the bonus for them. The good ideas will be considered according to the certain process, which makes employee's voice heard e.g. in ideas concerning the workplace health and safety and improves the working environment.
Outcomes	The ideas will be evaluated and processed with standardized method.	
Impact	Productivity, workplace safety, job satisfaction and financial result will be improved	
For further information	https://www.orchideainnovations.com/en/index-eng.html	

TYKY – Finland

Title of workplace innovation	TYKY – maintaining the work ability and concept of work ability management	
Country	Finland	
Background	In Finland, and particularly in past decades, major part of early retirements was caused by either musculoskeletal and connective tissue diseases or mental problems, both caused by hard work and bad working environments. The costs caused by sick leaves and early retirements increased. Finally, the insurance companies and The Social Insurance Institution of Finland (KELA), who were responsible for covering the part of the costs, found out that something must be done. The work to maintain the work ability was started in the end of 1990's and within the past two decades the focus has changed from individuals and their problems to the problems of work life and work society. The concept of work ability management was launched.	
Inputs	Known risks and reasons for health problems as well as known best practices and solutions to tackle the risks, the personnel's age distribution, statistics of occupational accidents and diseases of branch and company, statistics of sick leaves and close to accident –situations of company, statistics of announces of harassment and other indiscreet behavior, existing rules and instructions and opinions of both employer's and employees' concerning the situation in workplace.	
Process	The contemporary situation – where we are now – is surveyed, the targets and goals (both short and long term) are defined, the milestones are set and activities (how to reach the goals) are defined and run. The activities may include individual rehabilitation, group rehabilitation, leisure activities, work ability theme days, motivation campaigns, campaigns against harassment, improving the safety and ergonomics in the work places, rethinking the tasks and content of each job etc. In common, insurance company might pay part of the costs of immaterial activities, but not of implementing new equipment or other costs directly connected to company's business activities (production, storing, selling...). The results of the activities are followed and compared to the goals and, if needed, changes to the long term plans can be made. One of the best practices in work ability management is that the rules of continuous improvement are followed.	
	Important for employers	Important for employee
Results	Decreases the sick leaves and early retirements and costs caused by these. Improves the legal protection of company, directors, managers and	Improves the working environment, health and safety. Decreases the risks for accidents and early retirements. Improves the coping with work.

	foremen by decreasing the risks for accidents and harassment trials.	
Outcomes	More satisfied employees, better financial result, lower staff turnover, decreased sick leaves and retirements.	
Impact	Company and the whole work society is better	
For further information	https://www.ilmari.fi/en/my-pension/rehabilitation/ https://www.ilmari.fi/en/my-pension/rehabilitation/rehabilitation-pays-off-even-for-the-employer/ https://www.keva.fi/en/pensions/diminished-work-ability/ https://www.elo.fi/employer/work-ability-management-services	

Anonymous recruiting – Finland

Title of workplace innovation	Anonymous recruiting	
Country	Finland	
Background	<p>In Finland, in several researches, it has been found that during the recruiting process, the people with foreign names or with names that have bad reputation, although the person himself does not have anything to do with that, as well as the people over certain age, are almost automatically left out from the second round of the process. They are not called to interviews nor the tests, although they were – according to their papers – among the bests of the applicants. Also contradictory phenomena has been found: Particularly in recruitment process of cities and municipalities, the applicants that can be connected to political decision makers or known business families have been called to the interview and tests although they had no required competence. Some of them were also hired. To prohibit this kind of corruption, the city of Helsinki developed an anonymous recruiting process: The job applications are handled during the process without names, age and other personal details. Just after the decision has been made, the name and applicant are connected.</p>	
Inputs	Application and cv, personal details in separate document	
Process	<p>In the job announce there is a clause that tells that the anonymous recruiting process is applied. The applicant sends the application and personal details in separated and connected together with an alias. If the application comes unseparated or via electronic recruiting system, the HR-personnel separates the personal data and application. The application goes via normal recruiting process, and even the interview and tests can be made anonymous, if required. After the decision has been made, the personal data and applicant are connected and the applicant is called to sign the contract.</p>	
Results	Important for employers	Important for employee
	Gets the best competence. The risk for trials (to be charged with discrimination) decreases.	All the applicants are on the same line: Only the competence matters.
Outcomes	Getting the best competence improves the results of organization	
Impact	The equality of people will be emphasized.	
For further information	https://finlandtoday.fi/helsinki-to-begin-anonymous-recruiting/	

BIF sports – Finland

Title of workplace innovation	BIF sports
Country	Finland
Inputs	One hour of working time per employee per week
Process	At the Baltic Institute of Finland (BIF), all employees are allowed to use one hour of working time every week for a sport of their liking. They can go to the gym,

	take a dance lesson, or go hiking in the woods; any physical activity is possible and everybody gets to choose their favourite sport and a suitable time for themselves. The only requirement is that the BIF sports hour is marked in the shared Outlook calendar in advance.	
Results	Important for employers	Important for employee
	Healthy and efficient workers	Possibility to do some exercise
Outcomes	Employees can take care of the work tasks in a more efficient way, when they are in a good physical condition. The freedom of being able to use working time for something seemingly personal shows that the employer cares for his/her employees, which in turn raises loyalty.	
Impact	Less sick days; a good workplace reputation; spreading the good practice to other workplaces	
For further information	Johanna Vannes Senior Specialist The Baltic Institute of Finland http://www.baltic.org/	

Tampella work community – Finland

Title of workplace innovation	Tampella work community	
Country	Finland	
Inputs	Working time of a working group consisting of representatives of each organisation in planning and implementing the moving process; the spirit of doing together and learning from each other	
Process	In 2016, several regional actors moved under one roof in Tampere. The Baltic Institute of Finland, Council of Tampere Region, Business Tampere, Visit Tampere, Tampere City Region and Tampere Regional Solid Waste Management Ltd. now have shared office facilities and infrastructure. To facilitate the ‘moving in together’ process, there was a specific development project funded by the Finnish Work Environment Fund to help the employees of different organisations to get to know each other and to create ways of sharing information, knowledge and activities within the Tampella community.	
Results	Important for employers	Important for employee
	Synergies with other organisations working with similar tasks and topics; shared infrastructure cost; possibility to create common appearance in the public	Synergies with people working with similar tasks and topics in other organisations; modern office facilities; networks
Outcomes	When organisations dealing with similar kind of topics from slightly different perspective, it is very practical to be in the same office. Natural discourse and exchange of ideas take place all the time, knowledge of the other actors’ strengths and interests increases, and hence, there is less overlapping in activities. Providing a modern and functioning office infrastructure is more cost-efficient for a group of organisations rather than everybody organising everything themselves. In other words, money is saved. Planning of joint projects, campaigns and activities is easier and more natural when working physically in the same office.	
Impact	Better results in various fields with combining forces; a joint Tampella identity for the involved organisations; better networks for everybody	
For further information	Johanna Vannes Senior Specialist The Baltic Institute of Finland http://www.baltic.org/	

Fastems: The Way We Rock – Finland

Title of workplace innovation	Fastems: The Way We Rock	
Country	Finland	
Inputs	The working time and effort of ten employees; the support of the board and the input from the whole work community	
Process	After the financial crisis of 2008, Fastems found out that traditional and gradual internal development would not save the company. Instead, they went through a radical process of changing the organisational culture and way of working in the whole company. This transformation programme was named New Fastems Journey and required the input of every employee. It was all about leadership, the main business processes, responsibilities, indicators, organisational structure and above all, organisational culture. A working group of ten employees was given the task you find the root causes behind the problems the company was facing, i.e. profit-making ability, values, core processes and performance were all lagging.	
Results	Important for employers	Important for employee
	Surviving the financial crisis and maintaining the competitive edge of the company	A well-functioning working community; stable outlook of the workplace
Outcomes	When the processes are functional and effective and people feel satisfied in their work, the organisation tends to succeed. In Fastems, they produced a book on the new organisational culture called The Way We Rock. It has been a success in Fastems, but it has also raise interest outside the company. The process has paid off, because the turnover of the automation business is bigger than ever and at the same time, both the reliability of delivery and the profit-making ability have raised to a new level. The transformation programme has also received international recognition.	
Impact	Fastems is probably more attractive in the eyes of the business partners and people looking for a job. It has a good reputation regionally in Tampere, nationally in Finland, and beyond.	
For further information	https://www.fastems.com/ https://www.fastems.com/wp-content/uploads/2018/12/Fastems-Supplier-Code-of-Conduct.pdf	

Implementation of the 5S method – Poland

Title of workplace innovation	Champions League 5S. Implementation of the 5S method (sort, set in order, shine, standardize, sustain) for better working conditions at administrative and production positions.	
Country	POLAND	
Inputs	Cooperation with an external company “LUQAM” supervising the implementation. Employees of the company and supervision of the board’s representative for the quality management system.	
Process	Preparation of documentation “BOOK 5S” and forms, visualization at workplaces, employee training, internal instructions and external audits confirming the effectiveness of implementation.	
Results	Important for employers	Important for employee
	<ul style="list-style-type: none"> Organizing workplaces Improvement of work organization culture Improvement of self-discipline of employees 	<ul style="list-style-type: none"> Improvement of work comfort Eliminating unnecessary actions Increased work safety Improving employee awareness

	<ul style="list-style-type: none"> • Increase in work efficiency 	
Outcomes	The results of the main activities confirmed by an external audit increase each year. The overall intended result is 6 points, the current result is 4,39 points and the goal for 2019 is 5 points.	
Impact	Maintaining the 5S method and increasing the results confirmed by an external audit. Long-term positive impact on improving the quality of process implementation at administrative and production positions.	
For further information	<p>Ciecholewski Wentylacje Sp. Z o.o. Koźmin 30 83-236 Pagódki Tel: 0048 58 5304340 Izabela Jagiełło – Pełnomocnik Zarządu d/s Systemu Zarządzania Jakością e-mail: izabela@wentylacje.pl <i>Uwaga: Wypełnienie ankiety i przesłanie osobom trzecim nie stanowi deklaracji do dalszych zobowiązań lub jakichkolwiek zobowiązań ze strony firmy Ciecholewski Wentylacje Sp. z o.o. na rzecz prowadzonego przez Państwo projektu.</i></p>	

Nonmonetary motivations to ensure employees satisfaction with workplace – Latvia

Title of workplace innovation	Nonmonetary motivations to ensure employees satisfaction with workplace	
Country	Latvia	
Inputs	Financial resources, human resources	
Process	<ul style="list-style-type: none"> • Freedom to choose tools for work (for example MAC or Windows) • Paid trainings • Flexible working hours (You can start your work from 11:00) • Birthday gift from the company • Paid Gym membership • Free lunch • Sauna and swimming pool in the office • Inspiring guest lectures in the office • Various informal team building activities (Christmass parties, hockey team, boat trips etc) • Day off on birthday 	
Results	Important for employers	Important for employee
	<ul style="list-style-type: none"> • Satisfaction with work • Feeling of appreciation 	<ul style="list-style-type: none"> • Productive employees • Smaller staff change and bigger loyalty to the company • Innovative ideas from the employees
Outcomes	Company believes that they have to take care of their team. Only people who come to work with joy every day will achieve the very best results.	
Impact	Further company growth	
For further information	https://draugiemgroup.com/work	

Company culture (work-life balance)– Latvia

Title of workplace innovation	Company culture (work-life balance)
Country	Latvia
Inputs	Financial resources, human resources

Process	<ul style="list-style-type: none"> • Annual team building events • Trainings about new technologies • After work Hours parties • Opportunities for training, in-house coaching • Internal mentoring program encourages knowledge-swapping and peer support to develop new professional and personal skills • Remote working • Meeting space furnished as a bar from the 1960s 	
Results	Important for employers	Important for employee
	<ul style="list-style-type: none"> • Satisfaction with work • Feeling of appreciation 	<ul style="list-style-type: none"> • Productive employees • Smaller staff change and bigger loyalty to the company • Innovative ideas from the employees
Outcomes	<i>"We're known for having a tremendous company culture. Our culture is about the power in the combination of professionalism, openness and collaboration"</i>	
Impact	Further company growth	
For further information	https://wunder.io/about-wunder/wunder-culture https://wunder.io/about-wunder/wunderhugs https://wunder.io/careers	

CSR - Corporate Social Responsibility! Success through responsibility!

Title of workplace innovation	CSR - Corporate Social Responsibility! Success through responsibility!	
Country	Germany	
Inputs	Hands-on training for owners and (prospective) managers of small and medium-sized enterprises (SMEs)	
Process	a) A two-day workshop with owners and managers of SMEs b) 3 to 6 months learning and practicing in the company with simultaneous realization of a specific development project in the company accompanied by coaching c) A two-day workshop with owners and managers of SMEs	
Results	Important for employers	Important for employee
	Qualification of owners and managers of SMEs in responsible leadership Realization of a first concrete project in the company New forms of teamwork in companies with higher personal responsibility and higher productivity By promoting organisation and corporate culture strengthening innovation and competitiveness	Targeted qualification of employees at the workplace Strengthening the personal responsibility of the employees and involvement in decision-making processes Increased motivation and enthusiasm for work job security
Outcomes	Systematic and targeted qualification of owners, managers and employees of SMEs Beginning of a specific process of continuous organizational development Implementation of a first in-house development project while still benefitting from close supervision by a coach	
Impact	See Results und Outcomes	
For further information	Hanse-Parlament can provide the full concept.	

Vocational training in the company according to individual learning capabilities – Germany

Title of workplace innovation	Vocational training in the company according to individual learning capabilities	
Country	Germany	
Inputs	Instead of a standardized training for all, realization of three different training courses	
Process	Lower level: little theory, e.g. building insulation specialist Intermediate level: Standard training Upper level: for strong learners which includes additional qualifications or earlier further trainings Simultaneously, full permeability between the three levels and all advanced further training courses	
Results	Important for employers	Important for employee
	Recruitment of urgently needed skilled workers Company-specific qualification Increased competitiveness	Systematic learning according to individual abilities and capabilities Integration into work life Access to all advanced further training courses and career opportunities
Outcomes	Qualified, motivated next generation of specialists and managers	
Impact	Securing sufficient supply of next generation specialists and managers High level of motivation of employees Increased competitiveness	
For further information		

Corpworking for SMEs – Germany

Title of workplace innovation	Corpworking for SMEs	
Country	Germany (but probably happens in other countries as well)	
Inputs	SMEs rent desks at coworking spaces	
Process	Individual employees of SMEs work in a co-working space close to their home instead of commuting long ways to work	
Results	Important for employers	Important for employee
	Co-working spaces are more flexible in their conditions in rent than renting entire offices Desks are equipped with all necessary technology etc. Premises include community areas, cafés etc.	Less time commuting to work Possibility to interact and network with other people from different fields -> fosters creativity As opposed to a “home office” all necessary equipment and working environment present
Outcomes	Employees can focus on work; interaction and exchange	
Impact	better life-work balance; foster creativity and innovation	
For further information	http://workplace-innovation.de/wp-content/uploads/2016/11/Ausgabe-1-Corpworking.pdf (only in German unfortunately)	

Appendix 2. Workplace Innovation Template

Title of workplace innovation		
Country		
Inputs	The resources provided to implement the main activities	
Process	The main activities carried out	
Results	Important for employers	Important for employee
	The immediate result of the main activities	The immediate result of the main activities
Outcomes	The intended and direct impact of the main activities	
Impact	The intended or unintended and long-term and large-scale impact of the main activities	
For further information	Where we can find more information? (link)/ or description	

Results Work Package 7
Transfer and dissemination

Attachment V
Dissemination Activities
of the Project Partners

Dissemination activities of the project partners

Dissemination activities in the KAforHR project of all project partners

Period: 01.11.2018 – 31.01.2022

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
PP1 BSA	Präsentation Projekt und Ergebnisse	Lions Club	15.04.2021	Unternehmer, interessierte Öffentlichkeit	Hamburg	72	Power Point
PP1 BSA	Project Presentation	Introduction of project at 4 th "ICC4VET" workshop	26.11.2018	Other project partners (SME support institutions & HEIs)	Gdansk, Poland	15	PowerPoint Slides
PP1 BSA	Project Presentation	Introduction of project at 4 th "INBETS" workshop	03.06.2019	Other project partners (SME support institutions & HEIs)	Hamburg, Germany	27	PowerPoint Slides
PP1 BSA	Project Presentation	Update of project development at 5 th "ICC4VET" workshop	03.06.2019	Other project partners (SME support institutions & HEIs)	Hamburg, Germany	11	PowerPoint Slides
PP1 BSA	Project Presentation	Präsentation und umfassende Beratung der politischen Konsequenzen mit Hamburger Politikern	April 2019	Politiker	Hamburg, Germany	35	PowerPoint Slides
PP1 BSA	Project Presentation	Präsentation im litauischen Parlament und Beratung der politischen Konsequenzen	April 2019	Politiker	Vilnius, Lithuania	70	PowerPoint Slides

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PP1 BSA	Project Presentation	Präsentation und Beratung mit Geschäftsleitung und Geflüchteten der Arbeitsgemeinschaft selbständiger Ausländer	August 2019	Leitung, Referenten, Flüchtlinge	Hamburg, Germany	15	PowerPoint Slides
PP1 BSA	Project Presentation	Präsentation und ausführliche Beratung der politischen Strategien mit Bundespolitikern	September 2019	Politiker	Hamburg, Germany	17	PowerPoint Slides
PP1 BSA	Project Presentation	Präsentation mit Projektträgern und Unternehmen in Schwerin	September 2019	Projektträger, Unternehmer	Schwerin, Germany	40	PowerPoint Slides
Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
PP1 BSA	Presentation in Newsletter	Update on project development and results in HP's newsletter	January 2019	Economic chambers (HP's members) & HEIs (BSA's members)	Electronic (e-mail)	>68	document
PP1 BSA	Presentation in Newsletter	Update on project development and results in HP's newsletter	July 2019	Economic chambers (HP's members) & HEIs (BSA's members)	Electronic (e-mail)	>68	document





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Dissemination activities in the project “KA4HR” for partner: Satakunta University of Applied Sciences (SAMK), PP2



Period: 01/11/2018-31/10/2021

First Partner Report to Lead Partner dd.mm.2021

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
PP2 SAMK	KA4HR project presentation	Rakennustekniikan neuvottelukunta (Advisory Board for Degree Programme in Construction Engineering)	15.11.2018	Oras Ltd., Skanska Ltd., A-Insinöörit Ltd., The Confederation of Finnish Construction Industries RT (CFCI), Vehmasputki Oy, City of Pori	Pori	6 (+4 SAMK representatives)	Minutes of the meeting (in Finnish); short information about the project and information attached to the minutes  Meeting_151118.pdf
PP2 SAMK	Intact Presentation – Topical issues, also the other projects (Inbets, Bachelor&Meister, KA4HR and WWW&CE) were presented	Meeting of Immigration Coordination (MAKO) group	5.3.2019	Members of Mako-group	Pori	20 incl. SAMK-representative	Minutes of the  MAKO-muistio 5.3.2019.pdf meeting




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PP2 SAMK	KA4HR short presentation – Topical issues, also the other projects (Inbets, Bachelor&Meister, Intact and WWW&CE) were presented	Meeting of the construction education and research cooperation between SAMK and Sataedu	7.1.2020	Sataedu staff: Veli-Matti Vuori, Jari Pentinmäki and Pauliina Merikivi); SAMK staff: Mari Kujala and Sirpa Sandelin (presenter)	Pori	5 incl. SAMK representatives (2)	Oral presentation (link to web pages given)
PP2 SAMK	KA4HR short presentation – General information, also the other projects (Inbets, Bachelor&Meister, WWW&CE and Intact) were presented	Seinäjoki University of Applied Sciences (SeAMK) and SAMK cooperation meeting on entrepreneurship, digitalization and tourism	27.5.2020	SeAMK and SAMK lecturers and research personnel	Online, Finland	20 participants in the entrepreneurship workshop; the number of participants in the meeting was 58	 SAMK_SeAMK_270520.pdf
PP2 SAMK	Presented a project result briefly	BUP Symposium 2020	25. - 26.8.2020	Researchers from different disciplines with an interest in the Baltic Sea Region	Online	unknown	 Presentation_Aug2020.pdf
PP2 SAMK	KA4HR short presentation	Opening seminar of the PKDIGI2020-training course	3.12.2020	Sirpa Sandelin, Kari Lilja, Johanna Vannes, Esa Kokkonen, Heikki Haaparanta, Katja	Online	7 incl. representatives (6) The seminar was recorded. It will have more audience in the future	Oral presentation



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				Lempinen and one of the participants Tea Viljanen			
Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
PP2 SAMK	Web pages http://www.samk.fi/tyoe-lama-ja-tutkimus/hankkeet/ Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance „Human Resources and Organizational Development“– KAforHR	Information about the project on the SAMK Web pages	20.12.2018 onwards	All internet users, especially companies interested in research and development activities	Pori	n/a	Text in the Web pages
PP2 SAMK	Article in SAMK:s webpage and newsletter https://www.samk.fi/uutiset/itameren-alueen-pk-yritysten-osaaminen-kasvuun-yrittajapolvenvaihdoksia-ja-maahanmuuttajien-osaamisen-hyodyntamista/ Itämeren alueen PK-yritysten osaaminen kasvuun: yrittäjäpolvenvaihdoksia	Presents the projects connected to Hansa-Parlament and Baltic Sea Academy including remark on project Ka4HR	3.12.2018	Everyone interested in SAMK, particularly co-operation partners and stakeholders in Finland.	n/a	n/a	








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	ja maahanmuuttajien osaamisen hyödyntämistä						
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							
PP2 SAMK	Article in the blog “osaavayritys.samk.fi” concerning the quality standards and personnel’s attitudes.	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	4.4.2019	Open publication, everyone	n/a	n/a	
PP2 SAMK	Article in the blog “osaavayritys.samk.fi” concerning the role of the Board in the company	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	27.5.2019	Open publication, everyone	n/a	n/a	 Vallatonta vastuuta vai vastuutonta val
PP2 SAMK	Article in the blog “osaavayritys.samk.fi” concerning the professional as a member of the Board	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	17.6.2019	Open publication, everyone	n/a	n/a	 Hallitus – amatöörejä vai amr








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PP2 SAMK	Article in the blog “osaavayritys.samk.fi” concerning relationship between power and responsibility.	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	15.7.2019	Public	https://osaavayritys.samk.fi/2019/07/15/vastuu-annetaan-valta-otetaan/	n/a	 Vastuu annetaan, valta otetaan – Osa
PP2 SAMK	Article in the blog “osaavayritys.samk.fi”: Can’t avoid thinking the project during the vacation.	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	31.7.2019	Public	https://osaavayritys.samk.fi/2019/07/31/aivot-oimintaa-lomallako/	n/a	 Aivotoimintaa... Lomallako_ – Osa
PP2 SAMK	Article in the blog “osaavayritys.samk.fi” concerning the rules of management groups	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	2.9.2019	Public	https://osaavayritys.samk.fi/2019/09/02/ryhman-ramasuunta-tama/	n/a	 Ryhmä Rämä, suunta tämä... – Os
PP2 SAMK	Article in the blog “osaavayritys.samk.fi” concerning the age management	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	30.9.2019	Public	https://osaavayritys.samk.fi/2019/09/30/ikajohtamista-ika-kaikki/	n/a	 Ikäjohtamista ikä kaikki – Osaava yritt
PP2 SAMK	Article in the blog “osaavayritys.samk.fi”: “Prison in Warsaw”	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	28.10.2019	All internet users	https://osaavayritys.samk.fi/2019/10/28/vankina-varsovassa/	n/a	 Vankina Varsovassa – Osaava yritys – M







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PP2 SAMK	Article in the blog “osaavayritys.samk.fi”: “Do you have to swear in Twitter”	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	25.11.2019	All internet users	https://osaavayritys.samk.fi/2019/11/25/twitteroinnista-eli-tarvitseeko-sita-julkisesti-kiroilla/	n/a	 Twitteröinnistä – e tarvitseeko sitä julk
PP2 SAMK	Article in the blog “osaavayritys.samk.fi”: “Be careful not to delude yourself”	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	9.12.2019	All internet users	https://osaavayritys.samk.fi/2019/12/09/varo-itsepetoksen-suota/	n/a	 Varo itsepetoksen suota – Osaava yritt
PP2 SAMK	Article in the blog “osaavayritys.samk.fi”: “How are you”	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	16.12.2019	All internet users	https://osaavayritys.samk.fi/2019/12/16/miten-voit-n-voit/	n/a	 Miten voit_ – Osaava yritys – Mer
PP2 SAMK	Article in the blog “osaavayritys.samk.fi” Artificially intelligence recruitment	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456- 114X	20.1.2020	Open publication, everyone	n/a	n/a	 Tekoälykstä rekrytointia_ – Osa
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Being all thumbs will not promote the circular economy	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied	16.3.2020	Open publication everyone	n/a	n/a	 Peukalo keskellä kämmentä ei kierto









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		Sciences, ISSN-L 1456-114X					
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Entrepreneur - oh, me?	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456-114X	23.3.2020	Open publication everyone	n/a	n/a	 Yrittäjä – jaa, minäkö – Osaava y
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: In hard times, flexibility can save.	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456-114X	6.4.2020	Open publication everyone	n/a	n/a	 Vaikkeina aikoina joustavuus voi pela
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: How to recognize a maker	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456-114X	20.4.2020	Open publication everyone	n/a	n/a	 Mistä tunnet sä osaajan – Osaava y
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Crisis communication or communication crisis	Blog osaavayritys.samk.fi is part of the Agora - the official journal of Satakunta University of Applied Sciences, ISSN-L 1456-114X	27.4.2020	Open publication everyone	n/a	n/a	 Kriisiviestintää vai viestinnän kriisiä –









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PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Does the working at distance eat the result	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	4.5.2020	Open publication everyone	n/a	n/a	 Syökö etätyö tulosta_ – Osaava yritys
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Lessons of the Corona spring.	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	11.5.2020	Open publication everyone	n/a	n/a	 Koronakevään opetuksia – Osaava yritys
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Who can be called as an expert?	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	18.5.2020	Open publication everyone	n/a	n/a	 Kuka onkaan asiantuntija – Osaava yritys
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: With the routine or enthusiasm?	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	25.5.2020	Open publication everyone	n/a	n/a	 Rutiinilla vai innostuksella_ – Osaava yritys
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Do we know how to thank?	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	15.6.2020	Open publication everyone	n/a	n/a	 Osaammeko kiittää_ – Osaava yritys
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: I have a Question!	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	27.7.2020	Open publication everyone	n/a	n/a	 I Have a Question! – Osaava yritys – Meri








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PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Teachings of the Corona time.	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	21.9.2020	Open publication everyone	n/a	n/a	 Koronan opetuksia – Osaava yritys – M
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Digital accessibility	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	6.10.2020	Open publication everyone	n/a	n/a	 Digitaalista esteettömyyttä – D
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Everything all right in digitalization?	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	20.10.2020	Open publication everyone	n/a	n/a	 Digitalisaatiossa kaikki hyvin – Ever
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Safeless information security	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	30.10.2020	Open publication everyone	n/a	n/a	 Turvatonta tietoturva – Osaav
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Why aren't people interested in the work life skills.	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	18.11.2020	All internet users	https://osaavayritys.samk.fi/2020/11/18/miksi-tyoelaman-taidot-eivat-kiinnosta/	n/a	 Miksi työelämän taidot eivät kiinnos
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Digitalisation challenges companies, entrepreneurs and corporate governments	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	09.12.2020	All internet users	https://osaavayritys.samk.fi/2020/12/09/digitalisaatio-haastaa-yritykset-	n/a	 Digitalisaatio haastaa yritykset, y








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					yrittajat-ja-yritysten-hallitukset/		
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Like life on the mars – School and work during the covid19-era”	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	18.2.2021	All internet users	https://osaavayritys.samk.fi/2021/02/18/like-life-on-mars-koulu-ja-tyo-korona-aikana/	n/a	 Like life on Mars – koulu ja työ korona
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: The risks of the digitalization	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	2.3.2021	All internet users	https://osaavayritys.samk.fi/2021/03/02/digitalisaation-karikot/	n/a	 Digitalisaation karikot – Osaava yr
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Happy persons day”	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	9.3.2021	All internet users	https://osaavayritys.samk.fi/2021/03/09/hyva-henkiloiden-paivaa/	n/a	 Hyvää henkilöiden päivää! – Osaava yr
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Well, that was that pension plan...	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	7.4.2021	All internet users	https://osaavayritys.samk.fi/2021/04/07/no-niin-siina-meni-sekin/	n/a	 No niin, siinä meni sekin... – Osaava yr
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: After the covid19	Blog is a part of the Agora, the official journal of the Satakunta University of	15.4.2021	All internet users	https://osaavayritys.samk.fi/2021/04/15/koronan-jalkeen/	n/a	 Koronan jälkeen – Osaava yritys – Mer




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		Applied Sciences, ISSN-L 1456-114X					
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Best practices vs uudet tavat toimia	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	26.5.2021	All internet users	https://osaavayritys.samk.fi/2021/05/26/best-practices-vs-uudet-tavat-toimia/	n/a	 Uudet tavat toimia – Osaava yritys – Mene
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Rakentaminenkin muuttuu siistiksi sisätyöksi?	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	8.6.2021	All internet users	https://osaavayritys.samk.fi/2021/06/08/rakentaminenkin-muuttuu-siistiksi-sisatyoksi/	n/a	 Rakentaminenkin muuttuu siistiksi sisä
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Aivotko lomalla?	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	4.8.2021	All internet users	https://osaavayritys.samk.fi/2021/08/04/aivotko-lomalla/	n/a	 Aivotko lomalla – Osaava yritys – Mene
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Aivotko lomalla? Osa 2	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	11.8.2021	All internet users	https://osaavayritys.samk.fi/2021/08/11/aivotko-lomalla-2/	n/a	 Aivotko lomalla_osa2 – Osaava yritys – Me
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: Toiminnan vai digitaalisen liiketoiminnan kehittämistä?	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	18.8.2021	All internet users	https://osaavayritys.samk.fi/2021/08/18/toiminnan-vai-digitaalisen-	n/a	 Toiminnan vai digitaalisen liiketoimi




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					liiketoiminnan-kehittamista/		
PP2 SAMK	Article in the blog „osaavayritys.samk.fi“: It is a long way to Tipperary	Blog is a part of the Agora, the official journal of the Satakunta University of Applied Sciences, ISSN-L 1456-114X	25.8.2021	All internet users	https://osaavayritys.samk.fi/2021/08/25/it-is-a-long-way-to-tipperary/	n/a	 It is a long way to Tipperary – Osaava y
Introduction of project results in policies, administrations, stakeholders etc.							
Disseminations to national and international umbrella organizations from business associations and educational institutions							
PP2 SAMK	KA4HR Presentation: shortly about the achievements	Brief information about the progress of the project in the meeting of Team Finland / Satakunta Region. Meeting theme was international cooperation.	December 2, 2019	Representatives from chambers, enterprise associations, educational institutes, regional organizations, and national environment organizations	Rauma, Finland	10	General note in the memo



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PP2 SAMK	KA4HR Presentation: shortly about the project	Brief information about the progress of the project in the meeting of Team Finland / Satakunta Region. Meeting theme was international cooperation.	October 8, 2020	Representativ es from chambers, enterprise associations, educational institutes, regional organizations , and national environment organizations	Online	35	General note in the memo. One slide with web pages shown in the meeting and the link to blog delivered to participants
Other activities							
PP2 SAMK	Poster of the project KA4HR	Information about the project on the project exhibition wall	13.3.2019 onwards	All visitors, staff members and students at SAMK Campus	Pori	n/a	 Posterv1A4KAforHR pdf
PP2 SAMK	Information leaflet	Information about the project (in Finnish)	13.3.2019 onwards	Leaflet to be used in all kinds of meetings, workshops, fairs, ect.	Pori	n/a	




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PP2 SAMK	Brief description of project in the Blogs of Agora Magazine (The official magazine of Satakunta University of Applied Sciences)	Founded a new blog “Osaava yritys” (Competent enterprise) in which the results and findings of all projects will be presented. The blog is part of SAMK’s official publication channel The Blogs of Agora Journal, ISSN-L 1456-114X	12.2.2019 Onwards	Public	osaavayritys. samk.fi	n/a	
PP2 SAMK	K.Lilja, Internal meeting at SAMK	Brief information concerning the project	2.12.2019	Representants of the Student organisation of SAMK (J. Paavola), personnel department of SAMK (S. Jäntti), Faculty of Service business (J.Iisakkala, J. Mäkinen), and R&D department (C. Nurmi)	Pori	5	Basic information concerning the topics project deals with.
PP2 SAMK	Kari Lilja, Personal contact	Brief information concerning the project	9.1.2020	Mervi Vähätalo, Lecturer,	Pori	1	Basic information concerning the topics



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				Welfare, SAMK			project deals with.
PP2 SAMK	Sirpa Sandelin, Personal contacts	Brief information concerning the project	22.1.2020	Olli Hakala, Senior Advisor, ELY Centre for Southwest Finland & Ilkka Hippinen, Senior Expert, Motiva Oy	Pori, Finland	2	Basic information concerning the project. Links to webpages sent to them, too.
PP2 SAMK	Information leaflet	Meeting of Immigration Coordination (MAKO) group	6.2.2020	Members of Mako-group: VET and higher education institutes, Red Cross, social and health care division, early childhood education of Pori, adult education centre of Pori, Satakunta ely- centre, SMY/omaura- initiative, Mannerheim	Pori, Finland	25 incl. SAMK representativ es	Text in Finnish  Esite_final_v2[88922] pdf



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				league for child welfare, evangelical Lutheran church of Pori, the salvation army of Pori			
PP2 SAMK	Personal Contact	Briefly about the project	30.7.2020	Mr. Kauko Heikkilä	Private consultant	1	Basic information concerning the project.
PP2 SAMK	Personal contact	Presented the state of the project	4.8.2020	Jani Wahlman, Communication manager, SAMK	Pori	1	Basic information concerning the project.
PP2 SAMK	Personal contact	Presented the projects and the blog osaavayritys.samk.fi	20.8.2020	Association for Finnish work / Reetta Mentu, Nina Pohjoiskoski (www.suomalainentyo.fi)	E-mails	2	Basic information concerning the project.
PP2 SAMK	Personal contact	Discussed about project KA4HR and digitalisation in HR-functions	20.8.2020	Teemu Rantamäki from Maalaus Rantamäki	E-mails	1	Basic information concerning the project.
PP2 SAMK	Personal contact	Discussed about project KA4HR and digitalisation in HR-functions	20.8.2020	Veikko Haapa-Aho from	E-mails	1	Basic information




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				Rakennus Haapa-Aho			concerning the project.
PP2 SAMK	Personal contact	Discussed about project KA4HR and digitalisation in HR-functions	6.7.2020	Mika Laiho from Heikki Laiho Oy	E-mails	1	Basic information concerning the project.
PP2 SAMK	Personal contact	Discussed about project KA4HR and digitalisation in HR-functions	18.8.2020	Sari Ankelo from Laitilan Virvoitusjuoma tehdas	E-mails	1	Basic information concerning the project.
PP2 SAMK	Personal contact	Discussed about project KA4HR and digitalisation in HR-functions	13.8.2020	Hannu Majander from Munax Oy	E-mails	1	Basic information concerning the project.
PP2 SAMK	Personal contact	Brief information about project and its blog site	5.10.2020	To just recruited teacher	Pori	1	Basic information about the projects, it's activities and partners
PP2 SAMK	Personal contact	Brief information about project and its blog site	6.10.2020	Students and teachers of YWE2020, size of group	Pori	approx. 40 persons	Basic information about the projects, it's activities and partners
PP2 SAMK	Personal contact	Brief information about projects	9.10.2020	To teachers recruited to teach in the	Pori	4	Basic information about the projects, it's



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				test phase of KA4HR			activities and partners
PP2 SAMK	Personal contact	Dr. Lilja presented the project KA4HR to Mrs Katja Lempinen, who will introduce the participants of the training to the Moodle platform.	16.10.2020	Mrs Katja Lempinen	Pori	1	Basic information about the projects, it's activities and partners
PP2 SAMK	Personal contact	Brief information about the project and presentation on Digitalization	8.3.2021	To construction engineering, automation and electrical engineers and data processing students	Online and Moodle, Pori	236	Basic information about the project, it's activities and partners. Digitalization presentation slides (in Finnish) here:  Luento_8_b_Digitalization_ja_muuttuva_
PP11 SAMK	Personal contact	Dr Kari Lilja gave the book published during the project Inbets to Mr Lasse Ojamo, founder of	2.6.2021	Mr Lasse Ojamo and his family that is involved in	Merikarvia	n/a (Mr Lasse Ojamo is well known and very effective	



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		Eumer Group in Merikarvia, and told about the new Inbets + and other projects including KA4HR		5 enterprises in Merikarvia, Finland		in spreading the information)	
PP2 SAMK	personal contact	Dr Kari Lilja gave the book published during the project Inbets to Mr Juha Sillanpää, founder of AV-Sähkö Oy in Noormarkku, and told about the new Inbets + and other projects	20.9.2021	Mr Juha Sillanpää	Noormarkku	n/a	

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Dissemination activities in the KAforHR project of all project partners

Period: 01.11.2018 – 31.1.2022

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
PP3 BIF	Presenting the project progress and outputs	Board meetings of the Baltic Institute of Finland	2020–2021	Board members	Online, live meetings		
PP3 BIF	Promotion and dissemination of KA4HR results	Project meetings, regional stakeholder meetings, various networks	2020–2021	Cooperation partners and networks of the Baltic Institute of Finland	Online, live meetings		
Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
PP3 BIF	Project info on the organisational website	http://www.baltic.org/project/kaforhr/	Constant	All website visitors	Online		
PP3 BIF	News on project activities on the organisational website	http://www.baltic.org	Whenever relevant	All website visitors	Online		
PP3 BIF	Press release on the training pilot	http://www.baltic.org	1 July 2021	All newsletter subscribers	Online/Via email		
Disseminations to national and international umbrella organizations from business associations and educational institutions							
PP3 BIF	Sending out the surveys	Networks of Business Tampere, Tampere Chamber of Commerce, Tampere Business Campus, Enterprise Europe Network (FI)	Spring 2019	SMEs	Online, via email		

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PP3 BIF	Marketing the training course (pilot)	Networks of Business Tampere, Tampere Chamber of Commerce, Tampere Business Campus, Enterprise Europe Network (FI)	Autumn 2020	SMEs	Online, via email		
Other activities							
PP3 BIF	News on project activities and related topics in social media	Twitter, LinkedIn and Facebook of BIF	Whenever relevant	All followers	Online		
PP3 BIF	Setting up and managing the Twitter account of the project	https://twitter.com/Ka4Hr	Constant	All followers	Online		
PP3 BIF	Registering KAforHR in a PR campaign	Social media and https://ec.europa.eu/regional_policy/en/policy/communication/euinyourregion/postcards/	Summer/Autumn 2020	All followers	Online		
PP3 BIF	Introducing the training pilot "Digitization and Human Capital"	Discussion with the CIO of the city of Tampere	Autumn 2020	City administration	Via email, on the phone		

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Annex 2: Dissemination Plan

Dissemination activities in the KAforHR project of all project partners							
Period: 01.11.2018 – 31.01.2022			Final Partner Report to Lead Partner 31.01.2022				
Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, webaddresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
5	Presentation on the national scientific conference https://zie.pg.edu.pl/strona-glowna/wydarzenia/konferencja-biznes-i-uczelnia-w-dazeniu-dojakosci	The project's content and its results, will be presented (as the poster) at the on-line congress of universities' entrepreneurship departments organized by GUT in winter 2020.	8 of October 2021	Participants of the conference	Faculty of Management & Economics	69	Participants received the printed project leaflet
5	Presentation on the department' seminar	Short project presentation	21 December 2021	Participants of the seminars	FM&E	34	Dissemination information about the project during webinar 21.12.2021 : <i>“Towards the turquoise: innovative strategies for managing the organization”</i>

Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)

5	Preparation the information about the KAforHR	Preparation short description KAforHR (programme, duration, partners, team)	From the beginning and after end the project (actualization within the project)	website visitors	GUT' Project Department website	Website visitors	https://zie.pg.edu.pl/node/1113
5	Post on FM&E web page	Information about the project.	Winter 2021	Website visitors	website	Website visitors	https://zie.pg.edu.pl/strona-glowna/wydarzenia/w-kierunku-turkusu-innowacyjne-strategie-zarzadzania-organizacja

Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)

5	Scientific article	Anita Richert-Kaźmierska, Marzena Grzesiak: DOES WORK CONTEXT MATTER? WORKPLACE INNOVATIONS IN THEORY AND PRACTICE OF ACTIVE AGEING	SUBMISSION TO THE EDITORIAL BY THE END OF APRIL 2022. PUBLICATION - DEPENDING ON THE COURSE OF THE PUBLISHING PROCESS	Journal/Article readers	POLISH-LANGUAGE JOURNAL INSCRIBED TO THE LIST OF PUNCHED JOURNALS	In progress	
5	Scientific article	Anita Richert-Kaźmierska: NON-TECHNOLOGICAL	SUBMISSION TO THE EDITORIAL BY THE END OF APRIL	Journal/Article readers	POLISH-LANGUAGE JOURNAL INSCRIBED TO THE LIST	In progress	

		INNOVATIONS AND SILVER MARKET	2022. PUBLICATION - DEPENDING ON THE COURSE OF THE PUBLISHING PROCESS		OF PUNCHED JOURNALS		
5	Appendix to the journal	Preparation information paper about the project	Spring 2019	Journal/Article readers	REME journal	On-line readers	https://journal.mostwiedzy.pl/remed/article/view/2574
5	Appendix to the book	Preparation information paper about the project	Autumn 2020	Book readers	Book (in English)	100	M. Grzesiak, A. Richert-Kaźmierska (eds.): "Challenging future of family business", Gdańsk University of Technology Publishing House, Gdańsk 2020; scan attached
5	Appendix to the book	Preparation information paper about the project	Winter 2020/2021	Book readers	Book (in Polish)	100	M. Grzesiak, P. Kasprzak, M. Olczyk, A. Richert-Kaźmierska: „Komu i jak z sukcesem przekazać pałeczkę?”, Wydawnictwo Politechniki Gdańskiej, Gdańsk, 2021; scan attached
5	Appendix to the book	Preparation information paper about the project	Winter 2020/2021	Book readers	Book (in Polish)	On-line readers	https://pbc.gda.pl/dlibra/publication/101120/edition/91064/content (p.142-143) (2021)
5	Appendix to the journal	Preparation information paper about the project	Winter 2021	Journal/Article readers	REME journal	On-line readers	https://journal.mostwiedzy.pl/remed/article/view/2575

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Dissemination activities in the KAforHR – Pomeranian Chamber of Handicrafts

Period: 01.11.2018 – 30.01.2022

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
Pomeranian Chamber of Handicrafts in Gdańsk	"Welcoming and presenting support activities for entrepreneurs"	<ul style="list-style-type: none"> - This presentation was the time for welcoming the partners. - In this presentation was included also the act of introduction to the two-day meeting by presenting and supporting activities for entrepreneurs which are useful in helping with the business challenges. 	<p>November 2018</p> <p>The time of this presentation lasted about 15-20 minutes. It started probably about 9.00 and lasted about 15-25 minutes</p>	The meeting was dedicated to all the partners of KAforHR, Vocational school teachers and guests	The event took place in Hotel Almond Spa (ul.Toruńska 12, 80-747 Gdansk)	All of the participations of the project were presented (Project Partners and Balt Senior participants) Additionally, Gdansk was visited on this event by Representative of Hanse-Parliament together with Marshall of Pomeranian Voivodeship	The lack of access for the document

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	Presentation of the project during the meetings of the Pomeranian Alliance of Entrepreneurs associating various organizations of entrepreneurs and employers from the region of the Pomeranian Voivodeship	During regular meetings of the Pomeranian Alliance of Entrepreneurs, which associates over 14 employers' organizations, the project was presented and encouraged to follow the activities carried out in it	2020-2021	Entrepreneurs	Meetings were conducted online	representatives of 14 organizations associating Pomeranian entrepreneurs, employers	Presentation
Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
	General Information about the project	Describing of the project, which shows the portrait of KAforHR via presenting general outline of it	During the project and after	The target group of this kind of action is dedicated for all kind of recipients (entrepreneurs, vocational teachers/students transfer, partners, general public and the other groups not mentioned here)	Website	The range of recipients is wide During only one year there are about 80,000 visits to the website	Website
Pomeranian Chamber of Handicrafts in	Note on the Project KAforHR on the official	The note was published for the aims:	The time of creation and publishing the	The target group of this kind of action is	- The description prepared	The range of recipients is wide and	

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Gdańsk	webpage of Pomeranian Chamber of Handicrafts for SME	<ul style="list-style-type: none"> - Describing of the project, which shows the portrait of KAforHR via presenting general outline of it - Giving a public announcement about the realisation of the project - Reporting about the tasks of Pomeranian Chamber of Handicrafts for SMEs through mentioning about the programme KAforHR - Recommending and spreading information of the project in the area of Pomeranian region, other localities of Poland and the other parts of the world. 	note is devoted three days to do. If it is said about the specifics, the date for this task was determined from 19 th to 24 th July 2019.	dedicated for all kind of recipients (entrepreneurs, vocational teachers/students transfer, partners, general public and the other groups not mentioned here)	was sent via Internet so it can be said that is possible to gain access to look into the project online. - The note everyone willing to know better the action of KAforHR project.	definitely unknown. - Everyone who wants to familiarise with the topic of project. - Especially, the description might have interested the Small and Middle Entrepreneur s.	This is the direct link to the note: https://www.pomorsk aizba.pl/aktualnosci/2046
	Note on the Project KAforHR on the Facebook	The activity consisted of the same elements as it	- The time for creation and publishing the	- The target group is the same like	- The description	-The same situation as in the above	- The note is presented

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	account of Pomeranian Chamber	is seen in the above mentioned lines.	note was three days. That is to say, the date was determined from 19 th to 23 th July 2019.	these ones characterised above.	was sent and is available online.	“window” of table. The access to the note was public. - The aim of this note is that It was addressed to the wide audience including institutions.	in the form of webpage given below: https://www.facebook.com/pomorskaizba/photos/a.746188652109872/2450682764993777/?type=3&theater
	E-mails to the entrepreneurs	This point means that the Pomeranian Chamber of Handicrafts for SMEs sent the messages to different institutions in several forms: - It is informing about the institutions or persons entitled to handicraft work about the project. - The aim of email writing is the form of encouraging other entrepreneurs to take part as a co-partner in project	It lasts from the first days of projects. Namely, it concerns the period beginning from 1 st November 2018 until 2019.	Mainly entrepreneurs	The description was sent and is available online.	The similar situation as in the above “window” of table. The access to the note has a public character with the special treatment of artisanal workers and enterprises. At least, 30 entrepreneur	The documents are as e-mails, which are not placed here due to reasons of institutional secrecy.

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		- Finally, the emails to the clients or outside business environment constitute the form of advertisement of the project (as it is written in the previous lines of this description)				s were acquainted with the project.	
	E-mails inviting companies for the project (workshops – implementation of projects and other tools/methods)	The aim of the activities was to encourage companies to participate in workshops and meetings and to learn about the KAforHR project	August 2020 – February 2021 September-October 2021	Entrepreneurs, in particular Managers and HR employees and other people interested in the subject	Workshops were conducted on-line	Entrepreneurs, mainly managers and people working in HR	The documents are as e-mails, which are not placed here due to reasons of institutional secrecy.

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	Various information about the project and workshops	Description of the project and invitation for workshops	2019-2022	The target group of this kind of action is dedicated for all kind of recipients (entrepreneurs, vocational teachers/students transfer, partners, general public and the other groups not mentioned here)	Facebook	The range of recipients is wide. PCH6 Facebook funpage has over 1400 followers	Facebook
	Newsletter	Sending information about the project and activities undertaken within it	December 2020 – December 2021	Entrepreneurs	On-line	The range of recipients is wide. These are companies and craft guilds associated in the Pomeranian Chamber of Crafts.	Scans
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							
Pomeranian Chamber of Handicrafts in	Leaflet informing about the project	- Describing the project, which shows the portrait	continuous for the duration of the project	The target group of this kind of action is	The leaflet was available at the site so that visitors	Around 100 different entities	Printed version

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Gdańsk		<p>of KAforHR via presenting general outline of it</p> <ul style="list-style-type: none"> - Giving a public announcement about the project 		dedicated for all kind of recipients (entrepreneurs, vocational teachers/students transfer, partners, general public and the other groups not mentioned here)	could access the information. Additionally, it was distributed during various meetings with entrepreneurs and public administration bodies		
	Leaflet informing about the workshops	The purpose of the leaflet was to raise interest among entrepreneurs in workshops and participation in the project.	June 2020 – February 2021	Mainly for entrepreneurs	The leaflet was available at the site so that visitors could access the information	50	Printed version
	Film from the workshops on the website of Gdańsk University of Technology	The film was shot during the workshops for entrepreneurs and contains the most interesting parts related to the workshop. The film presents an outline of the material that the companies could read and which was developed during the project.	March 2021 - currently	entrepreneurs, teachers/students transfer, general public	webpage	The range of recipients is wide and definitely unknown.	Link
	Press release sent to journalists	The purpose of the press release was to inform	December 2021	journalists	Webpage, e-mail	10 journalists	Printed version

		journalists about the results of the KAforHR project					
Introduction of project results in policies, administrations, stakeholders etc.							
Pomeranian Chamber of Handicrafts in Gdańsk	implementation of design solutions in the Pomeranian Chamber of Handicrafts	Implementation of the proposed solutions in the Chamber, analysis of the best solutions. Promotion of the adopted solutions.	2019-2020	Employees of the Chamber, guilds, companies,	webinnar	40	There is no specific documentation
	Implementation of new tools in the Pomeranian Chamber of Handicrafts - new tools	Implementation of the proposed tools in the Chamber, analysis of the best solutions. Promotion of agreed solutions.	2021	Chamber employees, I guilds, companies,	webinnar	100	There is no specific documentation

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Dissemination activities in the KAforHR project of all project partners

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Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	No of organisations/persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
PP8 LU CETS in cooperation with PP9	Presentation of the project during the KAforHR SMEs training	Project idea introduced at the beginning of the "Workplace Innovation" training (introductory session)	7 th Sept 2020	Latvian SMEs	LV Chamber of Commerce	15	Programme of the event, pictures
PP8 LU CETS	The guest lecture "Future of Skills in the Labour Market: Examples of the EU Policies & Incentives" by Liga Baltaņa (Fondazione Giacomo Brodolini)	Discussion on the demanded skills in the future and work-based learning trend (introduction of KAforHR and dual studies practice)	14 th Jan 2021	Riga Stradiņš University, University of Latvia students, UL Doctoral School "European Integration and Baltic Sea Region Studies (EIBSRS)	Zoom platform	23 participants	Screenshots attached to the email
PP8 LU CETS	Webinar on the remote work and productivity of employees (4Finance)	In the result of the successful collaboration during the KAforHR training with SMEs "Innovation Processes" (Sept 2020), a webinar with the HR manager of 4Finance were organised for business students, SMEs and all interested – KAforHR project were provided	25 th Nov 2021	Latvian SMEs, Riga Stradiņš University students ("Int Business and Sustainable Economy", "Start-up Entrepreneurship Mngmt", "International Marketing and Advertising")	Zoom platform	66-69 participants	Screenshots attached

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Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
PP8 LU CETS	Info project published at the website of LU CETS	Summary about KAforHR project idea and activities: https://www.lu.lv/cets/research/eproject/kaforhr/	Dec 2018, regularly updated	Website visitors (Professors, students, admi.staff)	Institutional website		See the provided link
PP8 LU CETS	Press release	KAforHR Kick-off meeting in Gdansk: https://www.lu.lv/cets/news/t/57190/	Dec 2018	Website visitors	Institutional website		See the provided link
PP8 LU CETS	Press release	Press release about KAforHR Riga meeting (Train the Trainer): https://www.lu.lv/cets/news/t/57211/	Oct 2019	Website visitors	Institutional website		See the provided link
PP8 LU CETS	Press release	"Workplace Innovation" training with SMEs: https://www.lu.lv/par-mums/lu-mediji/zinas/zina/t/61164/	Sept 2020	Website visitors	Institutional website		See the provided link
PP8 LU CETS	Press release	About model of the dual programme "HR and Business Administration" and project's results https://www.lu.lv/cets/about-cets/zinas/zina/t/70033/	Jan 2022	Website visitors	Institutional website		See the provided link
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							
PP8 LU CETS	Production of the printed and online leaflet about KAforHR	Latvian version to promote project and to facilitate knowledge alliance (e.g. for information distribution during the public events): https://www.lu.lv/fileadmin/user_upload/lu_portal/projekti/cets/Files/KaforHR_nutshell_LV_LU.pdf	Produced - May 2019	SMEs, universities, students	n/a	n/a	See the provided link
PP8 LU CETS	Conference proceedings	Publication of the article about the projects' results at the	May 2022	Representative s of foreign &			Online publication

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		Conference Proceedings "New Challenges in Economic and Business Development" <i>(due to the Corona, participation was postponed, participation is still considered for post-dissemination)</i>		local HEI, entrepreneurs, experts on economic & business issues, students			
Introduction of project results in policies, administrations, stakeholders etc.							
PP8 LU CETS	Introduction of project to stakeholders (SMEs)	Job "speed dating" event (event matching SMEs and students seeking for job opportunities), meeting with participating SMEs https://www.facebook.com/events/772840553215478/	22.01.2020	HR experts, Latvian SMEs, students as job seekers	National Library of Latvia	~50 participants	Pictures attached
PP8 LU CETS	Introduction of project to stakeholders (SMEs)	Individual meetings; discussions with SMEs: Webhelp; DataART; Evatek; Leitners; "Visas iespējas", Partly, Profi Mode, Market me Good (marketing agency), MacĀbols (printing house), "Fel - Can" (veterinary clinic), 4Finance, RoomforYou.	June 2019 – Dec 2021	HR experts or managers of SMEs	At the premises of SMEs or other agreed places	12 SMEs	
Disseminations to national and international umbrella organizations from business associations and educational institutions							
PP8 LU CETS	Information dissemination to HEI (RSU)	Project topic and activities introduced and discussed with students and academic staff of the programme "Business administration"	09.09.2019 18.09.2019 25.09.2019	Representatives of HEI, students	Riga Stradiņš University	~60 pers.	
PP8 LU CETS	Information dissemination to HEI (UL)	Project topic and activities introduced and discussed with students and academic staff of the programmes "International	28.10.2019 04.11.2019 11.11.2019	Representatives of HEI, students	University of Latvia, Faculty of the Business,	~40 pers.	

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		economic relations" and "commercial diplomacy"			Management & Economics		
PP8 LU CETS	Information dissemination to HEI (RSU)	Project topic (Innovation Management at the workplace and example of KAforHR) discussed during the seminar "Human Capital and Innovations" with students of International Business and Sustainable Economy	09.02.2021	Representatives of HEI, Riga Stradiņš University students	Zoom platform	13 persons	
Other activities							
PP8 LU CETS	Post in the social media	Post in the LinkedIn "asking" to fill in the KAforHR questionnaire: https://www.linkedin.com/posts/de-nize-p-89905a34_kaforhr-activity-6539870752529797120-Bv2W	June 2019	Companies, HR experts, users of LinkedIn	LinkedIn	n/a	See the link provided

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Dissemination activities in the KAforHR project of all project partners

Period: 01.11.2018 – 31.01.2022

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
LCCI	Meeting of LCCI Council of Start-ups	Presentation of the project, its progress and interim results	12.09.2019	Start-ups – Members of the Council	Online	12	
LCCI	Meeting if LCCI Knowledge Economy Council	Presentation of the project, its progress and interim results	21.10.2020	Entrepreneurs – Members of the Council	Online	9	
LCCI	Meeting of LCCI Committee of Vocational Education	Presentation of the project results, presentation of the project result video	17.12.2021	Entrepreneurs – Members of the Committee	Online	8	
Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
LCCI	Information on LCCI website	Information about project in LV and ENG languages in LCCI website	Permanent	LCCI members and other entrepreneurs	LCCI website	11 4	LV https://www.chamber.lv/index.php/lv/content/3161 ENG https://www.chamber.lv/index.php/en/content/3161
LCCI	HR evaluation survey	Information about HR survey and invitation to fill the form	Permanent	LCCI members and other entrepreneurs	LCCI news section on website	16	https://www.chamber.lv/lv/content/jaunumi/3196

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LCCI	HR evaluation survey	Information about HR survey and invitation to fill the form	Permanent 29.03.2019	LCCI members and other entrepreneurs	LCCI Twitter account	750	https://twitter.com/LTRKinfo/status/1111595831499653136
LCCI	HR evaluation survey	Information about HR survey and invitation to fill the form	Permanent 29.03.2019	LCCI members and other entrepreneurs	LCCI Facebook page	1273	https://www.facebook.com/LTRKinfo/posts/2360736264139973?sfnsw=cl
LCCI	Publication of the report	Publication of the report "Baltic Sea wide analysis of Workplace Innovation Best Practices"	Permanent – 22.03.2019	All users of LCCI website	LCCI website		https://www.ltrk.lv/lv/content/3161
LCCI	Publication of the report	Publication of the report "Country specificity as a factor of Workplace Innovation Best Practices' (BP) successful implementation"	Permanent – 10.09.2019	All users of LCCI website	LCCI website		https://www.ltrk.lv/lv/content/3161
LCCI	Publication on training course "Innovations in HR"	Information about upcoming activities	Permanent – 21.07.2020	All users of LCCI website	LCCI website		https://www.ltrk.lv/lv/events/2020/09/6142/event/4546
LCCI	Description of the training course and days	Information about upcoming trainings	Permanent – 21.07.2020	Followers of LCCI FB page	LCCI FB page	102	https://www.facebook.com/events/719706548811257/?event_time_id=719706555477923
LCCI	Press release (same was sent to media)	Participants completed first trainings and now will implement everything in their companies	Permanent – 17.09.2020	All users of LCCI website	LCCI website		https://www.ltrk.lv/lv/content/jaunumi/4689
LCCI	Facebook post	Participants completed first trainings and now will	Permanent – 22.09.2020	Followers of LCCI FB page	LCCI FB page	980	https://www.facebook.com/LTRKinfo/posts/2832536856959909

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		implement everything in their companies					
LCCI	Facebook event	Information about trainings	Permanent – 08.10.2021	Followers of LCCI FB page	LCCI FB page	70	https://www.facebook.com/events/359754559268121
LCCI	Facebook event	Information about trainings	Permanent – 08.10.2021	Followers of LCCI FB page	LCCI FB page	83	https://www.facebook.com/events/359754555934788
LCCI	Facebook post	Invitation to participate in the final conference	Permanent – 04.01.2022	Followers of LCCI FB page	LCCI FB page	1621	https://www.facebook.com/LTRKinfo/posts/3191377604409164
LCCI	Facebook post	Video developed within the project	17.01.2022	Followers of LCCI FB page	LCCI FB page	1005	https://www.facebook.com/LTRKinfo/videos/634344468018346
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							
LCCI	HR evaluation survey	Information about HR survey and invitation to fill the form	Sent 27.03.2019	LCCI members – HR specialists	Through e-mail promotion	195	Newsletter - PDF document
LCCI	HR evaluation survey	Information about HR survey and invitation to fill the form	Sent 30.04.2019	LCCI members – HR specialists	Through e-mail promotion	195	Newsletter - PDF document
LCCI	HR evaluation survey	Information about HR survey and invitation to fill the form	Sent 30.05.2019	LCCI members – HR specialists	Through e-mail promotion	195	Newsletter - PDF document
LCCI	Training programme and description sent via newsletter	Information about upcoming activities	Sent 21.07.2020	LCCI Members	Through e-mail	2400	Newsletter – PDF document
LCCI	Newsletter - Information about survey	Information about trainings and how to apply	Sent 12.10.2021	LCCI Members	Through e-mail	2601	Newsletter – PDF document
LCCI	Newsletter – Information about survey	Information to complete survey created by Satakunta University	Sent 09.11.2021	LCCI Members	Through e-mail	2561	Newsletter – PDF document

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LCCI	Newsletter – review	Review of the first 2 trainings carried out	Sent 06.12.2021	LCCI Members	Through e-mail	2595	Newsletter – PDF document
Other activities							
LCCI	Press release	Trainings were successfully carried out and participants presented their final work	30.11.2020	Entrepreneurs, General public	Media	n/a	Screenshot
LCCI	Project portfolio	Project description in the updated LCCI EU Projects department portfolio	20.08.2021	Potential and existing partners of LCCI	LCCI website	n/a	https://drive.google.com/file/d/1_To8wtVNISQtZ6LAtQwcnIkEFWcQDHDb/view

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Dissemination activities in the KAforHR project of all project partners

Period: 01.11.2018 – 31.01.2022

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
Vides Dizains	Presentation and dissemination of project information and exchange of experience	Vides Dizains was invited to present the learning and share ideas of good practices from the KAforHR project at the Erasmus+ project DigiWomen workshop on 4 September 2021. The target group of the DigiWomen project are women entrepreneurs from rural areas. In total, 20 business women from the Latgale region located in the Eastern part of Latvia participated at this meeting. In addition, representatives from the Daugavpils University and Daugavpils branch of the Latvian Chamber of Commerce and Industry, as well as the expert from UAB "Sustainability for Regions" (Lithuania) participated in this event.	4 September 2021, all day	Women entrepreneurs	Daugavpils, Latvia	15 - 23	Agenda, presentation, Press release

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		http://videsdizains.eu/en-posts/ and http://videsdizains.eu/lv/					
Vides Dizains, Ltd.	Presentation about the exchange of experience during the KAforHR project	Presentation at the 16th International Academic Conference "Social Sciences for Regional Development 2021", Daugavpils University (online)	16.10.2021	Researchers, PhD students, entrepreneurs.	online	18	Agenda, presentation, http://humanitiessocial.lv/16-starptautiska-zinatniska-konference-socialas-zinatnes-regionalajai-attistibai-2021/
Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
Vides Dizains, Ltd.	Post on the website www.videsdizains.eu	Post on the company website: "Vides Dizains presents KAforHR workplace innovation practices at the DigiWomen project meeting in Daugavpils."	4 September 2021, all day	Women entrepreneurs	Daugavpils, Riga, Latvia	n/a	http://videsdizains.eu/2021/09/15/videsdizains-presents-kaforhr-workplace-innovation-practices-at-the-digiwomen-project-meeting-in-daugavpils/

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Vides Dizains, Ltd.	Post on the website www.videsdizains.eu	Post on the company website "Vides Dizains participates in the project on the innovative entrepreneurship and innovation support for SMEs"	1	Business	Riga	n/a	https://videsdizains.eu/2019/05/08/vides-dizains-participates-in-the-project-innovative-entrepreneurs-and-innovation-support-for-smes/
Vides Dizains, Ltd.	Information about the project on the website www.videsdizains.eu	Project information on the website under "International Cooperation" section	1	Business	Riga	n/a	https://videsdizains.eu/2019/05/08/international-cooperation/
Vides Dizains, Ltd.	Post on the website www.videsdizains.eu	Post on the company website "Ltd. Vides Dizains will introduce innovation in personnel management"	1	Business	Riga	n/a	http://videsdizains.eu/2021/07/30/vides-dizains-will-introduce-innovations-in-personnel-management/
Vides Dizains, Ltd.	Post on the website www.videsdizains.eu	Post on the company website "Ltd. Vides Dizains participates in organizing the KAforHR partner meeting in Riga and related events"	1	Business	Riga	n/a	http://videsdizains.eu/2021/08/23/ltd-vides-dizains-participates-in-organizing-kaforhr-

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							partner-meeting-in-riga-and-related-events/
Vides Dizains, Ltd.	Video	Video posted on the Vides Dizains website	1	Business	Riga	n/a	http://videsdizains.eu/2019/05/08/international-cooperation/ and http://videsdizains.eu/2019/05/12/starptautiska-sadarbiba/
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							
Vides Dizains, Ltd.	E-mail newsletter	E-mail newsletter to businesses introducing with the KA4HR, when sending survey links to companies	1	Businesses, NGOs	Riga	32	E-mail newsletter
Vides Dizains, Ltd.	Publication in the volume of conference theses.	Theses of the 16th International Academic Conference "Social Sciences for Regional Development 2021", Daugavpils University (online)	1	Researchers, PhD students, entrepreneurs, 16.10.2021	online	18	Theses publication, http://humanitiessocial.lv/16-starptautiskazinatniskakonferencesocialazinatnes-regionalajai-

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							attistibai-2021/
Vides Dizains, Ltd.	Video	Video produced presenting the learning by Vides Dizains Ltd. from the KAforHR project	1	KAforHR project, general public, January, 2022	http://videsdizains.eu/2019/05/08/international-cooperation/	n/a	Video
Introduction of project results in policies, administrations, stakeholders etc.							
Vides Dizains, Ltd.	Introduction with the project, its implementation and expected results.	Introduction with the project on the Vides Dizains Board meeting on 5.03.2019	1	Businesses, company's stakeholders	Riga	5	Meeting minutes
Vides Dizains, Ltd.	Introduction with the project implementation and knowledge transfer.	Presented to the Vides Dizains Board meeting results of learning from KAforHR good practices related to the workplace innovation, 14.12.2021	1	Businesses, company's stakeholders	Riga	5	Video, presentation http://videsdizains.eu/2019/05/08/international-cooperation/ and http://videsdizains.eu/2019/05/12/starptautiska-sadarbiba/
Disseminations to national and international umbrella organizations from business associations and educational institutions							
Vides Dizains	Presentation and dissemination of project information and exchange of experience	Vides Dizains was invited to present the learning and share ideas of good practices from the KAforHR project at the Erasmus+	4 September 2021, all day	Women entrepreneurs	Daugavpils, Latvia	15 - 23	Agenda, presentation

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		<p>project DigiWomen workshop on 4 September 2021. The target group of the DigiWomen project are women entrepreneurs from rural areas. In total, 20 business women from the Latgale region located in the Eastern part of Latvia participated at this meeting. In addition, representatives from the Daugavpils University and Daugavpils branch of the Latvian Chamber of Commerce and Industry, as well as the expert from UAB "Sustainability for Regions" (Lithuania) participated in this event.</p> <p>http://videsdizains.eu/en-posts/ and http://videsdizains.eu/lv/</p>					
Vides Dizains, Ltd.	Presentation about the exchange of experience during the KAforHR project	<p>16th International Academic Conference "Social Sciences for Regional Development 2021", Daugavpils University (online)</p>	16.10.2021	Researchers, PhD students, entrepreneurs.	online	18	Agenda, presentation

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Dissemination activities in the KAforHR project of all project partners

Period: 01.11.2018 – 31.01.2022

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
11	Presentation and discussion	Arbeit und Zukunft e.V. – Spring Conference / Presentation of the project: objectives, content, progress planning, status of work	29.03.2019	Researchers and Consultants	Vienna (Austria)	12	ppt
11	Presentation and discussion	Arbeit und Zukunft e.V. – Autumn Conference / Presentation of the project: status of work (train the trainer program, prototypes)	26.10.2019	Researchers and Consultants	Salzburg (Austria)	11	ppt
11	Presentation and discussion	Arbeit und Zukunft e.V. – Spring Conference / Presentation of the project: status of work (discussion of ideas for WP 4: Qualification Requirements for Advanced Vocational Training and WP 5: Qualification Profiles as Elements for Dual Bachelor Study Program)	08.05.2020	Researchers and Consultants	Online meeting	16	ppt
11	Presentation and discussion	Arbeit und Zukunft e.V. – Autumn Conference / Presentation of the project: status of work ((draft for Qualification Requirements for Advanced Vocational Training (WP 4, A1) and Qualification Profiles as Elements for Dual Bachelor Study Program (WP 5, A2)	23.10.2020	Researchers and Consultants	Online meeting	11	Written report (text) and short oral information

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11	Presentation and discussion	Federal Institute for Occupational Health and Safety: Human Resources Week 2021: Counselling tools to promote work ability - Personnel development and learning	26.04.2021	Researchers and Consultants; HR- and OSH- Management	Online (Webinar)	25	ppt
11	Presentation and discussion	Federal Institute for Occupational Health and Safety: Human Resources Week 2021: Counselling tools to promote work ability - Personnel development and leadership	28.04.2021	Researchers and Consultants; HR- and OSH- Management	Online (Webinar)	24	ppt
11	Presentation and discussion	Arbeit und Zukunft e.V. Autumn Conference in cooperation with MAN Truck & Bus SE, Munich / Presentation of the project results, esp. Dual Bachelor Study Program "Human Resources and Business Administration" and the qualification requirements in the Baltic Sea Area	22.10.2021	Researchers and Consultants; HR- and OSH- Management	Munich	12	ppt

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Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
11	Website publication	Publication on the website of AuZ: http://arbeitundzukunft.org	03-2019	unrestricted	Website	unknown	text
11	Website publication	Short description of the association AuZ and the main tasks in the project on the website of the project: https://ka4hr.eu/	11-2019	unrestricted	Website	unknown	text
11	Website publication	https://ka4hr.eu/video-results/ as 03 Qualification needs and HR promotion Title: Creation of Qualification Profiles for a New Dual Bachelor's Programme „Human Resources and Business Administration"	12-2021	unrestricted	Website	unknown	Video (18:16 min.)
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							
11	Publication	"Handwerksgerechte Digitalisierung" (<i>Suitable Digitalisation for crafts and trades</i>) in: tibb-news (young technologies in vocational training)	18.12.2019	vocational trainers, owners and managers in SMEs	Germany	Approx. 1000	Text (article)
	Publication	Qualification, Competence Needs and Requirements for Small and Medium-sized Enterprises in 'Human Resource Policy' and 'Workplace Innovation'	12/2021	unrestricted	<i>In preparation</i>	unknown	Article (contribution to book publication)
Introduction of project results in policies, administrations, stakeholders etc.							
11	Presentation / speech	International Education Conference "Human Resources and Workplace Innovations for SMEs" Title: Qualification Needs and Human Resources Promotion for SMEs	11.01.2022	virtual	Online Conference	Ca. 70	ppt and video recording

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Disseminations to national and international umbrella organizations from business associations and educational institutions							
11	Presentation / speech	Czech-German Online-Workshop: Work Ability Management during the Life Course Title: Ageing Workforce – Co-Ageing Work	16.06.2021	Intermediary organisations and institutions, Companies (HR-Management and OSH-Management), Researchers and Consultants	Online Seminar		ppt
11	Presentation / speech	International Education Conference "Human Resources and Workplace Innovations for SMEs" Title: Qualification Needs and Human Resources Promotion for SMEs	11.01.2022	virtual	Online Conference	Ca. 70	ppt and video recording
Other activities							
11	Discussion	Focus group on the project "Good work with learning requirements and learning opportunities for older workers in Work 4.0 (GALA)" - Further development of digital competences in employees' everyday working lives.	01.07.2021	Project implementing institutes: System Concept (Cologne), Dresden University of Technology, German Social Accident Insurance (central association), Berlin	online	7	Oral alongside leading questions



Innovative Entrepreneurs and Innovation Support for SMEs:

Knowledge Alliance „Human Resources and Organizational Development“– KAforHR

Dissemination activities in the project "KA4HR" for partner:Tasowheel Group Oy, PP12							
Period: 01/12/2020-31/01/2022				Partner Report to Lead Partner dd.mm.2021			
Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/ persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
Tietokeskus	IT-Strategy	IT-Supplier	14.4.2021	IT-Specialists	Tampere	3 persons	presentation
Terveystalo	Meeting	Occupational health	22.11.2021	Supplier	Tampere	2 persons	presentation
Pihlajalinn	Quarterly meeting	Occupational health	12.10.2021		Tampere	2 persons	presentation
MPS	HR consulting	HR	10.9.2021		Tampere	2 persons	presentation
Taitotalo	Staff training	Training supplier	6.9.2021	Supplier	Tampere	4 persons	presentation
Project related information on websites, in newsletters, press releases (as far as possible each partner at least 3 times)							
	LinkedIn	KA4HR project presentation	25.1.2022	everyone			
	web site	KA4HR project presentation	25.1.2022	everyone			
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							
Introduction of project results in policies, administrations, stakeholders etc.							



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Tasowheel	Presentation of KA4HR project	Meeting of Group Management Team	7.12.2020	Management Team	Tampere	6 persons	presentation
Tasowheel	Presentation of KA4HR project	Hubspot project meeting	15.2.2021	Aleksi Tammentie /Hubspot keyuser in sales	Tampere	2 persons	presentation
Tasowheel	Presentation of KA4HR project	Personnel info	23.4.2021	Tasowheel Tikka personnel	Tikkakoski	30 persons	presentation
Tasowheel	IT-Strategy	Tasowheel Board	20.4.2021	Board members	Tampere	7 persons	presentation
Disseminations to national and international umbrella organizations from business associations and educational institutions							
Other activities							