



Mutual Learning Platform

Labour

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Employment policies within society

Within social policies, **employment policies** are often **neglected**.

Nonetheless, having an engaging and successful professional life is important for people, because:

- it plays a pivotal role in **cognitive performance**
- it fosters mental and **brain balance**
- it is **related** not only to high professional positions and complex tasks, but **to all jobs**

Learning and working

In the turnover of employees, **updating competences** and supporting the **know-how** are key issues:

- they are strictly related to **learning**
- learning is usually seen as the outcome of an investment, an effort, an act of willingness

Work place learning

A more recent perspective looks at learning as an **aspect of working**

- in the last decade scholars have introduced the concept of **work place learning**
- a lot of learning occurs while we are working
- learning on the job is massive

Learning and business performance

Work place learning is also linked to production **strategy** of firms:

- business strategy impacts on the development of **people** and their learning
- learning impacts on business **performance**
- it is a **reciprocal relationship**
- learning is related not only to **employees** but also to **workers, managers, CEOs**

Engagement in social capital development

In learning process, engagement is important:

- workers, while they are working, develop knowledge and ideas that are important to share with the firm so that it can succeed
- this means asking to **participate** to the life of the firm and know its challenges
- engagement means also **democratization of work places**, in order to avoid alienation and discontent and promote sharing and development

Social policies

- Policy makers should look at employment policies as tools to deal with active and healthy ageing
- **job insecurity** is becoming more and more **unbundled from society**
- it is one of the consequences of the current liberal era and global market economy
- society is left to its own to solve labour problems
- to change our perspective on learning and working **more research** is needed