

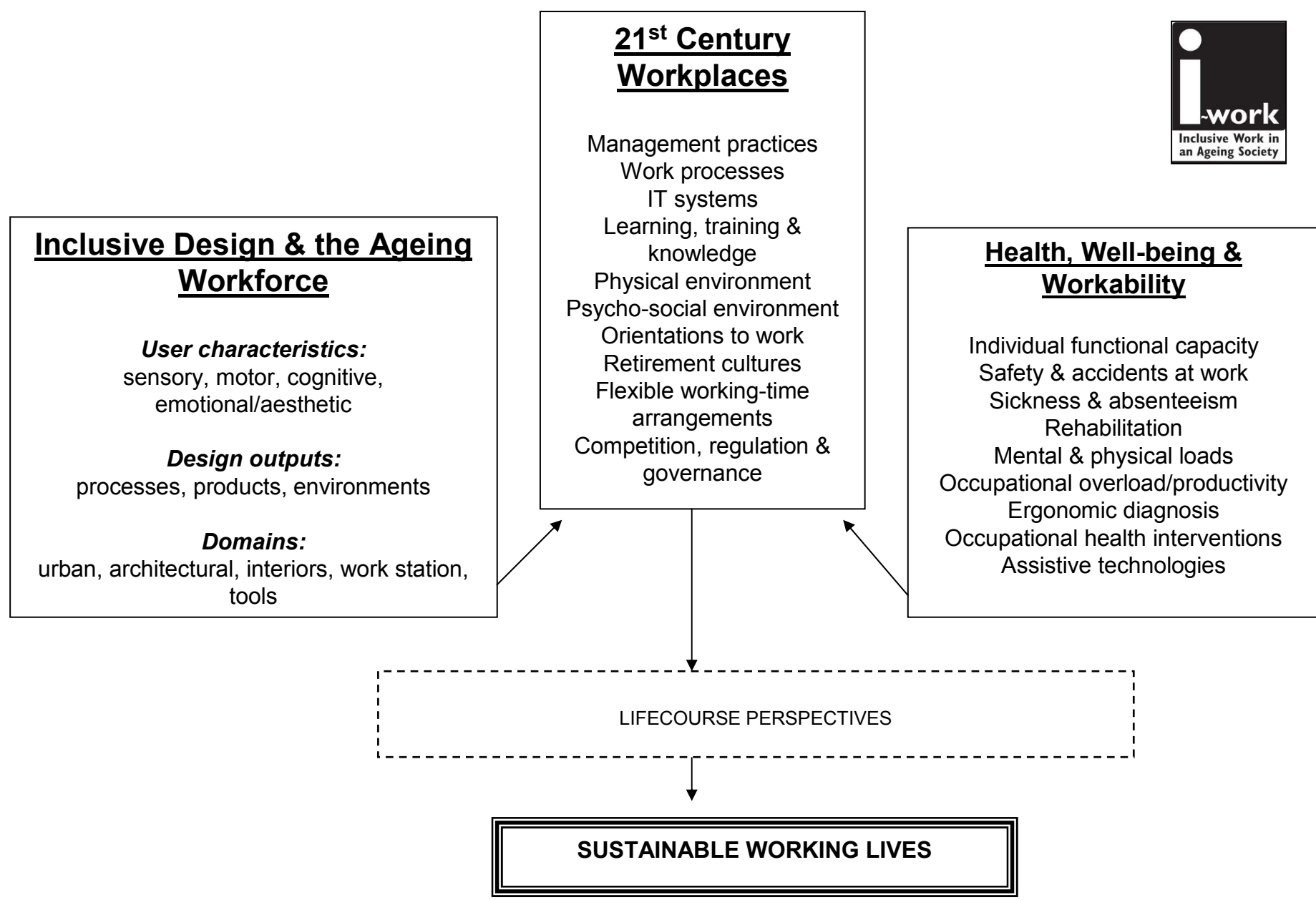
Managing to Collaborate



“The overwhelming conclusion from our research is that seeking collaborative advantage is a seriously resource-consuming activity so is only to be considered when the stakes are really worth pursuing.

Our message... is don't do it unless you have to.”

Chris Huxham & Siv Vangen (2005), p. 13

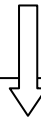


Design Council: Jan 2007



Work Culture (environment)

Poster campaign that changes employer perceptions of older workers



Workplace Design

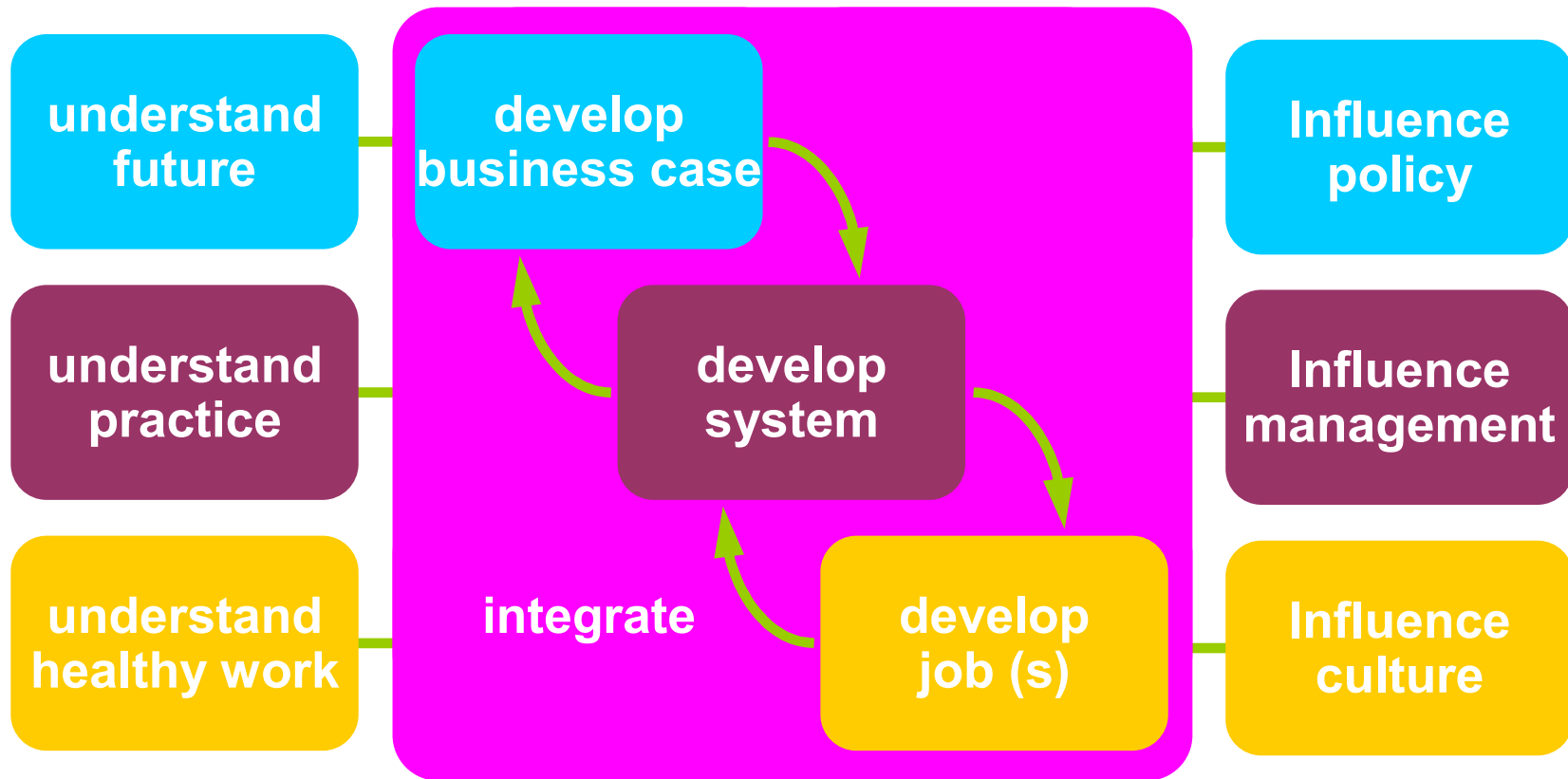
New methodology that maps variations in job profile/employee capability over time



Workspace design

A study of what people really want a comfortable and effective work environment to be like

Work Package structure



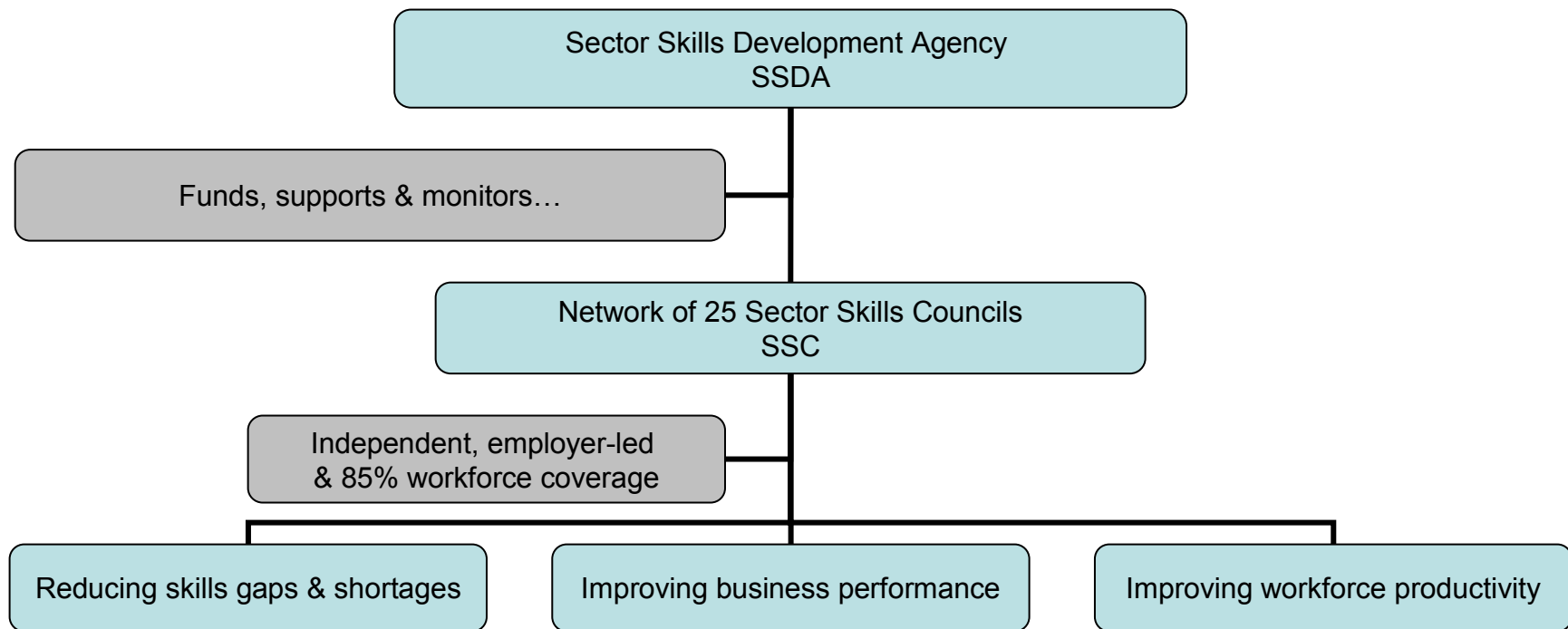
Unifying themes



- A long-term strategic partnership
- The identification of collaborative advantage
- Realising (& releasing) potential in the ageing workforce
- Improving well-being & the quality of longer working lives
- Helping UK PLC to position itself strategically to succeed in a global economy



A business-led rationale

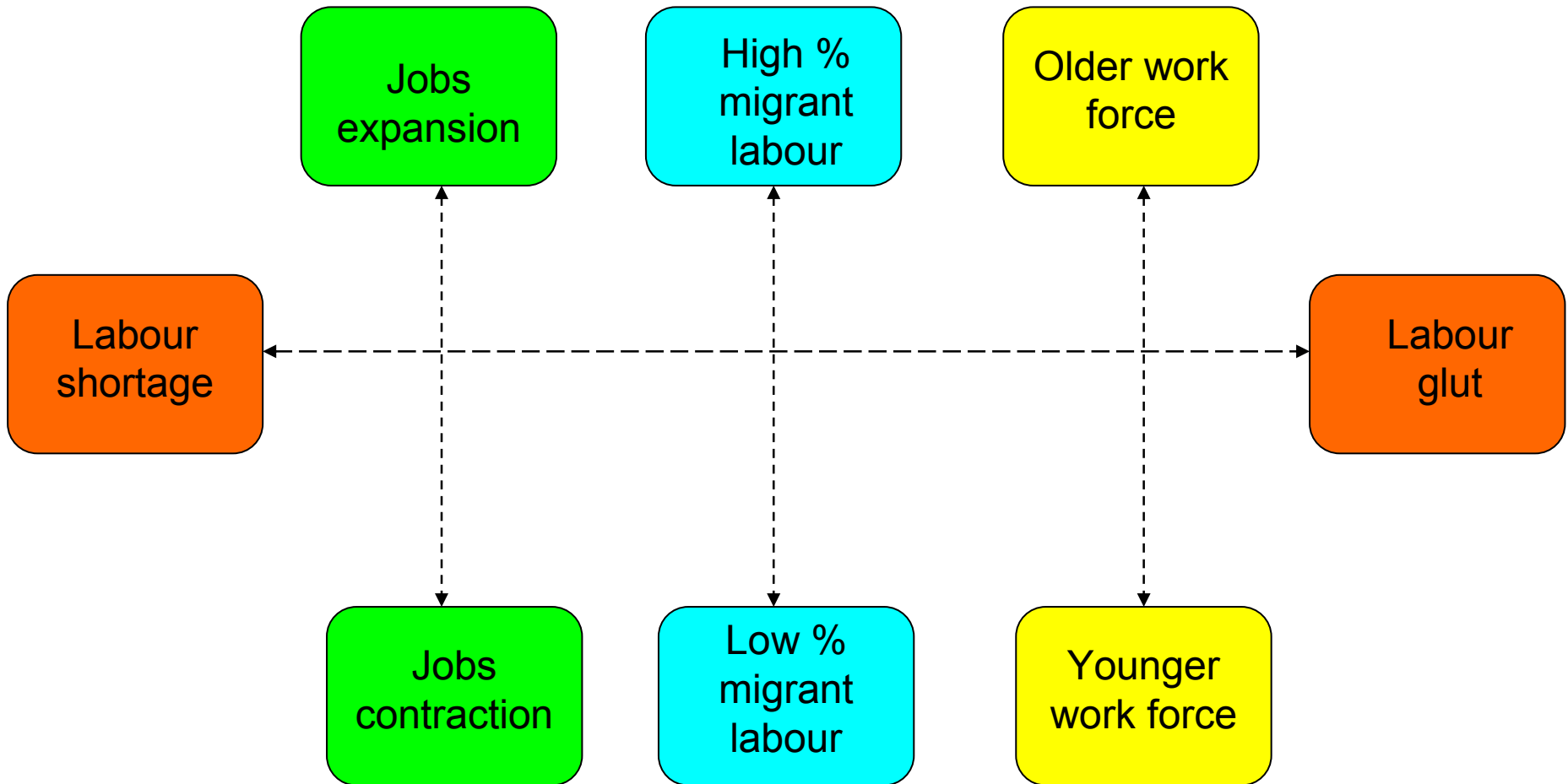


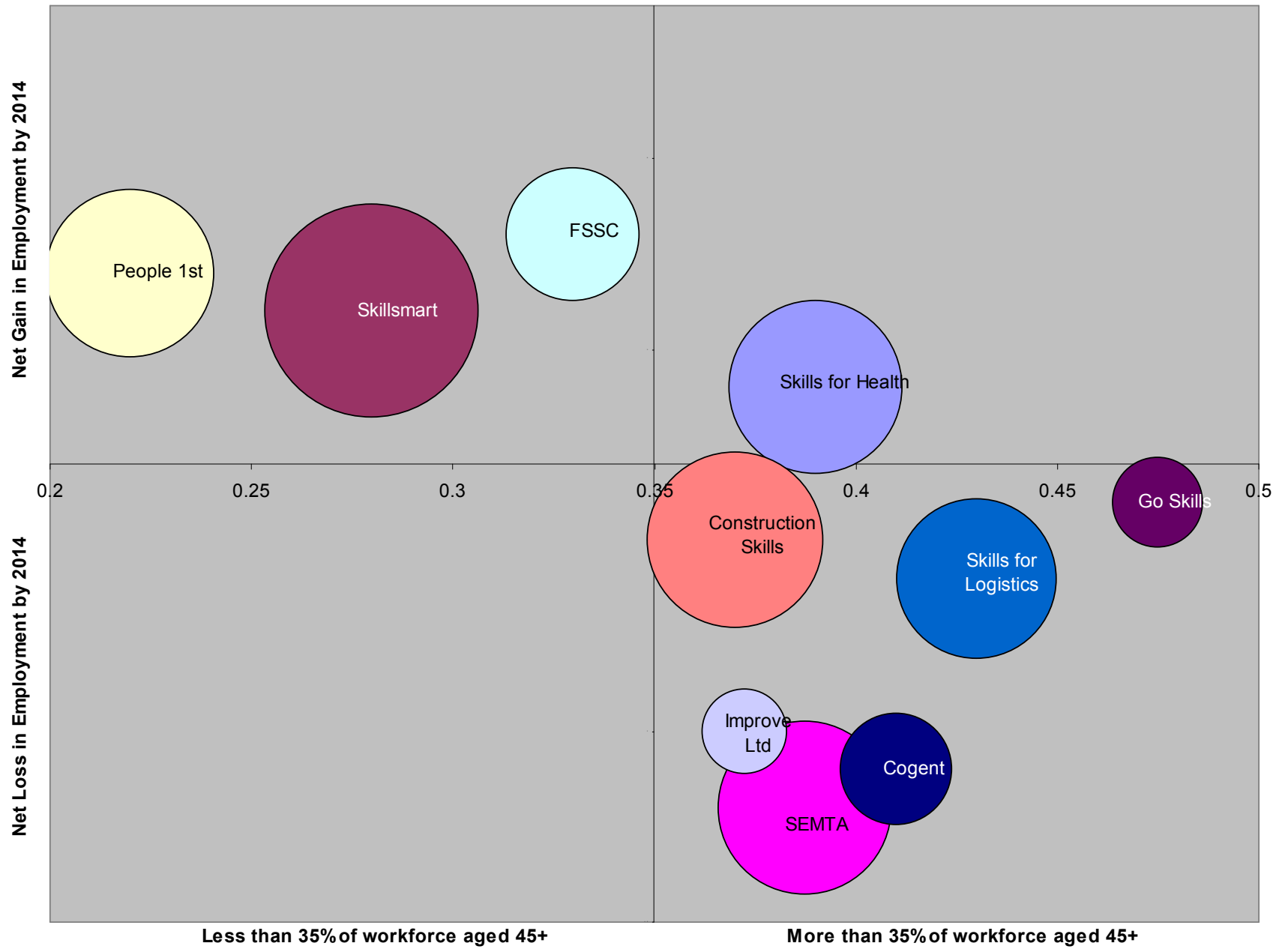
SSC examples



- Cogent: oil, gas, chemical manufacturing
 - 850,000 workers
- GoSkills: passenger transport
 - 555,000 workers
- People1st: hospitality, leisure, tourism
 - 1.9 million workers (30% staff turnover p.a.)
- Financial Services Skills Council
 - 1.2 million workers

Spectrums

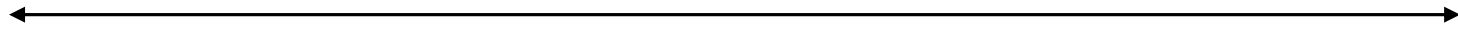




Short-term

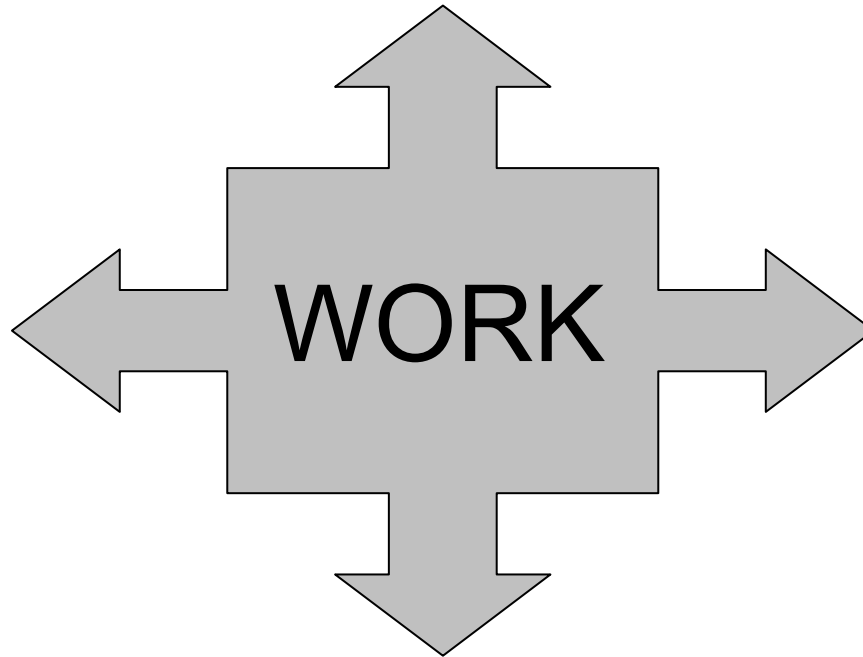
Mid-term

Long-term



WORKFORCE
AVAILABILITY

[A]



MARKET
OPPORTUNITIES

[M]

SKILLS NEEDS

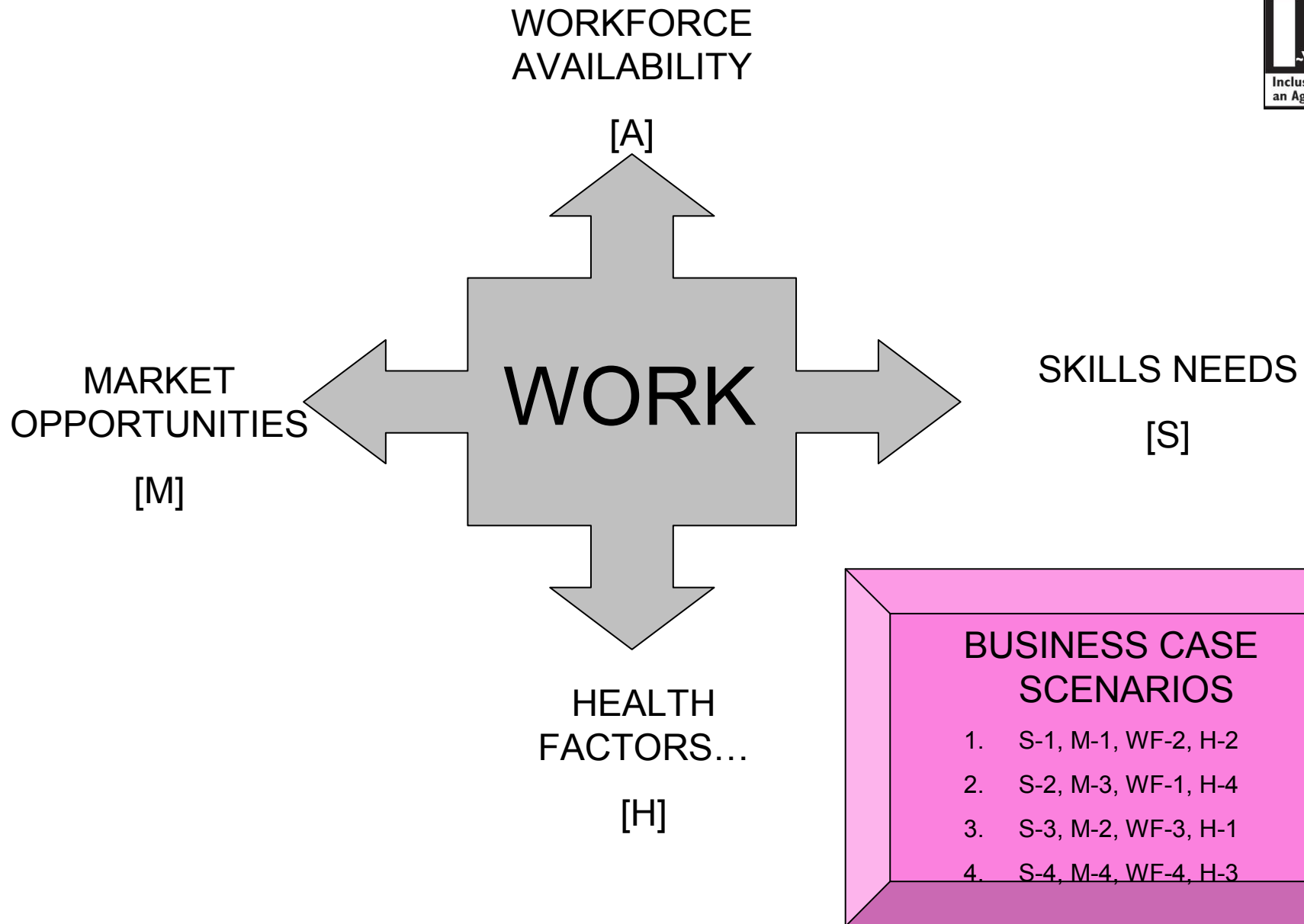
[S]

HEALTH
FACTORS...

[H]

Occupational
Life Course
Generational

Platman/ i~work/ confidential/ July 19, 2007



Consultations



<i>Host institution</i>	<i>User group</i>	<i>Potential Participants</i>	<i>Date</i>
Cambridge	Human resources & business groups	Employers Forum on Age, CIPD, SMEs, Equal Opps Commission	June 19
Warwick	Employment intermediaries	TAEN, Prime, TUC, Business Link, ACAS	June 21
ILC-UK	Policy & government	DWP Extending Lives Division, Age Concern	June 21 & 29
RCA	Architecture & design community	Design Council, architects, interior designers, engineers	July 17
Surrey/ Notts/ HSL	Health, ergonomics & human factors	NHS Institute for Innovation & Improvement, Health & Safety Executive, occupational health experts, Engineering Employers' Federation	July-Sept

Key messages



- Wealth of existing research
 - Best practice guidance, business case arguments, challenges to age stereotypes
- Resistance to change
 - Small & Medium-sized Enterprises
 - Fears over the ending of fixed retirement ages
 - Poor use of labour market information
 - Case study banks rarely applied
 - Scepticism of cost-benefit trade-offs in workplace adaptations

Key messages

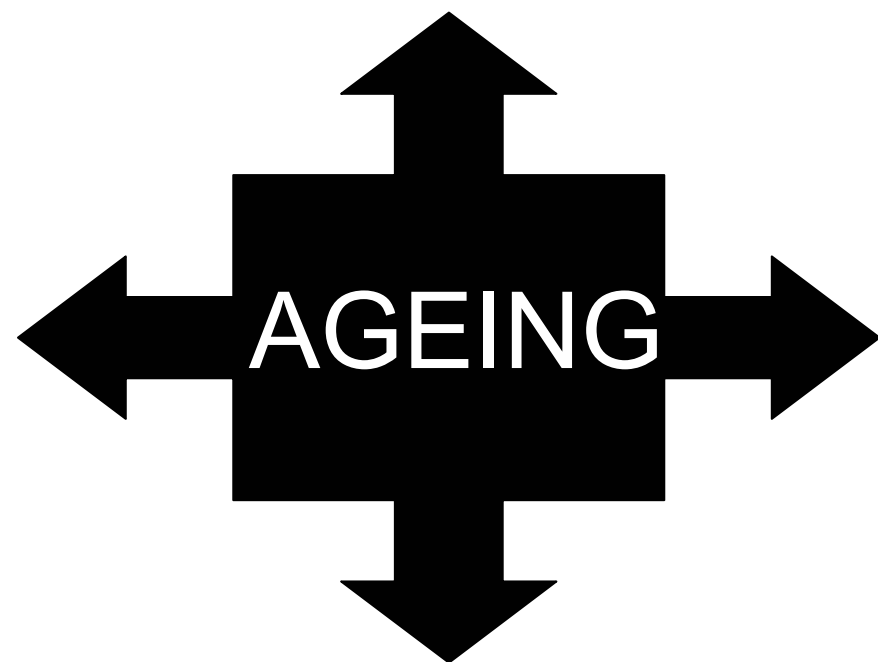


- The need for a holistic approach
 - Employers... looking to the design community
 - Design Council... applying design thinking in the broadest of ways
 - linking inclusive design (disability) & well-being
- Metrics & processes for organisations to make informed decisions about work & workspace change
 - Cost-benefit & risk analyses



RE-EVALUATION OF
MENTAL & PHYSICAL
DEMANDS

[R]



SUPPORTED
LEARNING
ENVIRONMENTS

[S]

ADAPTATIONS
TO WORK
SPACES, PLACES
& EQUIPMENT

[A]

CAREER
TRANSITIONS &
GUIDANCE

[C]

APPENDIX 6.2: I~WORK'S INTEGRATED STRUCTURE

