



Regulation of work ability in micro and small enterprises (MSEs) through multimedia adapted tools

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IO 2 methodology

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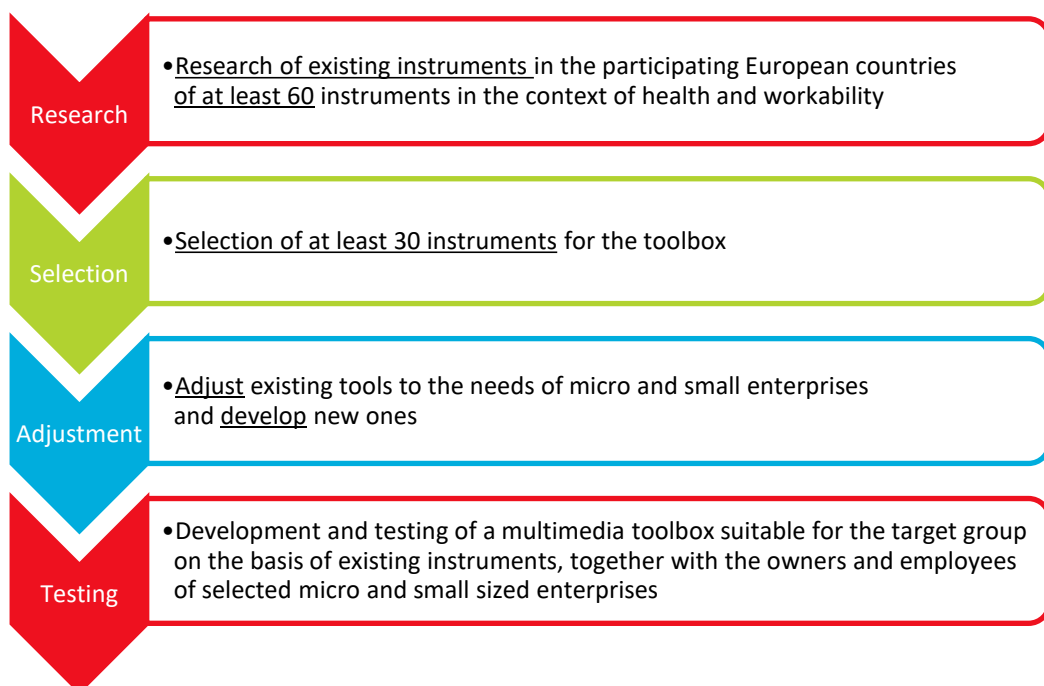
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1. Project abstract

Micro and small enterprises (MSEs) play an important role in the European economy. MSE are potentially particularly affected by a shortage of young talent, as they are unable to compete with the services offered by Medium-Sized Enterprises and large companies in various respects (e.g. job security, pay levels, promotion opportunities). MSE can and must react to this by paying special attention to maintaining the workability and employability of their existing workforces. In addition to the classic occupational health and safety measures, measures for the preventive maintenance of work and employability must be implemented to a greater extent, so that employees can and want to carry out their work until the planned retirement age. A comprehensive promotion of work ability can help to close this gap. Over the past few years, numerous research and transfer projects have developed and compiled instruments for the analysis and design of working conditions that make this comprehensive promotion of work ability possible. However, there is always feedback from consultants that the existing instruments cannot be used in companies with fewer than 15 employees: they are too complicated, do not fit in with the choice of words or can only be used with a larger number of employees.

The aim of the AKKUEurope project is the systematic development of a multimedia toolbox suitable for the target group and based on existing instruments with the aim to improve workability for SME and specially for small and micro enterprises. For this purpose, the partnership will proceed as follows:



The AKKUEurope project represents highly motivated and experienced partners from six countries, each with specific expertise and experience in the field of employability and entrepreneurship in general. The partnership combines education providers with market relevance (micro enterprises) and IT partners. This composition ensures a geographical coverage and the possibility of dissemination of the project results throughout the EU. The partners have complementary skills and expertise that enable AKKUEurope to achieve objectives through solid and practical results.

AKKUEurope is based on a practical, precise methodological approach: such a balance is ensured by the partners involved. The methodology is outlined along the following steps:

- Analysis of existing instruments and their adaptation
- Development of the toolbox
- Pilot project for user-based validation
- Completion
- Complete introduction and deployment through the OER platform

AKKUEurope results will be practical and relevant solutions for micro and small businesses, available in multilingual versions, free and without restrictions through the OER platform. AKKUEurope will increase the competitiveness of MSE and promote its growth. It will generate immediate and tangible impacts at local level and reach target groups and relevant stakeholders.



2. Partner's Description

The AKKUEurope project involves seven partners with complementary experience, skills and capacities from a very multifunctional partnership. They represent large and small companies, public and private institutions, formal and non-formal vocational training providers. The partnership brings together the world of education and training with the world of work, enterprises and business organisations. All project partners have a proven track record in the implementation and delivery of large international cooperation projects. Many project partners have already worked together in various programs. Thus, a solid basis of trust between the project partners exists. In detail, the project partners have the following experience:

AO Centrum für Innovation und Technologie GmbH provides a whole chain of support for potential entrepreneurs to acquire entrepreneurial competencies in its entire competence department “Entrepreneurship Incubator”. Long before and after the actual start of a business, CIT provides advice on general start-up support, microfinance and European entrepreneurial exchange. CIT has implemented projects such as the “DEBL Designated Entrepreneur's Brainstorming Laboratory”, “S.T.A.R. - Best Practice Exchange in Training for Entrepreneurs”, ECI “EntreComp Implementation”.



P1 d-ialogo has been successfully active for 15 years in the areas of demographic change, change management of SMEs and workability of micro and small enterprises. From various perspectives, d-ialogo supports institutions in the development and implementation of qualifications and training using state-of-the-art technologies, methods and learning solutions. d-ialogo develops tools for SMEs to identify qualification needs; trains trainers in the transformation of SMEs with a special focus on demographic changes. D-ialogo was the initiator of the former initiative AKKU project, which was a German oriented project financed by the German Ministry of Health and Labour.



P2 IHF asbl is a non-profit organization that was founded and works to raise awareness of European values and to disseminate them at European level to a diverse audience of young people, business and academia, and social partners such as associations and public administration. IHF organizes highly specialized courses and seminars that focus on the development of European projects. The courses focus on EU policy and legislation, international relations and project management.



P3 IDP is a training service provider for the EU Commission and the United Nations. IDP is very active in the field of social inclusion, working on a wide range of issues across the EU and has extensive experience in research and innovation under Erasmus+ and H2020. IDP develops and implements specialized training courses on EU affairs (EU institutions and policies, EU funding programs, etc.), project management and entrepreneurship, transversal competences and employability. IDP is a provider of training and educational services for the public sector, civil society; for education and research as well as for the private sector.



P4 IWS is the technology and ICT partner of the project. IWS will build the OER platform IWS will also contribute its experience as a non-formal vocational training provider of ICT training, including smart work solutions for large and small organizations.



P5 CDI operates at local, national and international level and has experience in implementing vocational training programs in cooperation with local and international partners. The goal is to develop training programs for professions that are reviewed by the Centre for Adult Education and the Ministry of Education. CDI also has many activities to promote an entrepreneurial culture.



P6 CASE conducts policy-oriented research and development assistance projects aimed at providing objective economic analysis and promoting constructive solutions to the challenges of transition, reform, integration and development in order to improve the socio-economic well-being of societies. CASE's thematic areas include micro and macroeconomics, small and medium-sized enterprises (SMEs), trade, international finance, governance and economics.



3. Workability – Definition and explanation

Introduction

When we talk about Finnish experience in Germany and elsewhere when it comes to the issue of working capacity, this primarily refers to the research results of the Finnish Institute of Occupational Medicine (FIOH) in Helsinki.

Prof. Juhani Ilmarinen, head of the department of occupational physiology at this institute until 2009, has been working with an interdisciplinary team since the 1980s to discuss how the potential of employees can be preserved and developed in such a way that they are available to companies for as long as possible, and on the other hand, the employees reach retirement age as healthy as possible.

Of central importance for Ilmarinen is the concept of Workability, which is often interpreted very narrowly by personnel managers and doctors, but also by the affected persons themselves: either someone is able to do his/her job – or not.

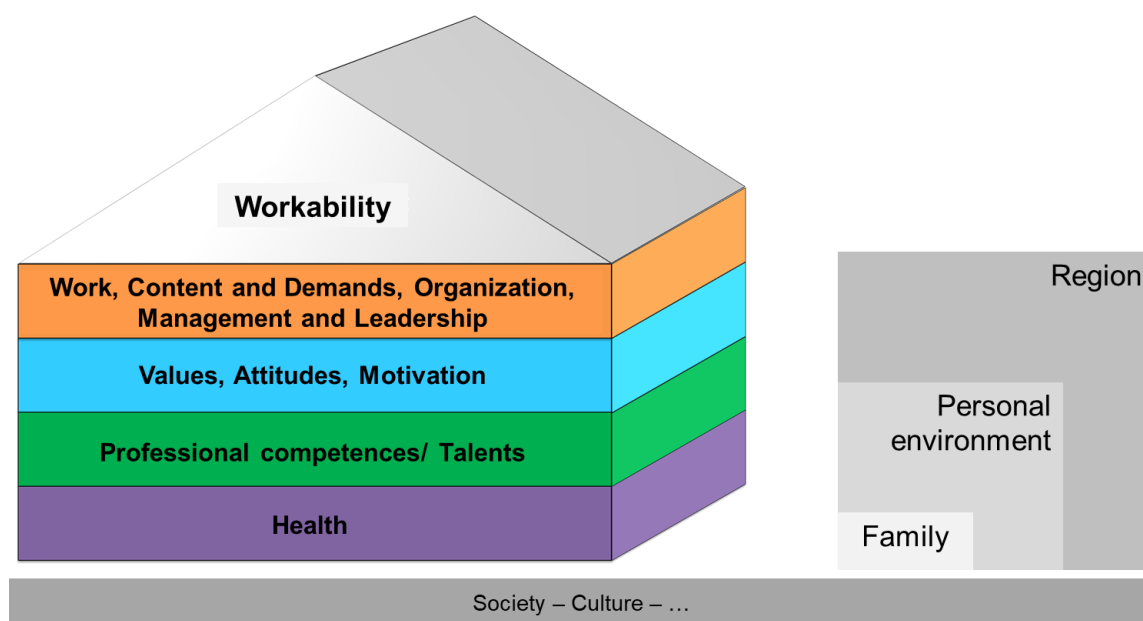
The work itself is rarely questioned, as is the requirements associated with it or the conditions under which it must be carried out. Older employees in particular often get "under the wheels" in such a consideration: Those who are able to lift and carry less well in old age, e. g. less well, run the risk of being classified as no longer able to work in the next time. What is misunderstood is that a possible restriction on the professional performance of older people usually relates to very specific activities and is therefore relative, rarely absolute. Ilmarinen means nothing else in his definition of workability: "The ability to work describes the potential of a person, a woman or a man to accomplish a given task at a given time. The development of individual functional capacity must be compared to the work requirement. Both sizes can change and must be designed according to age." An example: An average professional footballer can normally no longer perform his "ball work" professionally from the age of 35 due to the diminishing vital capacity. But is he immediately unable to work in general? Or is it no longer sufficiently efficient just for this one task? As a coach, sports lecturer or club manager, however, he can contribute his experience and knowledge to the best – provided he has prepared and qualified in time for this second and new career. The same applies, of course, to any other profession. The aged parcel delivery driver e.g. can switch from the job as a driver to the area of tour planning, the nurse with back problems is perhaps a first-class teacher for the nursing junior, in an older and not so creative software developers may there "appears" a software consulting talent.

The House of Workability

Prof. Dr Juhani Ilmarinen defines the ability to work in his "House of Ability to Work". It consists of the interlinked areas of health, competence, values and work.

The key sentence is: Work must adapt to people, not the other way around.

In Finland, the workability of older people is consistently improved in accordance with this principle. Only if the requirements of the work and the resources of the workers match together can the work be performed well. What is new about the concept is the emphasis on the reciprocity of the processes: it is not only the workers' fault, nor only their work or working environment, whether the work can be carried out well or not. It is about the fit/matching between the worker and the work. A good workability means that people can do the job they want with the resources they have at their disposal.



Health:

Physical and mental health. Changes in performance and health have a direct impact on the workability. Restrictions on health and performance always threaten the workability – conversely, the promotion of health and performance offers the possibility of promoting work capacity. Good workability requires a stable foundation – this also means that there can be no good workability without health.

Qualification and knowledge /Professional competences:

The second-floor qualification describes the knowledge and skills of a person. This includes both: technical qualifications and key competences. Another possible classification is that of skills and abilities. Skills are the proportions of one's own skills that are already trained, e.g. "I can ride a bike." Skills are described as the parts that have not yet been learned, but can in principle be learned, e.g. "I can learn a new language". With the acquired diverse qualifications, one meets the professional challenges – in the constantly changing day-to-day work day- lifelong learning becomes more and more important.

Value, attitudes, motivations:

A distinction is made between attitudes and motivations. Attitudes shape our entire behaviour and also influence which things motivate us. For a good workability, it is important that one's own attitudes and motivations are in harmony with one's own work. A job that you can't represent well in front of yourself, or a boss who tries to lure you with salary increases, even though you would rather have more free time – in the long run, your own workability suffers.

Workplace and work requirements:

The fourth floor of the house is the largest and heaviest – it is the work itself. For this reason, most drawings paint it twice as large as the others. And because it is the top floor, it presses its weight on the lower ones – everything that happens here has a clear impact on all the above-mentioned floors. On the "Work" floor you will find all the different factors that make your own workplace what it is: the work task and the resulting requirements, the social environment with colleagues and superiors, the structure of the organization in which you work and the working environment in the form of e. g. rooms, lighting conditions, furniture.

This floor is very complex in its structure, because it is composed of many different aspects, which are closely interwoven. The superiors have a great responsibility on this floor – they are primarily responsible for a good work design and also have the opportunity to enforce it in their position.

At the same time, a good workability can only arise if supervisors and employees work together constructively. None of them alone can achieve good working capacity – only when both do their part will it become possible. In addition to the superiors, colleagues also have an impact on their own workability – at best, supportive and encouraging.

Factors outside work:

The house of workability is not alone – the environment of the house also influences the workability. Occupational health and safety and occupational health services act as legally established protective mechanisms. Since work and life are not opposites, the part of life that takes place outside work also affects one's workability. Family and friends play an important role in their own power budget.

As has already been said above, the workability is created above all by the best possible fit between the demands of work and people's resources. The search for the best possible balance between requirements and resources runs through an entire human life and is answered differently in the different phases of life. Both people's resources and the demands of work are changing. Ideally, the pursuit of a good working capacity lasts a lifetime – by adapting to the changing circumstances over and over again.

Implementation - Promoting workability:

How can the workability of workers be promoted? The House of Workability shows the diversity of the different starting points. At the same time, the workability can only grow if the different floors are kept in mind. It is therefore a question of integrating the various fields of action. Those who focus only on cooperation among colleagues, only on a healthy diet, only on the promotion of exercise, cannot improve their ability to work in the long term and in a lasting way. This requires a wide range of measures, but coordinated measures.

If improvements are made in the employability of employees, this investment will be re-introduced by three to twenty times. This benefit to the company consists of the reduction of absence and early retirement as well as the increase in productivity of 50 % each.

4. Methodology

The methodology used was based on the following Criteria:

- ☞ Using and searching for already existing instruments
- ☞ Adapting the instruments for the use in micro and small companies, that means
 - The instruments should be self-explanatory and easy to use
 - Use of “simple” language
- ☞ Instruments should be used by management and/or workers
- ☞ The instruments should be assignable to one of the four different floors



In the end the common goal has been to have a multimedia analysing tool for all aspects of the house.

There are four levels of content into which the overarching theme "workability" can be divided: health and safety, qualification and competence, values and setting as well as working conditions. Within these four levels of content the tools/instruments have been integrated in.

In general, the following key words have been used in the search:

health, safety, qualification, competence, values, working conditions, ability to work, workflow, workplace, leadership, terms of employment, human resources management, employee meeting, office workplace, reducing stress etc.

There have also been sub criteria for the four levels of content which have been used to support the online search:

1. **For the first floor health and safety:** protection of labour; risk assessment; work security; health situation; health promotion; risk analysis
2. **For the second floor qualification and competence:** trainees & professionals; skills of the employees; personnel development; further education; knowledge preservation; knowledge management

3. **For the third floor values and setting:** leadership & motivation; employer attractiveness; working atmosphere; identification with the company; participations/interests
4. **For the fourth floor working conditions:** age structure; work structuring; working time; structures & processes; transparency & responsibilities; new work

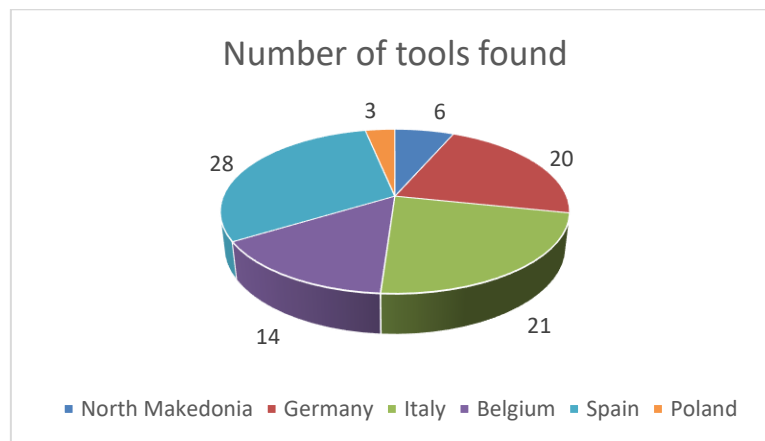
Additionally, to the four levels of content there are three types of instruments. These instruments can be used for **awareness rising/sensitisation**, **analysis** as well as **implementation/realisation**.

For further understanding see the following examples of instruments:

	Awareness raising Sensitisation	Analysis	Implementation Realisation
Health and safety	(self) Assessment tools of workability Expert check	<ul style="list-style-type: none"> - discharge Barometer - personnel management check - stress check - organisation check 	<ul style="list-style-type: none"> - employee meeting - checklist office workplace - designing working sessions
Qualification and competence		<ul style="list-style-type: none"> - personnel management check 	<ul style="list-style-type: none"> - employee meeting - stress-free through the working day - actively reduce stress
values and settings		<ul style="list-style-type: none"> - personnel development planning 	<ul style="list-style-type: none"> - employee meeting - designing working sessions
working conditions			<ul style="list-style-type: none"> - employee meeting - checklist office workplace
General tools or instruments			Checks, barometers

5. Results of the research

In result to the online research by the project partners 92 tools have been found and pre-selected. The following figure shows number of tools found in the respective project partner country.



Those 92 tools have been checked by the project partners d-ialogo and lead partner CIT for its usability in terms of the above-mentioned criteria easy to use, simplicity and self-explanatory and by IWS in terms of its technical implementation as a digital tool. In the end 30 tools have been selected which cover all floors and areas of the house of workability.

The tools consist of the tool itself as well as a general information sheet to explain how to use the tool.

Info-Sheet	
Kind of tool	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Checklists <input checked="" type="checkbox"/> Guides/Brochures <input checked="" type="checkbox"/> Questionnaires <input checked="" type="checkbox"/> Excel-tools <input checked="" type="checkbox"/> Video <input checked="" type="checkbox"/> Infographics
Name of the tool	Quick-Test-Digitalisation
Target-group	Employers, small and micro-enterprise-managers, employees
Tool provided by	Centrum für Innovation und Technologie GmbH
Language	English
Keywords	Digitalisation
Duration in minutes	Appr. 20 minutes
Description of the aim (max. 500 characters)	Measure your digital maturity in just a few minutes. Digital transformation only succeeds completely—or not at all. Digital transformation requires enormous changes—that is clear to every company by now. But technological solutions alone are not enough. Digitalisation affects all areas of your company—from strategy to customer-relations to corporate culture. The aim of this instrument is to give you an evaluation of your digital transformation process.
Benefit of the tool (max. 500 characters)	With this tool you get an overview of your digital transformation process in the company.
Duration (if applicable)	The questionnaire takes approx. 5-7 minutes and the evaluation around 13-15 minutes.
How to use the tool (max. 1000 characters)	The tool is arranged in 3 sections. <ol style="list-style-type: none"> 1. → Filling out the questionnaire 2. → Using the Evaluation-Tool for the analysis 3. → Prepare the Action-Plan
Floor and Area	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Work environment, work organisation, leadership <input checked="" type="checkbox"/> Values, attitudes, motivation <input checked="" type="checkbox"/> Knowledge, technical ability (competences) <input checked="" type="checkbox"/> Health and performance
Video (YouTube format), if applicable	<ul style="list-style-type: none"> <input type="checkbox"/> Sensibilisation <input checked="" type="checkbox"/> Analysing <input type="checkbox"/> Realisation
File denomination (Make sure you include the extension)	3_AKKU_Tool_EN 3_AKKU_Tool_Analysis_EN
Source	https://quick-check.mediaman.com/digital

6. Final selected AKKU Tools

The final 30 tools are checklists, guidelines, brochures, Excel tools as well as videos.

1. Assessment of employee's motor and sensory skills and workplace accessibility (questionnaire)

The tool is a measure designed to assess the individual's ability to work, both for people actually in work and those who plan to return to work. It could be used by the HR team members to identify special needs of the prospective employee or to support decision-making with regard to workplace adaptations.

2. Healthy workplace – key areas of influence (guide, brochure)

The tool aims to show the different key areas of influence that can be mobilized or influenced in healthy workplace initiatives. Employers or employees can choose from the offered key areas for which they feel need to pay more attention in order to influence the improvement or creation of a healthy workplace, and how to develop the key areas effectively.

3. How to support wellbeing and health in the workplace? (checklist)

The scope of this training tool is to support the wellbeing and health, and enhance the work participation of all employees, regardless of their current work ability and health status. In addition, the means of the Toolkit aid to prevent chronic health problems, such as cardiovascular diseases, type 2 diabetes, musculoskeletal disorders, depression, and lung diseases. The mapping aids to recognise factors that already support employees to feel well at their workplace and what can be done in the future.

4. Mindfulness – a tool to increase concentration (guide, brochure)

Mindfulness is a technique of meditation that helps to achieve work balance. Today's worker, under the influence of many stimuli, is often responsible for very different tasks and too many tasks to complete. Thus, the worker is not able to maintain attention or focus on a task for a longer period of time. Mindfulness technique trains the ability to pay conscious and full attention to the present moment. Effects include improving concentration, productivity, creative thinking and effective communication.

5. What kind of leader are you? (questionnaire)

This tool allows the identification of existing leader typologies. Managers can assess their aptitude and behavior by taking part in the questionnaire, so that they can reflect on their work and their relationship with their employees. Below you will find the description of each profile and you will identify yourself with one or more of them, following Daniel Goleman's theory, according to which different types of leaders can coexist in each person.

6. Work-life-Blending and work overload (guide, brochure)

Digitalization enables access to data and media from almost everywhere. This means that the strict separation of work and private life is disappearing more and more. Work-life blending is the name of the game. Employees can also be available for clients at the weekend. They can not only do part of the work in the home office, but also sort out private matters during working hours as compensation. Sounds promising, but not every employee or employer is convinced. What significance work-life blending has in the world of work and what advantages and disadvantages are associated you will learn in this training.

7. Assessment of employees' health situation and ability to work (questionnaire)

The purpose is to identify employees at increased risk of long-term incapacity and employees who are in need of immediate therapeutic help. It also identifies and isolates known risk factors related to the individual's attitudes, social circumstances and health to detect known barriers to work. It is also used to get an overview of what the individual thinks is needed to improve his/her work ability.

8. Check Personnel Management (checklist)

Good staff is indispensable for your company's success. Their success depends largely on the employees. Whether people contribute their ideas and skills to the company depends largely on the quality of your personnel management. The decisive challenges for good personnel management are: increase the attractiveness as an employee and find, promote and retain good employees. The tool can be used by the entrepreneur himself – even without the support of an internal or external consultant. The checklist supports the prioritization of the right and necessary need for action.

9. Check Workability – Management (questionnaire)

Maintaining the workability is an important success factor for companies. Especially due to the extended working life, it is important to maintain and promote the workability at various levels. The workability does not only mean health, but also includes other important aspects in the company such as working conditions, the lived corporate culture and the skills of the employees. The tool is a basic analysis tool to analyze the situation of management and employees about workability. It is a tool that can be used by an external consultant to take the right measures to improve the situation. The recommendations for action show concrete implementation steps to promote the workability or point to a deeper need for analysis. Based on the 20 questions on all floors of the “House of Workability” according to Prof. Ilmarinen, the tool enables an excellent assessment of the workability capacity of the management and the employees. Tool “Check Workability – Management” is the questionnaire for the management. Tool “Check Workability – Employees” is the questionnaire for employees.

10. Check Workability – Employees (questionnaire)

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11. Checklist and recommendations for safety at work (checklist)

In the following tables, readers will be able to familiarise with a very comprehensive sample of risks related to safety at work developed by the CIIP (Italian inter-association consultation for prevention). The tool is formally divided into 5 conceptual areas: 1. Prevention and work labour 2. Prevention and work environment 3. Prevention and organisational aspects 4. Prevention and workability 5. Mental health Each area is declined in further focus dimensions so as to be as inclusive as possible of the many different variables and dynamics that intervene for each focus area. The tool is formally conceived to sustain management and/or owners in identifying the key areas of

intervention to guarantee for their workers and employees a safe environment. As such it is to be intended as a referent and supporting tool.

12. Digitalisation quick test (questionnaire)

Measure your digital maturity in just a few minutes. Digital transformation only succeeds completely - or not at all. Digital transformation requires enormous changes - that is clear to every company by now. But technological solutions alone are not enough. Digitalisation affects all areas of your company - from strategy to customer relations to corporate culture. The aim of this instrument is to give you an evaluation of your digital transformation process.

13. Employee survey – how do I increase employee engagement in my company? (Guide, brochure)

A lack of employee engagement causes more absenteeism, higher employee turnover and inhibits innovation. It is therefore worthwhile to keep an eye on employee engagement and improve it. In this guide, you will learn how valuable feedback can be through exciting case studies. We show you how to properly design, implement and evaluate an employee survey.

14. Labour risks prevention (guide, brochure)

This tool is useful for young employees to be aware of labour risks that can occur at the workplace and to know how to prevent them. The working environment can cause safety hazards for workers, represented by ladders, computers or other IT equipment. In these cases, the attitude of the worker is fundamental, in fact, in order to prevent risks, he or she should always use the equipment and working tools correctly and inform a superior if there are risks. With the following guidelines, young workers and their managers will receive recommendations concerning safety in the office, the preventive measures they can follow to avoid risks and hazards, and to ensure appropriate working arrangements for the worker.

15. Stress-related work analysis – Staff survey for hospital doctors (checklist)

Do you know what the health of your doctors is like? Do you have an insight into how the working conditions of your clinic affect the medical staff in the different departments? If you want to get to the bottom of these processes, ask specifically. No one knows the answers better than your employees themselves. The aim of this instrument is to reduce stress for employees. The stress-related work analysis supports clinic management.

16. Return to work process (checklist, guide, brochure)

This tool allows the users, based on their position in the enterprise, to understand the very meaning of the return-to-work process after a health problem or injury. This document helps reducing the time of further delaying of return-to-work process. The document offers a return-to-work guide and questionnaires for each profile to assess their knowledge and at which point in the process they did not pay any or enough attention, so they can adapt to the needs.

17. Workplace lighting (checklist, questionnaire)

This tool allows micro-enterprises, small business and potential entrepreneurs to understand how lighting installations in workplaces should be conditioned, so that they allow the correct performance of the workers without damaging their visual health. These types of aspects are sometimes overlooked, as specific knowledge is often required. This document offers a guide and questionnaires to understand and adapt lighting conditions to achieve a workspace adapted to the needs of your workers.

18. Ensuring learning success – applying new knowledge in everyday working life (checklist)

Continuous training is important to keep employees and managers up to date and to develop skills. Especially in seminars and workshops, it is necessary to prepare the seminar visit well and to transfer and apply what you have learned to everyday work. The entire company or certain departments and their employees can benefit if one of the employees learns something new.

19. Competence test (questionnaire, checklist)

When planning and shaping one's own career, preferences and interests are in the foreground. Basic questions are "What do I like?" or even "What do I want to do?" One factor should not be neglected: "What am I good at?" A competence test will give you answers to exactly this question. The field of possible skills and strengths is wide, the competence test can show you which area you are particularly good at and so you can be successful. The tool explains what is depicted in a competence test, why everyone should take such a self-test to find out your strengths.

20. No stress with the stress – stress check (questionnaire, checklist)

It's not easy to tell if you're just a bit overworked and ready for the holiday or if the stress is making you sick. Your employees may also be exhausted due to constant stress. What about your company? The aim of this stress check is to recognize one's own stress situation and to make the stress situation transparent with the employees. The tool is a tool for management. It can be used without external consultants.

21. The "WAI" workability index (questionnaire)

Developed by CIIP (Italian inter-association consultation for prevention), the Work Ability Index (WAI) Questionnaire includes a very detailed list of questions aimed at investigating among employees not only the general level of satisfaction with the work but also, and most importantly, if the tasks carried out on a daily basis in their workplace are affecting (or acted already) their well-being, physical and/or mental health. The tool does not seem to have a specific target, meaning it can be addressed to management staff as employees. At the same time, it does not seem referring to any specific industry. External consultants as well managing directors can rely on it very efficiently and effectively.

22. The IPAQ questionnaire (questionnaire)

The IPAQ Questionnaire is a self-assessment tool developed by the IPAQ group. The questionnaire aims to help people in evaluating by themselves their level of physical activity. The categorical score model proposes three different outputs (i. e., 'categories'): 1. Low: this result is for people that do not engage quite at all physical activities of any kind 2. Moderate: this result is for people practicing vigorous physical activity a minimum of 3 days a week OR 5 days a week of moderate-intensity physical activity OR 30 minutes per day of walk 3. High: this result is for people practicing moderate-intense physical activity 7 days a week The IPAQ Questionnaire is publicly available, in FREE and OPEN access: academics and scholars from all domain of science are highly encouraged to rely on it as methodological framework for their researches. The IPAQ Questionnaire comes in two different version: • Short version, recommended for small-piloting initiatives at local level OR in the case of "physical activity over the last seven days" • Long version, recommended for large-scale research programs OR in the case of "usual physical activity" (i. e., athletes, sportsmen/women) In the context of the AKKU project, partners will propose the short version as much more suitable to the scope and scale of this Work Package.

23. Remote work: Do our workspaces fit our needs? (Checklist, video)

Due to the pandemic, many businesses have implemented remote working, as a result, workers had to turn their homes into offices. Despite the resulting compromise to allocate home space for said 'home offices', it does not always meet the right security measures. This tool enables an analysis of home working stations to understand whether the adopted measures and habits are adequate, if they were not, advice and recommendations on how to improve them will be provided.

24. Business development plan (questionnaire, video)

This tool allows potential entrepreneurs to recognise their qualities and exploit them thanks to a business plan. Before we start an enterprise, we must think of ourselves. Recognising our strengths and weaknesses, seeking inspiration from other entrepreneurs or setting goals, obstacles or scenarios will help us understand the dynamics and possible situations in which we may find ourselves once we start our business. This form will allow you to analyse all these aspects succinctly and effectively.

25. Check Office Workplace (checklist)

In many cases, working at a desk and on the screen is associated with special and sometimes very high loads, which can be avoided by a good design of the workplaces. As a result, the long-term maintenance of the workability can be supported by usually only small changes. The aim of this instrument is to improve office activities in such a way that employees can carry out their work in a healthy and unrestricted manner until retirement.

26. Working sessions: interviews, meetings and team work (guide, brochure)

The tool aims to show the different working sessions that can be carried out in small and micro enterprises and how to develop them effectively. small and micro enterprises and how to develop them effectively.

27. Designing work sessions well – designing change management processes in small companies (guide, brochure)

Especially in small businesses, it is important that everyone pulls together. Especially in the case of change management processes, employees often react angrily if they are not informed in good time. It is often also helpful to involve employees in important change processes right from the start. In

this way, a common understanding of the necessary measures can be created. One possibility for the participation of employees is the implementation of topic-related work sessions. The tool is of great importance to approach problem solving in the direction of company development in an employee-oriented manner.

28. Onboarding – Induction of new employees (checklist)

This tool allows employers, managers and entrepreneurs of micro-enterprises and small business to better integrate new employees. New employees should feel comfortable from day one. Because satisfied employees are more motivated, more committed, more productive. And they stay with the company longer - which is increasingly important, especially in view of the shortage of skilled workers.

29. Staff management, correct assessment and motivation – a guideline (guide, brochure)

As a leader, it is not always possible for you to see into the smallest corners of your company. You are dependent on the help of your employees when it comes to uncovering weaknesses and improving them in a meaningful way. One instrument to improve the quality of your company is a so-called quality circle. In contrast to simple meetings or working groups, the clear objective here is to bring about positive changes in your company. It is important that participation is absolutely voluntary. Voluntariness creates motivation and leads to a tangible result. In the long run, your quality improvement will become a self-runner if everyone involved participates in the quality circles with a positive attitude and supports this form of cooperation.

30. Employee appraisal (checklist)

The employee appraisal is used as a measure of personnel management. The exchange between supervisors and employees can take place in short and regular time intervals, but in practice there are often longer periods of time. Half-yearly or annual appraisals are used. Employees receive feedback on the status of the job as well as prospects for the coming months and years. At the same time, your own questions and concerns can be answered. For managers, such an employee appraisal has the advantage that feedback (in both directions) can be given in a quiet atmosphere. Ideally, the employee appraisals are used to design and drive forward personnel development in a targeted manner.