

THINK TANK

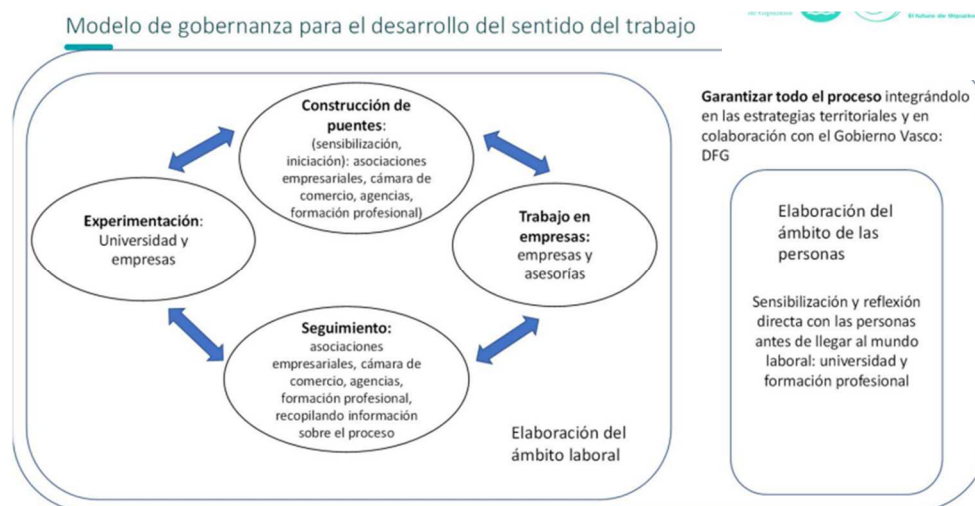
Deliberation process on the Work of the Future: Working Document No. 17

COLLABORATIVE GOVERNANCE: PROCEDURES TO WORK ON THE SENSE OF WORK IN COMPANIES - EXAMPLE OF INDUSTRY 4.0

(24 March 2022)

Introduction

The deliberation group, as well as contributing to experimentation on the meaning of work, is working on the governance of the transmission of the tools that have been created to companies and individuals. The image below shows the steps taken so far:



This figure was developed based on the work carried out by the group on 21 October 2021. Subsequently, on 27 January 2022, on the right of the image, we worked on what is considered to be the development in the area of people, together with university and vocational training representatives, analysing the contribution of these institutions.

In a complementary fashion, on 24 March 2022, an attempt was made to incorporate the perspective of the different types of business associations, initially including the approaches of Adegi, Asle and the Chamber of Commerce, and subsequently exploring in greater depth the role that each agent should have in the process. The following sections contain the contributions collected in the working groups.

Results of the deliberation

The aim of the group work was to discuss the governance needed to work on the issue of meaningful work in companies. The contributions made are included in the following sections:

Participants and their forms of relationship

- a) When the pilot project phase is completed, what is done will have to be linked to the strategy for the Autonomous Community of the Basque Country, and the Basque Government should also be involved.
- b) The trade unions are missing from the process.
- c) It may be useful for the different agents involved in the process, in order to work in an interconnected way, to have a platform that facilitates direct relations between them.
- d) The possibility of reaching out to young and unemployed people should also be considered.

Process

- e) In order to know what you want to do, it will be important to have a diagnosis; vocational education and university can help in this regard.
- f) In order to incorporate the subject into the companies, it will be important for each company to have a contact person with an awareness of the theme.
- g) Each person should reflect on his or her possibilities and expectations, and then make a diagnosis of the staff's expectations.

Roles

- h) Awareness-raising is important, and it is also necessary to work on it in the family and in education.
- i) Public institutions will also have an important role to play in the work of awareness-raising.
- j) Business associations, as well as development agencies, universities and vocational training, are good for building bridges between companies and experts.
- k) When it comes to addressing the different lines of the meaning of work, it may be necessary to extend the role of the university and attract experts with different types of knowledge.
- l) Consultancy firms will be needed in the process; some companies already have a number of lines open, working with consultancy firms.
- m) The role of the universities will be, among others, to compile the knowledge generated in these processes.

Task outside the working environment

- n) Once again, it is important to address this issue and reach out to people outside the working environment.

Proposed process

Based on the contributions made at previous sessions and this last dynamic, the process might include the following steps (also taking into account the roles):

Awareness and diagnosis:

- a) The Provincial Government will work in general terms on awareness raising
- b) The agents defined as bridge-builders (Adegia, Asle, Chamber of Commerce, development agencies and vocational education centres) will carry out awareness-raising work specifically with individual companies.
- c) A diagnostic process could be carried out with a common methodology proposed by the universities, where the bridging agents will receive information from their contact companies, in a coordinated manner and without overlaps. The university will take charge of analysing the information.

Addressing the meaning of work in companies:

- d) The Provincial Government will define the programmes for processing assistance to companies.
- e) The university will provide the organisations and consultancy firms with training in building bridges where required, to address the meaning of work in companies.
- f) Within the framework of the Provincial Government's programmes, the bridging entities and consultants will start working with companies, using the methodologies created.
- g) To make a coherent use of methodologies, workshops will be held between agents and consultancy firms in order to build bridges working with companies and the university.
- h) The university will compile information on the process.

Evaluation:

- i) Following the initial cycle, the university will make the evaluation, based on the information gathered.
- j) The evaluation will include decision-making on monitoring of the process.

This process is summarised in the figure below.

1. Image. Process of drawing up the meaning of work.

