



ESTEP: Cooperation between social innovation researchers and industry

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Making Sense of Social Innovation
Parallel Session C, 26-27 February 2014

Agenda



- **Social Innovation in European Steel industry: Role of Human Resources as a lever**
- **Cooperation projects**
 - **GT VET**
 - **European Workplace Innovation Network euwin**
 - **Cross-cooperation ESTEP working groups**

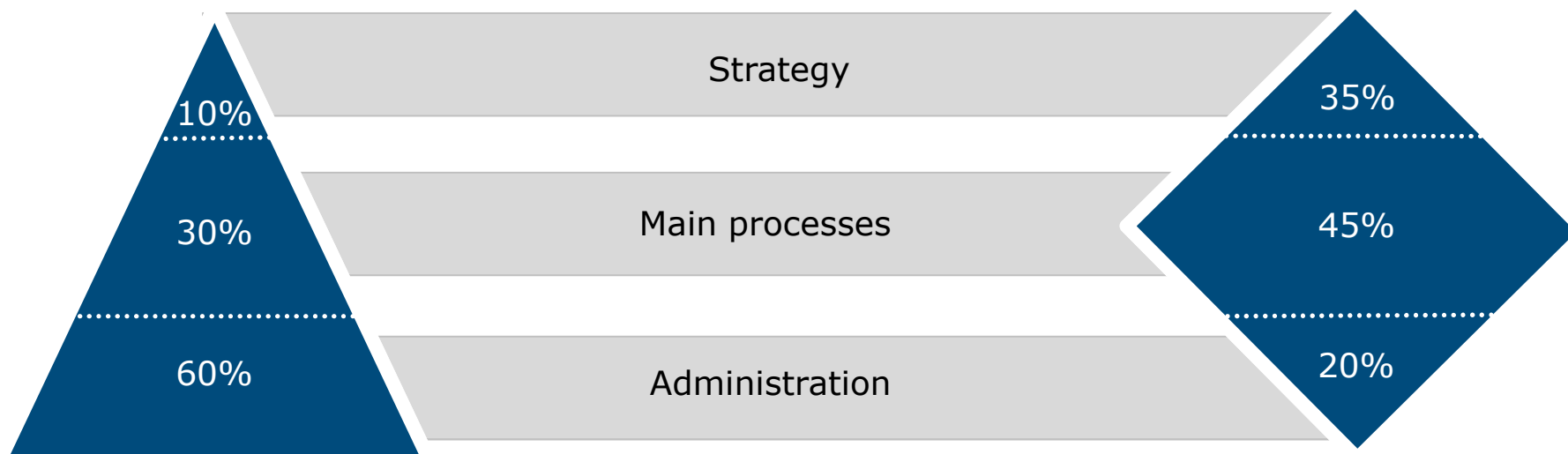
HR in a changing environment



- Reaching innovation through a holistic HR adjustment

HR yesterday

HR today



1970 - 1990



Administrator

1990 - 2010



Service Partner

Since 2010

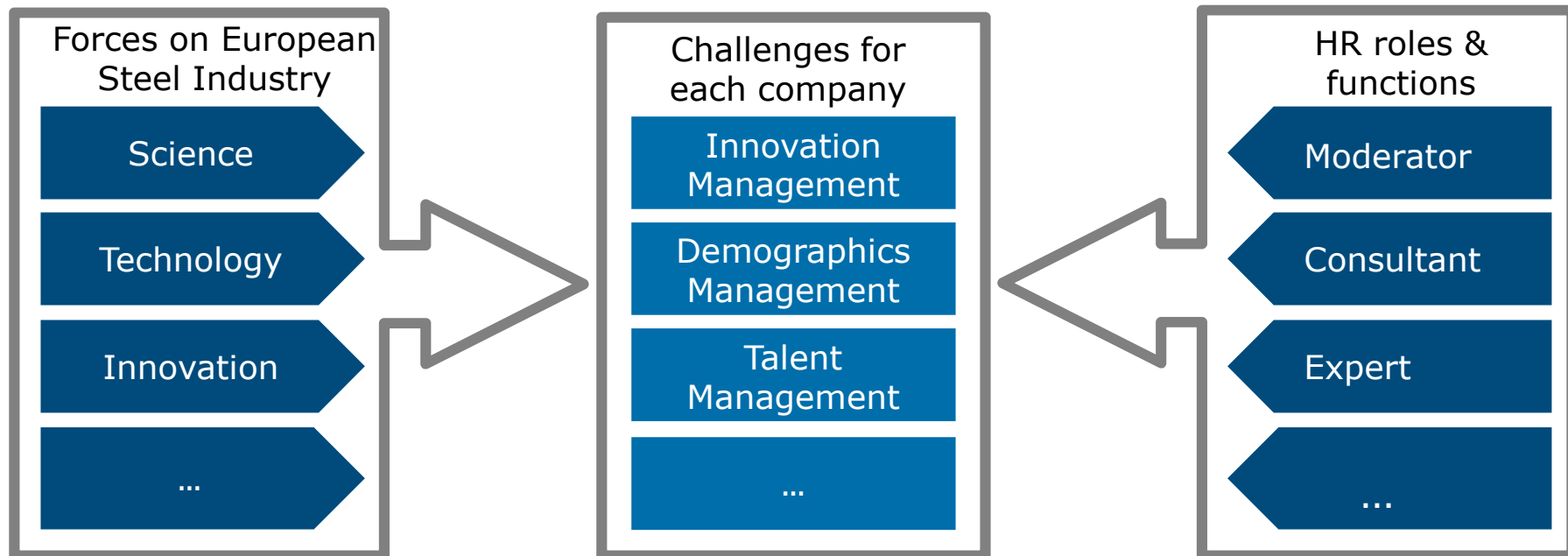


Strategic Partner

Workplace innovation as superior challenge



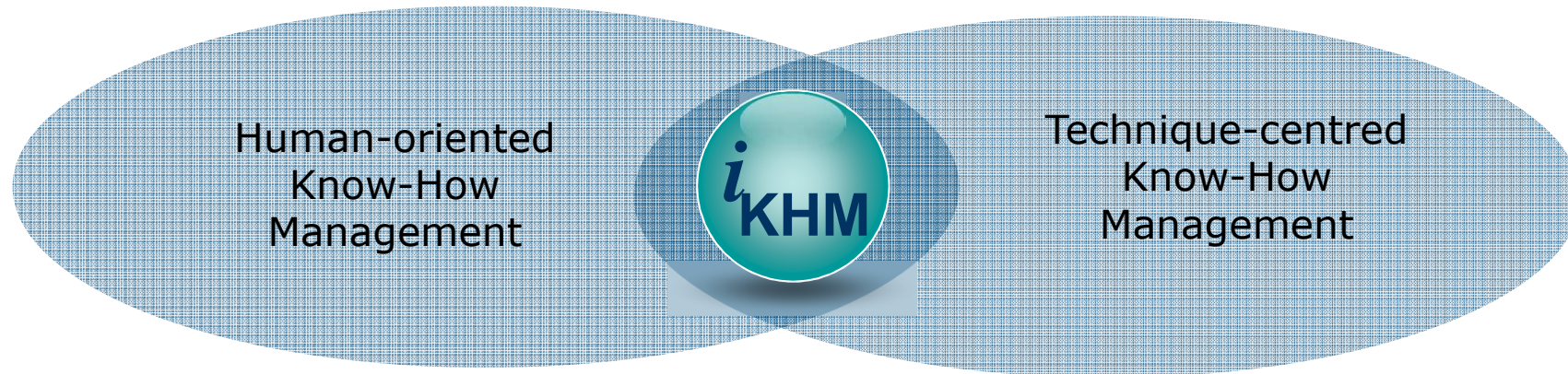
- Forces appear on companies and lead to new HR roles & functions



Know-How Management as a competitive factor



- Practical Arrangement of a workplace innovation



Integrative Approach: People in the centre and Technique as a tool

- HR as a Moderator: Structured Know-How transfers; Editorial office for the IT-based „Know-How Memory“
- HR as an Expert: Identify critical Know-How of the production teams; Prepare and provide Know-How
- HR as a Consultant: Connector between Stakeholders (e.g. Users, HR department, decision-maker)

Demographics – The megatrend for the Economy & Society

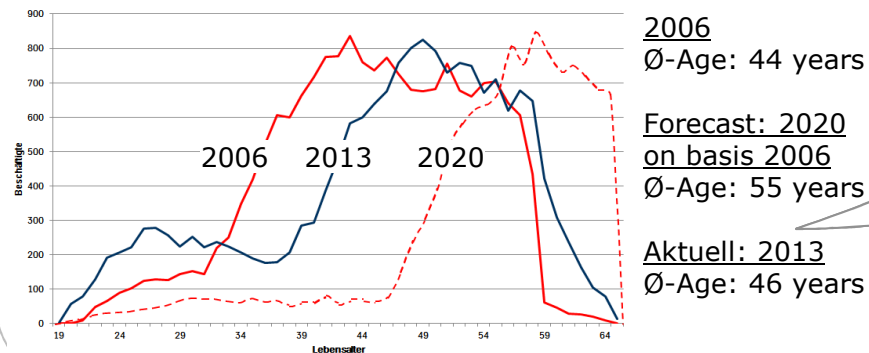


- Managing the change with the holistic program „ProZukunft“

Demographic Change

- Aging Staff
- Extension of the working lifetime
- Shrinking population
- Less pupils and graduates
- Skills shortage
- Pressure on innovations
- Change of values

Age Structure ThyssenKrupp Steel Europe



ProZukunft

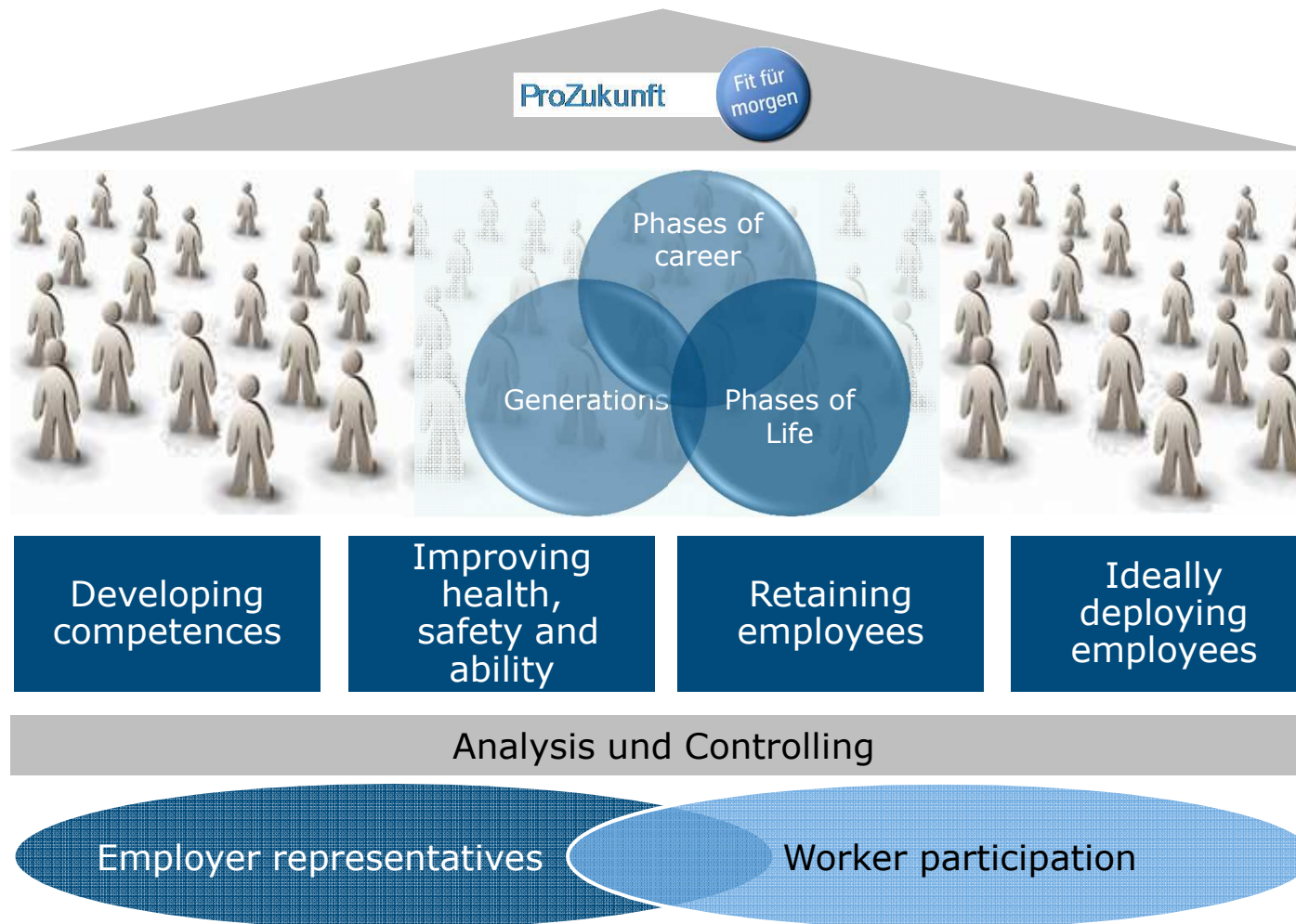
Fit für
morgen

- HR in a leading position, when it comes to:
 - ✓ Improvement of the employability
 - ✓ Strengthen the Competitiveness and Capacity of innovation
 - ✓ Employer of Choice
 - ✓ Inclusion of all stakeholder

Field of actions for HR inside the Demographics Management



- Focus on Generations, phases of life and career



Four major dimension to ensure innovation and success



1

Participation



- Employee Survey
- Steering groups with decision makers, employees, other stakeholder
- Connecting interdisciplinary employees

2

Communication



- Using new ways of communication with all employees, e. g. via Social Media
- Changing the communication culture to a culture of dialogue

3

Measurability



- Catalogue of HR Indicators, e. g. age structure, Return on Education, Time-to-market
- Measuring the efforts to be a serious business partner

4

Leadership



- Relief of the decision makers by structural leadership programs
- Foster innovation with leadership by interaction
- Align Leadership to Corporate Culture

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 - **ESTEP Working Groups: Technological and Social Innovation**

GT VET

Greening Technical VET – Sustainable Training Module for the European Steel Industry

Green Skills Training Module of and for the European Steel Industry

Greening Technical-vet.com

[objectives and activities](#) [partners](#) [associated partners](#) [contact us](#) [Final conference](#)

[multilanguage flyers](#) [word package results](#)



GT VET: Partnership



ESTEP WG "People" Steel Companies and Research Institutes

- **Germany:**
sfs – TU Dortmund (Coordinator)
ThyssenKruppSteel Europe AG, Duisburg
- **Poland:**
Instytut Metalurgii Żelaza IMZ, Gliwice
ArcelorMittal Poland S.A., Dabrowa Górnicza
- **Italy:**
Istituto per la Cultura e la Storia d'Impresa ICSIM, Terni
Acciai Speciali Terni AST, Terni
- **UK/Wales:**
Cardiff School of Social Sciences, Cardiff University
Tata Steel UK, Port Talbot
- **Strategic Partners:**
European Steel Association EUROFER, Brussels
industriALL, Brussels
- **External Evaluation:**
VFA – Development and Innovation Consultants, Athens
Jean-Claude Charbonnier (Consultant)



Cooperative Development of the Training Module



The training module of GT VET was developed and tested in close cooperation between:

- research institutions,
- training and environmental departments of the company
- the trainees and trainers of the company
- the teachers of vocational schools.

| | basic information | understand background and coherences | professional practical knowledge/ competencies | process know-how |
|---|-------------------|--------------------------------------|--|------------------|
| Save and reduce input of resources: Sub-module <u>Energy</u> | G | E R M A N | | Y |
| Save and reduce input of resources: Sub-module <u>Raw Material</u> | I | T A L | | Y |
| Prevent and reduce emissions pollution and noise: Sub-module <u>Noise</u> | P | O L A N | | D |
| Utilize store and dispose of waste materials: Sub-module <u>Waste</u> | U N I T E D | K I N G D O M | | |

Integration in the Innovation Process



Right from the beginning of the development process the trainees and experts of the companies were integrated:

- Identifying the needs of the company and the workers, the relevant topics and learning outcomes, didactics
→ first prototype
- Testing the prototypes by integrating them in the regular training programme of the companies
→ feedback from the trainees, teachers
- Optimisation and cross-national integration



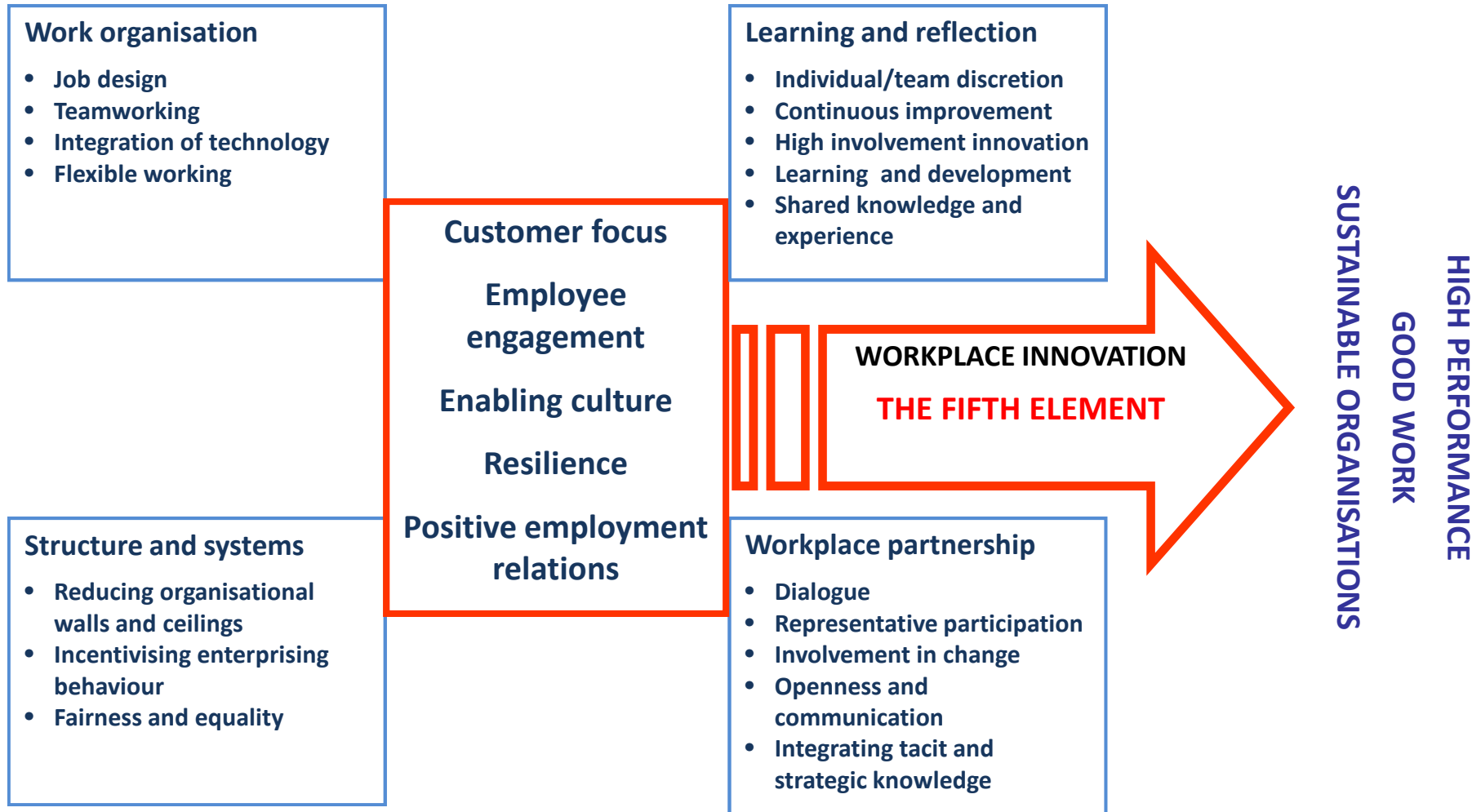
euwin: European Workplace Innovation Network



- **EUWIN is a growing and living European Network to raise awareness about workplace innovation and its benefits.**
- **Euwin is recruiting Ambassadors from**
 - **enterprises,**
 - **chambers of commerce,**
 - **business federations,**
 - **social partner organisations,**
 - **public agencies**
 - **and research institutions.**

http://ec.europa.eu/enterprise/policies/innovation/policy/workplace-innovation/index_en.htm

WPI: The Fifth Element



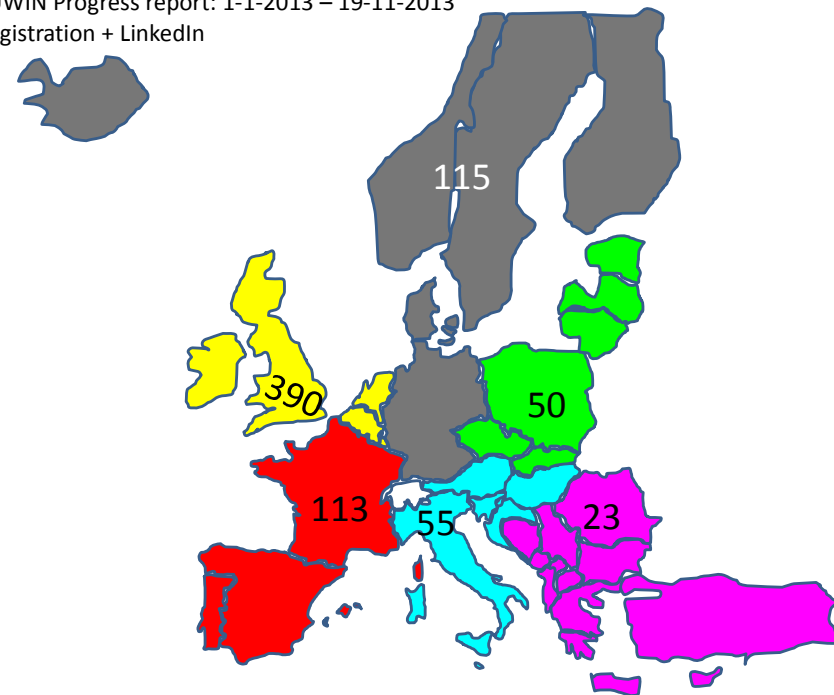


European Workplace Innovation Network

euwin in 2013: the communications

- Social media-presence:
 - › LinkedIn
 - › Twitter
 - › Facebook
- The 'newsletters'
- The 'knowledge bank': 100+ examples of WPI
- The Fifth Element: our foundation
- Our partners: websites, events

EUWIN Progress report: 1-1-2013 – 19-11-2013
Registration + LinkedIn





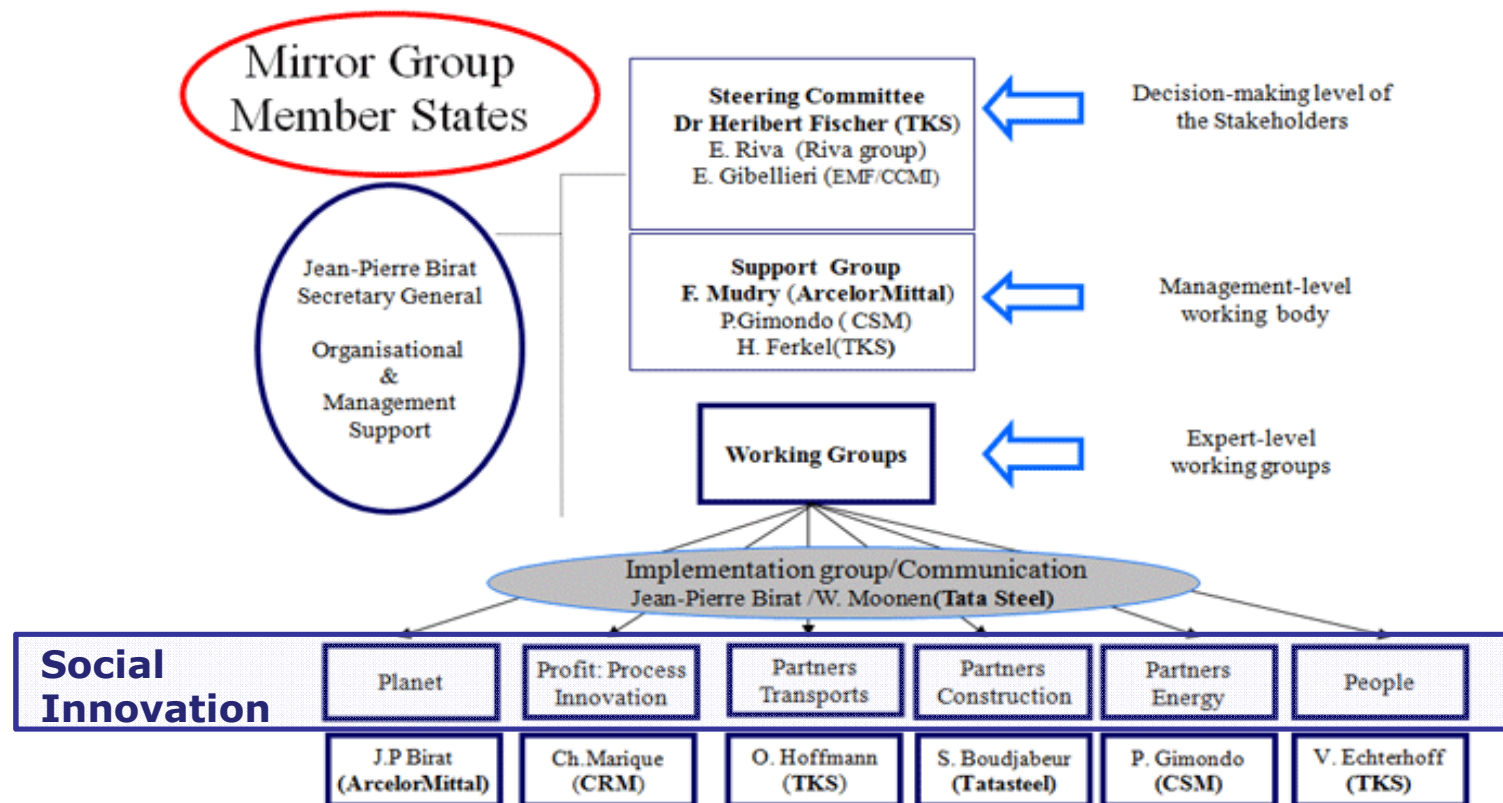
SHARE your experiences and LEARN from others:
<http://tiny.cc/rh6juw>

ESTEP: Combining Technological and Social Innovation



Social Innovation: A Cross-Cutting Theme for Technological Innovation within HORIZON 2020

Organisation



4 I Process of Social Innovations (Hochgerner)



- **Idea:**
 - Improvement, overcome social or technological challenges
 - **Intervention:**
 - funding, scientific support, core coordination structures, settings, common framework
 - **Implementation:**
 - public responsibility, open innovation process, development in partnership, new structures and technologies
 - **Impact:**
 - companies
 - regions
 - institutions involved
- **professionalization, efficiency and effectiveness**

Conclusion



*Requirements concerning labour organisation and labour policy are increasing. The question about conditions of preservation and further development of innovation capacity at the level of organisation of human work will become the **central future issue of public innovation policy, where economic, technological and social innovations interact.***