

# **Global Innovation Ecosystem Conference Kyoto, 2006**

## **Innovation, Skills and Jobs Creation**

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From the social, economic and political view point, it seems particularly important to identify new possibilities of jobs creation in terms of new economic activities, new occupational profiles and new skills. This concerns the core theme of the Lisbon Strategy in the European Union: to foster growth and employment by redeploing the European economy to new areas of investment and jobs creation, by investing in knowledge connecting research, education and innovation.

Improving the management of this restructuring process requires to evolve:

- from the traditional passive approach which puts the focus on reducing the social impacts of the restructuring process. This is necessary but not sufficient;
- to the active approach, which involves various instruments of the active labour market policies and of the regional development policies. This is also necessary, but not sufficient;
- and to a pro-active approach which mobilizes the several instruments of the innovation policy, in a good mix with the trade, competition and training policies, in order to create stronger framework conditions for more and better investments and jobs. Taking into account the current trends for rapid change in the global economy, this approach should be urgently developed.

The purpose of this European project included in the Lisbon Agenda is to provide strategic information to the various actors which should take initiative in order to make better use of these opportunities, notably: big, small and medium enterprises, education and training institutions, local authorities, employment services, business support services, social partners, financial institutions, which should be encouraged to develop partnerships for change with this purpose.

## Managing Industrial Change - Levels and Stages

Stages Levels	Passive	Active	Pro-active
<b>Company</b>	<ul style="list-style-type: none"> <li>• Lay-off process</li> <li>• Unemployment insurance</li> <li>• Early retirements</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate social plans for restructuring (CSR)</li> <li>• Competence report (“bilan des compétences”) and personal plan</li> <li>• Outplacement services</li> <li>• Training for new jobs in the region</li> <li>• Incentives to geographic and occupational mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic management of innovation</li> <li>• Strategic management of human resources</li> <li>• Competence building</li> <li>• New models of work organisation</li> <li>• Innovation agreements</li> </ul>
<b>Sector/Regional</b>	<ul style="list-style-type: none"> <li>• Sectoral programmes of restructuring and downsizing</li> <li>• Social programmes with minimum income</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid Response System and change managers</li> <li>• Sectoral/Regional programmes for labour force transfers between companies and sectors with specific training</li> <li>• Financial incentives for recruitment by new companies</li> <li>• Local employment initiatives</li> <li>• Incentives to new investments, both national and foreign</li> <li>• Local partnerships for growth and employment</li> </ul>	<ul style="list-style-type: none"> <li>• Clusters development</li> <li>• Networks and partnerships for innovation</li> <li>• Innovation poles</li> <li>• Plans for regional development</li> <li>• Learning regions</li> </ul>
<b>National</b>	<ul style="list-style-type: none"> <li>• Labour law on lay-off</li> <li>• Social protection regimes for unemployment and retirement</li> </ul>	<ul style="list-style-type: none"> <li>• Active labour market policies</li> <li>• Vocational guidance services</li> <li>• Training programmes to tackle labour market mismatches</li> <li>• Coordination of employment and industrial policies</li> <li>• Labour market regulations: flexibility with security</li> <li>• Social partners consultation</li> <li>• National Employment Observatories</li> <li>• Housing market and geographic mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination of employment, industrial, innovation, education and trade policies</li> <li>• Partnership for change involving social partners</li> <li>• Foresight system for new sources of job creation</li> <li>• Pro-active programmes for education and training</li> <li>• Lifelong learning strategies</li> <li>• Labour market regulations: Transitions and competence building</li> </ul>
<b>European</b>	<ul style="list-style-type: none"> <li>• Directives (lay-off, information and consultation)</li> <li>• Social protection guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination of employment, competition and industrial policies</li> <li>• European Employment Strategy</li> <li>• European Social Fund (ESF)</li> <li>• Directive on works Councils</li> <li>• Directive on portability of pensions</li> </ul>	<ul style="list-style-type: none"> <li>• Lisbon Strategy</li> <li>• Partnership for growth and jobs</li> <li>• European Social Dialogue (sectoral and cross-sectoral)</li> <li>• Community Programmes for R&amp;D, innovation, employment and lifelong learning</li> <li>• ESF+ERDF</li> <li>• European Monitoring Centre for Change</li> <li>• European foresight system for new sources of job creation</li> </ul>

# FRAME TO EXPLORE NEW AREAS OF INNOVATION AND JOBS CREATION

