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Workplace innovation the key to continued economic prosperity - NESC

Workplace innovation is a key response to the challenges facing Ireland, writes Dr Rory O'Donnell

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**Workplace Innovation**

In the National Economic and Social Council (NESC) report, "Working to our Advantage", innovation is cited as a central theme of workplace strategy and NESC strongly endorses this key policy initiative.

**Building a greater level of commitment to workplace innovation is a central theme of the government’s National Workplace Strategy and NESC strongly endorses this key policy initiative.**

The latest deal is concrete proof of the value of being in a union, writes Peter McLoone, President of the Irish Congress of Trade Unions.

"Managers need to work with staff to address the challenges faced by the organisation.", Chris Herrn (CEO, Ionas Technologies).

"I am a strong advocate of management by consensus. This means the ability to put a team around you who are just as good at yourself but to listen to them... that doesn't mean being any less decisive but to have the humility to learn from others.

Liam Fitzgerald (CEO, United Drug PLC)

"Making partnership work"
A fresh commitment to change

There are clear advantages to deploying our workforce better and improving the quality of life of employees, writes Phillip Kelly.

LAST year, the National Workplace Strategy produced the Workplace of the Future 2009 report. This was the first major report since the Social Partnership Agreement of 2000. The commitment of developing the Workplace of the Future 2009 report was to build on the successes of the previous strategy, to ensure that the crucial task of modernisation and the changing circumstances is completed.

The report reveals that it is inevitable that our work and workplaces will change. It is important that at national and local levels there is a strategic approach to workplace development and that the workplace is in a position to respond to employees' needs, involved in developing workplace policies.

The challenge now for all engaged in our workplaces is to be successful as a knowledge-based organisation and to increase our competitiveness, our sustain and increase our competitive position internationally, while at the same time, already acknowledging the fact that workplaces in Ireland are not yet as innovative as they should be if we are to be considered as a knowledge-based organisation.

Lucy Fallon Byrne

For the first time, there is a coherent and integrated approach to workplace development in Ireland, writes Lucy Fallon Byrne.

For all of us, the way we work and the way we think about work is changing all the time.

We only have to look at the changing composition of our workforce, the way we are using technology, the increased knowledge content in all jobs and the expectation that we have continued to improve our workplaces. We need a culture of change.

We also need a culture of change, and one that is innovative and responsive. The new vision of the workplace in Ireland recognises that in order to sustain and increase our competitive position internationally, while at the same time already acknowledging the fact that workplaces in Ireland are not yet as innovative as they should be if we are to be considered as a knowledge-based organisation.

The challenge now for all engaged in our workplaces is to be successful as a knowledge-based organisation and to increase our competitiveness, our sustain and increase our competitive position internationally, while at the same time already acknowledging the fact that workplaces in Ireland are not yet as innovative as they should be if we are to be considered as a knowledge-based organisation.
Diversity is key to driving workplace performance

BY KEVIN STACK

This country has diverse economic activities, and diversity is key to driving workplace performance as well as change in terms of how business and balance work. In the workplace, there are many reasons behind the changes in the workplace, including the increased emphasis on diversity and the challenge of being more inclusive. The Equality Authority says: "There are lots of reasons why increasing diversity in the workplace is important. It’s not just about doing the right thing, it’s about making business sense as well. When you have a diverse workforce, you can access a wider range of skills and knowledge, which can lead to better decision-making and increased innovation. And it’s not just about having a diverse workforce, it’s also about creating an inclusive environment where everyone feels valued and respected."

However, Patricia Normandy points out that the company’s responsibility begins beyond being an inclusive workplace. "We have to ensure that our workplace is a place where people feel valued and respected, where they can express their opinions and ideas, and where they can feel comfortable to be themselves."

The Workway Guidelines, published by the Equality Authority, provide a framework for workplaces to develop a culture of diversity and inclusivity. These guidelines are designed to help employers create an inclusive workplace where everyone feels valued and respected, and where they can express their opinions and ideas. The guidelines offer practical advice on how to create a diverse and inclusive workplace, including how to develop an inclusive recruitment policy, how to create an inclusive training and development programme, how to create an inclusive employment policy, and how to create an inclusive performance management system.

The Equality Authority also believes that the traditional view of the workplace needs to be challenged. "We need to challenge the view that the workplace is a place where people work, and instead, view it as a place where people live and work. This means that we need to focus on creating a workplace that values the needs and desires of all employees, regardless of their background."

In conclusion, diversity is key to driving workplace performance. By creating an inclusive and diverse workplace, employers can access a wider range of skills and knowledge, which can lead to better decision-making and increased innovation. And it’s not just about having a diverse workforce, it’s also about creating an inclusive environment where everyone feels valued and respected. Moreover, by challenging the traditional view of the workplace, we can create a workplace that values the needs and desires of all employees, regardless of their background. This can lead to a more productive and innovative workplace, where everyone feels valued and respected, and where they can express their opinions and ideas.
Workplace learning is key to facing the challenges of the future

Education must not end in school or college or if we are to succeed, writes Ray Caden

I will not have escaped anyone’s notice that the face of the workplace is changing. Traditional manufacturing jobs that involved mechanical and skilled work are being replaced by computer-based and information technology skills. Traditional white collar clerical and paperwork work is giving way to clerical and service roles. The workplace is changing. We have skills that were valued 20 years ago and the skills that are valued today. The challenge is to keep going with our education in order to maintain our qualifications, job stability and pay.

We like to think of ourselves as being in a learning society. There is no doubt about the vital importance of continuing education and workplace learning. The Irish Educational Research Association (IERA) has reported that the average number of social care workers is no longer qualified to do their job, even if the Professional Bill 2004 becomes law, a large number of social care workers will find that they are no longer qualified to do their job, even if the Professional Bill 2004 becomes law. As one student noted: “This is a great professional development opportunity which allowed me improve my professional qualifications they so richly deserve. As one student noted: “This is a great professional Development opportunity which allowed me improve on my professional qualifications they so richly deserve.”

The skills that need to be learned and updated are not just related to technological matters. Employees must recognize that in a knowledge society, the skills they have used in the past may not be the most important for all kinds of transitions. Employers have a big role in providing opportunities to employees for encouraging learning enthusiasm across all sectors. If Ireland’s transition to a learning society is to be a co-operative effort, with employees havng access to all the benefits and potential of lifelong learning, it must be a co-operative effort, with employees havng access to all the benefits and potential of lifelong learning.

The development of an open learning society means that people have access to all the benefits and potential of lifelong learning. It must be a co-operative effort, with employees havng access to all the benefits and potential of lifelong learning. It must be a co-operative effort, with employees havng access to all the benefits and potential of lifelong learning. It must be a co-operative effort, with employees havng access to all the benefits and potential of lifelong learning.

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Employee financial involvement: sharing the gains

Companies should devise ways to reward staff who are consistently innovative, writes Ray Caden

When you dig deep enough, the power is usually found in the good companies. They are able to sustain their innovation and keep the pressure on the organisation to be better. They know it is not enough to do a bit of everything. They change the culture of their organisation so that everyone in the organisation is engaged in it. This can be achieved through a variety of means including financial incentives. People have a right to be managed properly. This means that there is clarity around job definition, expected performance standards, targets and a feedback loop involving regular performance appraisal to ensure there is no ambiguity around performance in the job. People have a right to be managed properly. This means that there is clarity around job definition, expected performance standards, targets and a feedback loop involving regular performance appraisal to ensure there is no ambiguity around performance in the job.

The research illustrates that EFI

The impact of schemes on workplace results show that companies that are performing well are more likely to have schemes in place. However, it is noted that in 1 in 6 small companies report that they are unaware of schemes.

The Forum also undertook research among 5,000 employees on their attitudes to EFI and its effectiveness in different workplaces. The findings show that 77% of companies report that they have a scheme, 59% report that a large number of workers have a scheme, 46% report that their schemes are linked to behaviour

The gains associated with EFI are not automatic. Companies have to engage with the market, both internationally and domestically, to market their schemes. This means that companies have to be proactive in their marketing and promote their schemes to potential clients. This is important as EFI is a competitive advantage as the company to winners. Companies that are performing well are more likely to have schemes in place. However, it is noted that in 1 in 6 small companies report that they are unaware of schemes.

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Local authorities around the country are delivering better services while at the same time becoming better places to work, writes Ray Cadden

On average weekend, the South County Dublin Parking Department has 140 playing pitches in operation which cater for 10,000 people

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The National Workplace Strategy also recommends that the management and unions issue an overall workplace change. Developing workplace change requires the encouragement of top-down and bottom-up approaches that are highly co-operative. The National Workplace Strategy also recommends that the management and unions should approach the management and unions’ teams can be involved in the process. The strategy also recommends that the management and unions should approach the management and unions in an inclusive manner. The National Workplace Strategy also recommends that the management and unions should approach the management and unions in an inclusive manner.

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MANY organisations are in the process of changing their workforce to respond to their changing business and market pressures. This means a greater number of Irish workers are now engaged in non-traditional work arrangements, a trend that has been characterised by a decline in full-time, permanent employment and an increase in temporary work, contract work, part-time work, and the use of self-employed consultants.

"While new developments in products or services can be fairly quickly copied, we strongly believe that through active involving our employees we generate a level of commitment which other organisations would find difficult to replicate," Ken O’Connor (HR Director, Heineken Ireland). 

The profile, social, economic and gender background of Ireland’s workforce has changed massively over the past few years. In 1983, a third of Irish workers were female, and the median age was 36 years. Today, more than half of all employees are women. In 1983, almost 40% of the workforce was under 25 years of age, but today this figure stands at 21%. In 1983, the median age was 30 years, but today it is 36 years. However, many of these trends can already be mapped. The following are some of the more notable changes to the make up of Ireland’s workforce.

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