



Workplace practices unlocking employee potential: Recommendations made by Eurofound

About Eurofound: Eurofound is a tripartite EU Agency, whose role is to provide knowledge to assist in the development of better social, employment and work-related policies. Eurofound provides information, advice and expertise on working conditions and sustainable work, industrial relations and labour market change to support the EU institutions and bodies, Member States and Social Partners in their work.

European Company Survey: In 2019, Eurofound and the European Centre for the Development of Vocation Training (CEDEFOP) conducted a [European Company Survey](#) on "Workplace Practices unlocking Employee Potential", interviewing around 22,000 HR managers and 3,000 employee representatives across sectors in Europe. It looks at approaches in HR management, skills strategies within companies and forms of involvement of employees.

Relevant findings of the survey related to Social Dialogue:

- Businesses can boost performance while improving job quality by bundling practices that increase employee autonomy, and promote training and learning.
- Businesses that are members of an employer association and have an employee representation are more likely to have such people-centred workplace practices in place.
- Businesses with strong workplace social dialogue score better on performance and wellbeing.
- Workplaces with involving, trusting and influential Social Dialogue are also more likely to have regular, direct employee participation that makes a difference on the ground.
- Social Partners should be involved to support workplace change.

Relevant findings of the survey related to training:

- Training is an important way to achieve positive workplace outcomes.
- Reskilling and upskilling are important, but only pay off when it is ensured that skills are used.

Other relevant recommendations and findings of the survey:

- The most successful firms not only have facilitating practices in place, they also have a supportive management.
- Policies that aim to support innovation and competitiveness in a globalised and digitalised economy should include a focus on people-centred management.
- Government investments in companies and sectors could include guidelines or even requirements regarding job design, skills use and development and employee voice.
- Business schools and HR management associations could be enlisted to improve managers' skills and knowledge base.

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