

8th Quality Conference

Parallel Session: 9

Title: Germany (9.1): Promoting workability in
times of change

Name: Dr Beatrix Behrens



1

Challenges for HRM

2

An integrated HRM is needed

3

Life-phase oriented HR policy

4

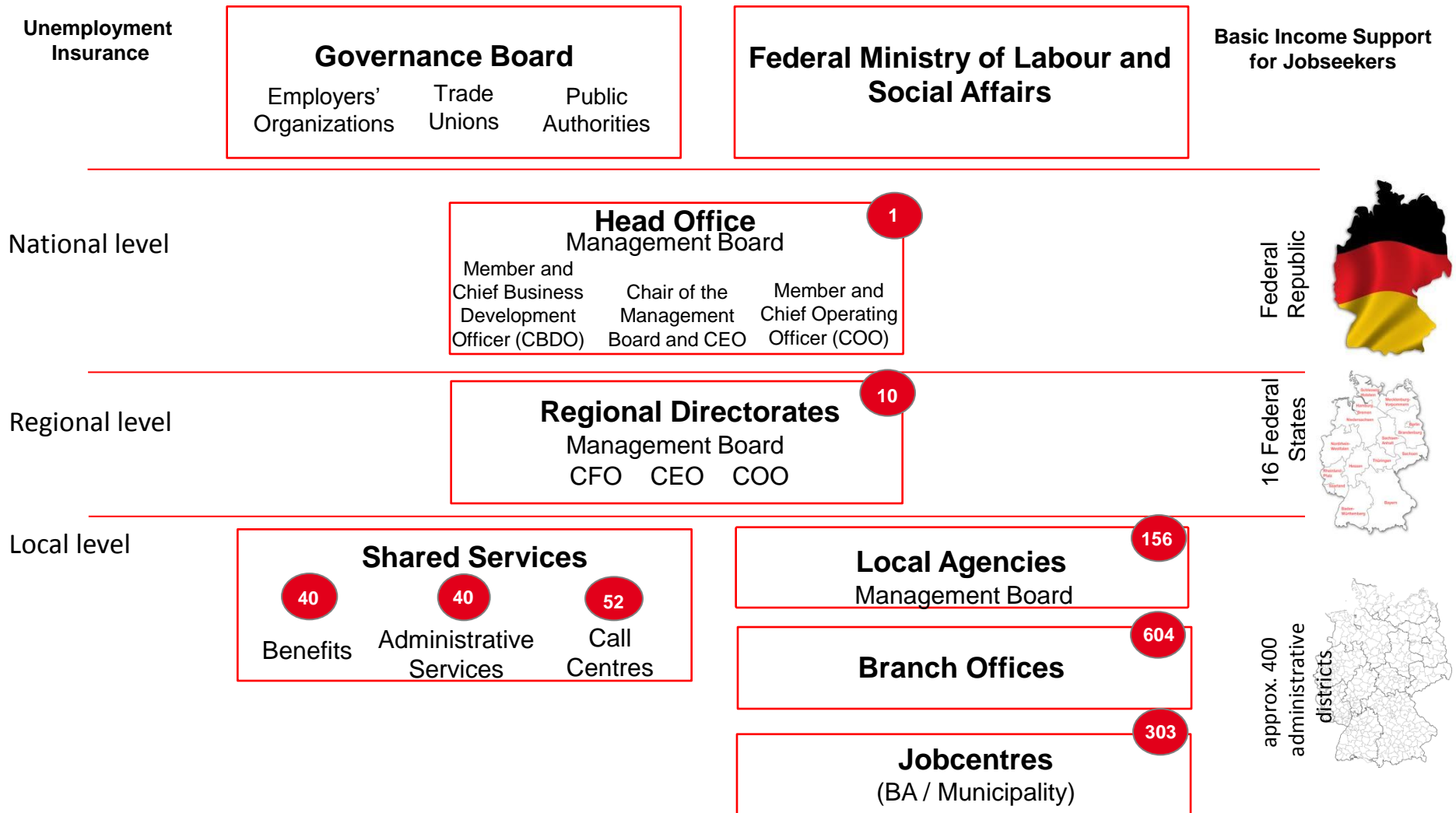
The development of an integrated HRM

5

Lessons learned and perspectives

6

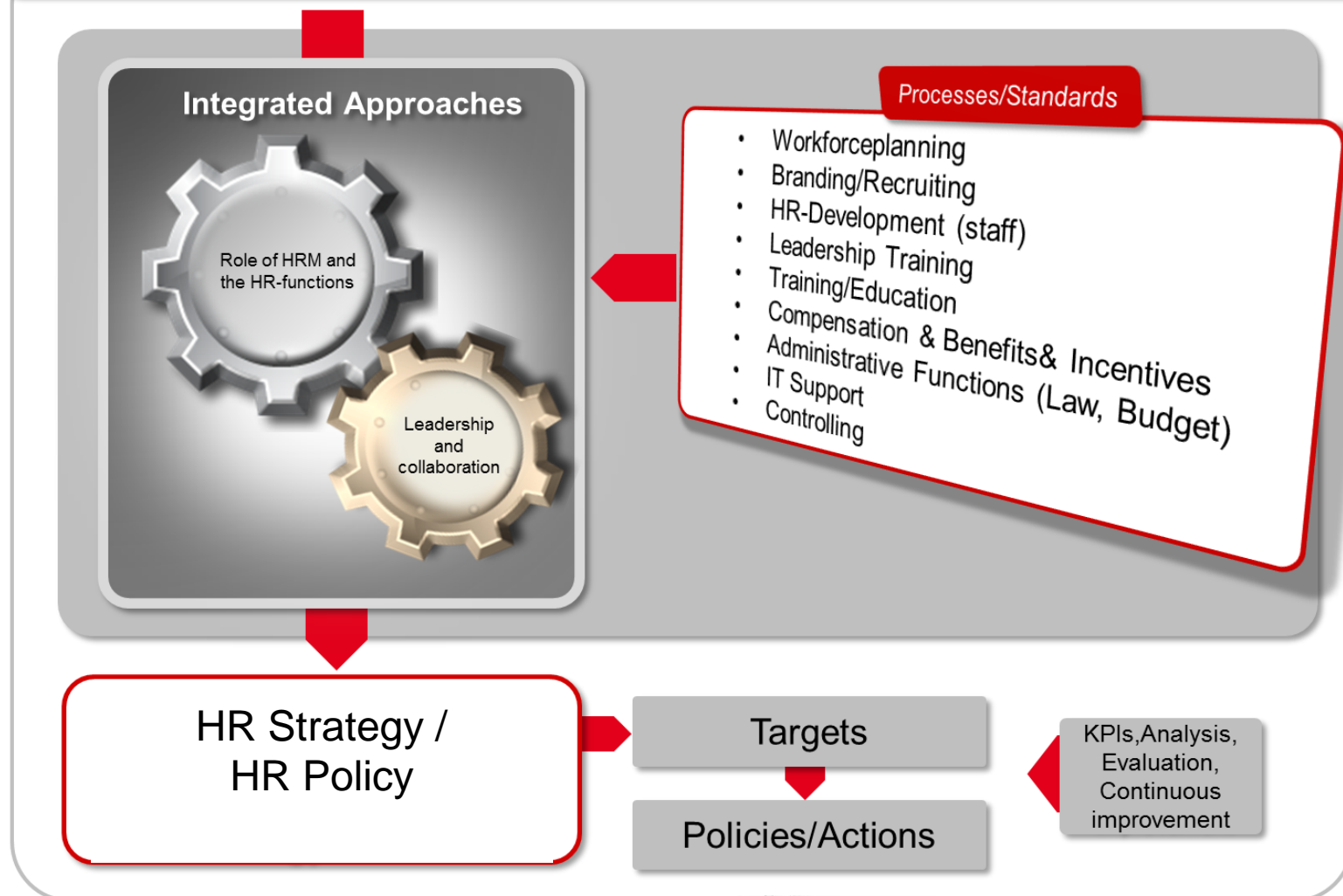
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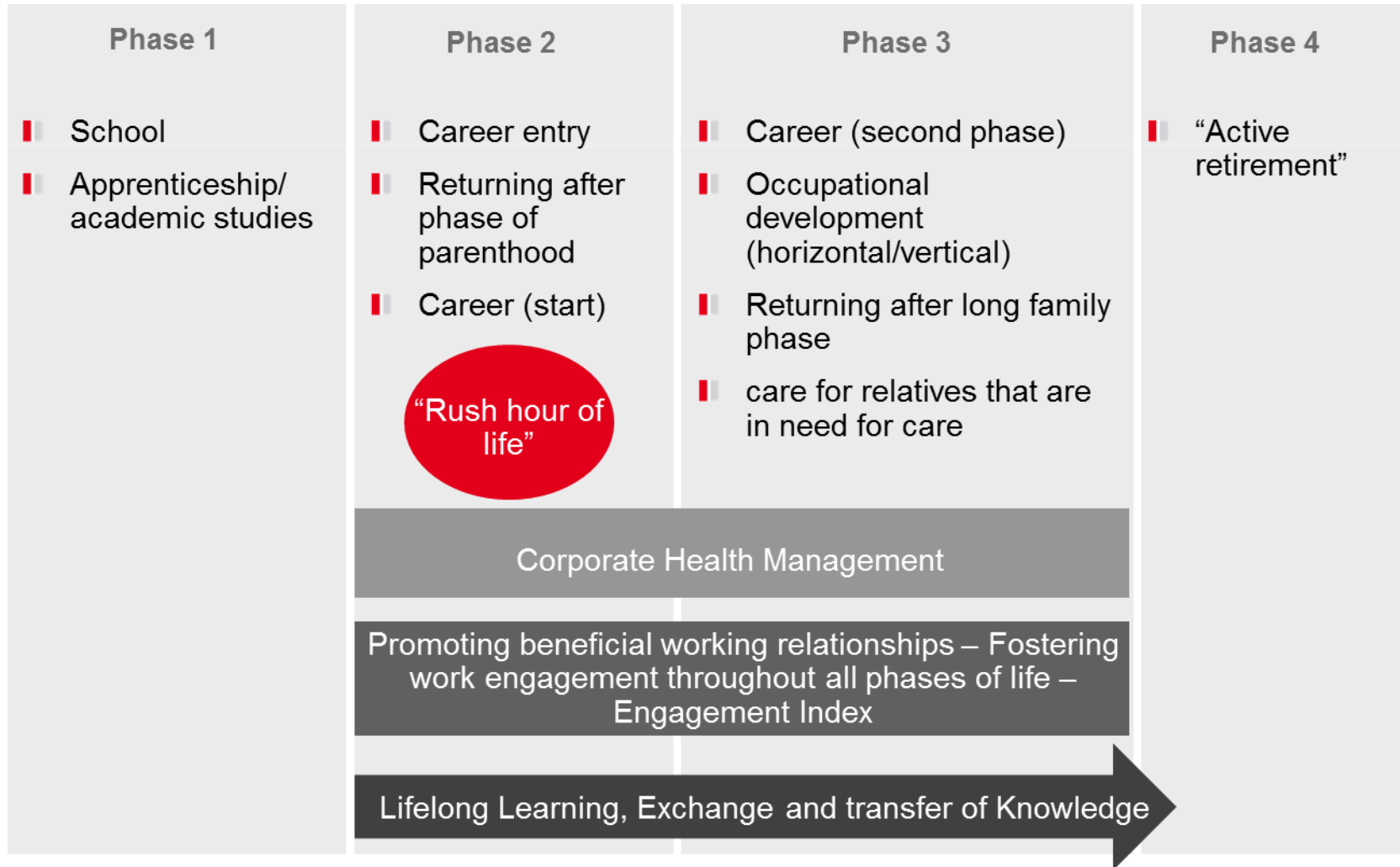
- Volatile Environment, Internalization, Migration, International labour markets
- Greater need for equal opportunity policies inside public administration
- Need for strong Gender policies on the political and organisational level
- Incorporation of Gender Mainstreaming as an important cross-cutting issue within a diversity framework
- Increasing average age of the staff/ageing workforce (demographic change)
- Loss of know-how as a consequence of age-related fluctuation
- Shortage of specialists and young talents to be recruited - addressing new target groups as employees for the public sector
- Skills shortages in general

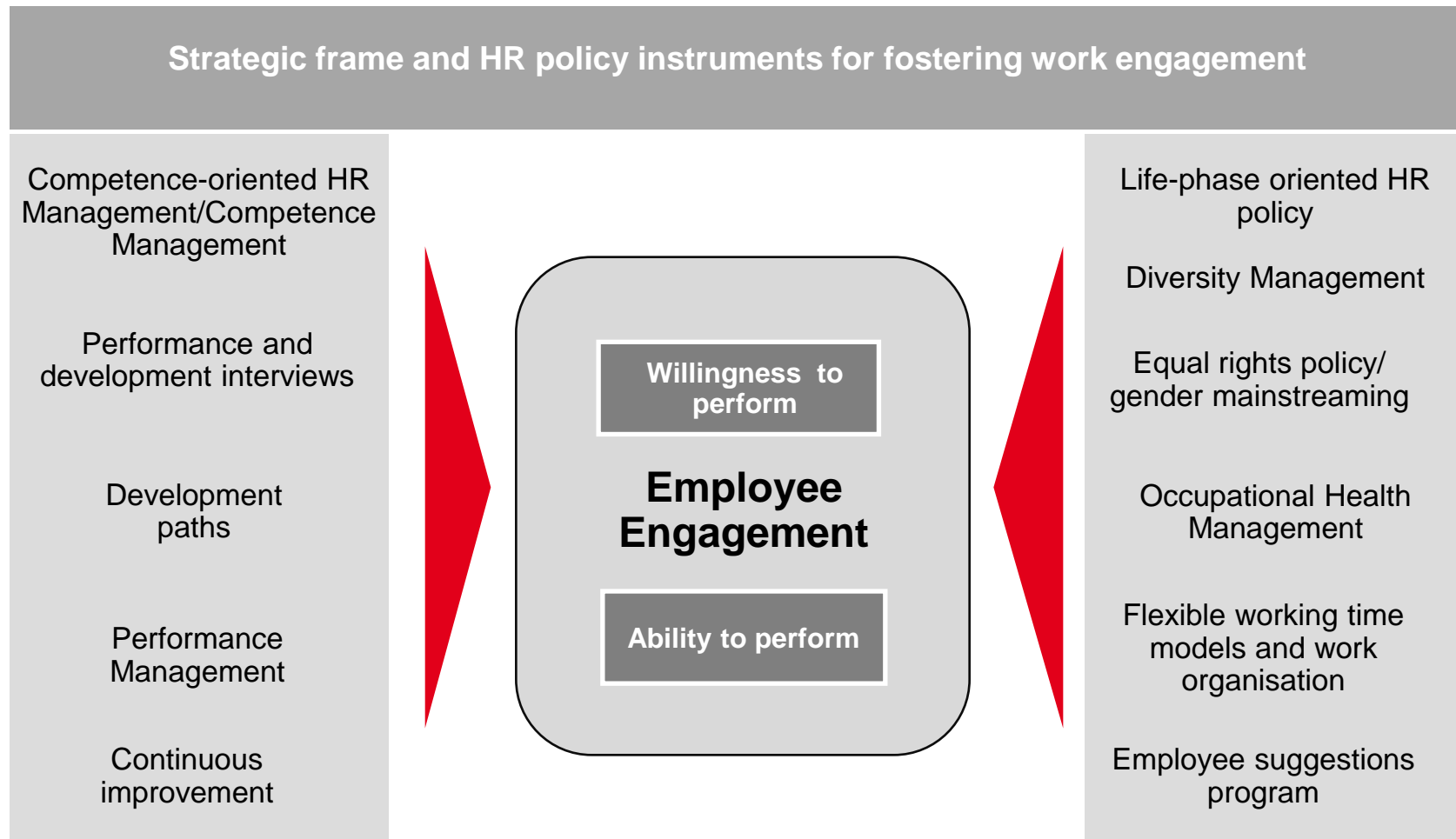
An integrated HRM is needed

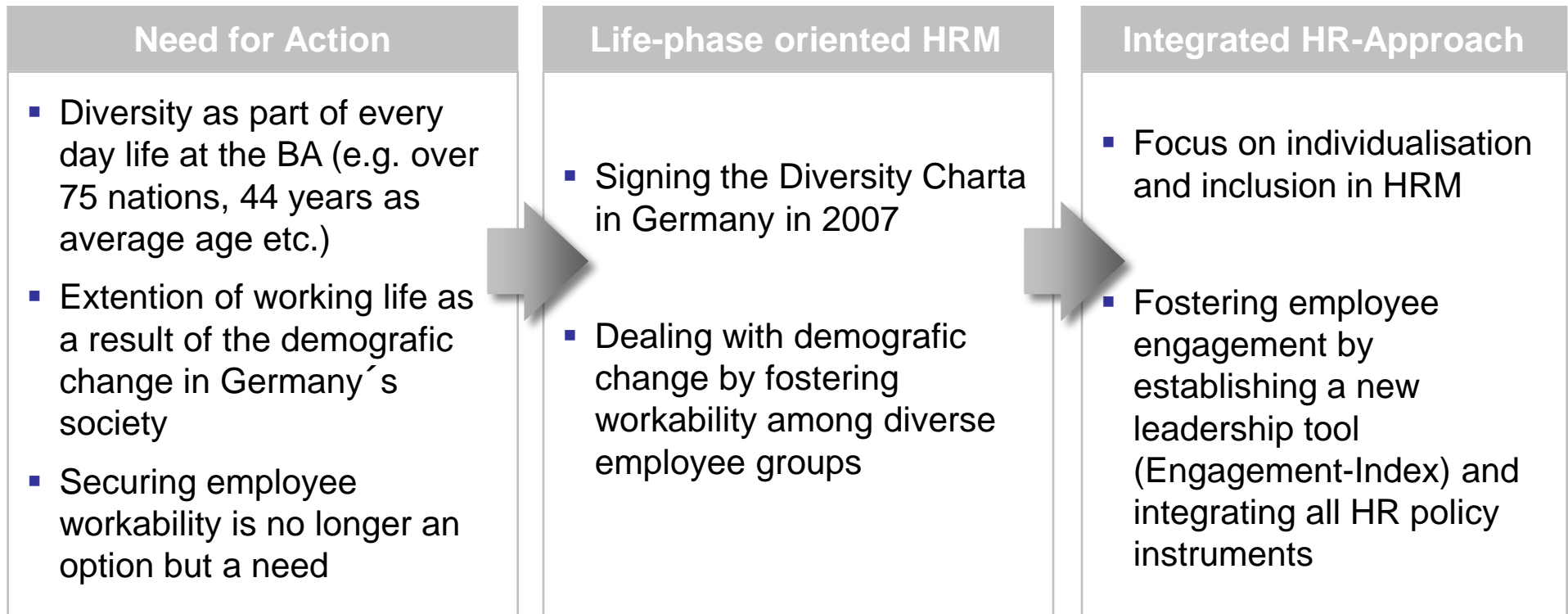
Integrated HRM-Shaping the future in the Public Sector



Life-phase oriented HR policy







- Engagement-Index has slightly **improved** from 2013 to 2014.

2,2 → 2,1*

* 1=good, 6=poor,
32.000 respondents

- Empirical evidence: Units with **higher engagement values** come along with **better customer satisfaction**.



Résumé after two years of experience: Shaping a value driven culture takes time and actions step by step → Fostering engagement in an integrated HR concept is a continuous **cultural development process** within the organisation.

Lessons learned

- Dialogue, dialogue, dialogue..... !
- Promoting adaptive change and transformational leadership
- Involving all stakeholders at an early stage
- Good consultancy of HR Business Partners

Perspectives

- Permanently advancing the life-cycle oriented HR policy concept, e.g. to establish new ways of (intergenerational) learning and knowledge transfer
- Focusing especially on mental health and well-being in the workplace in times of digitalisation and a diverse workforce

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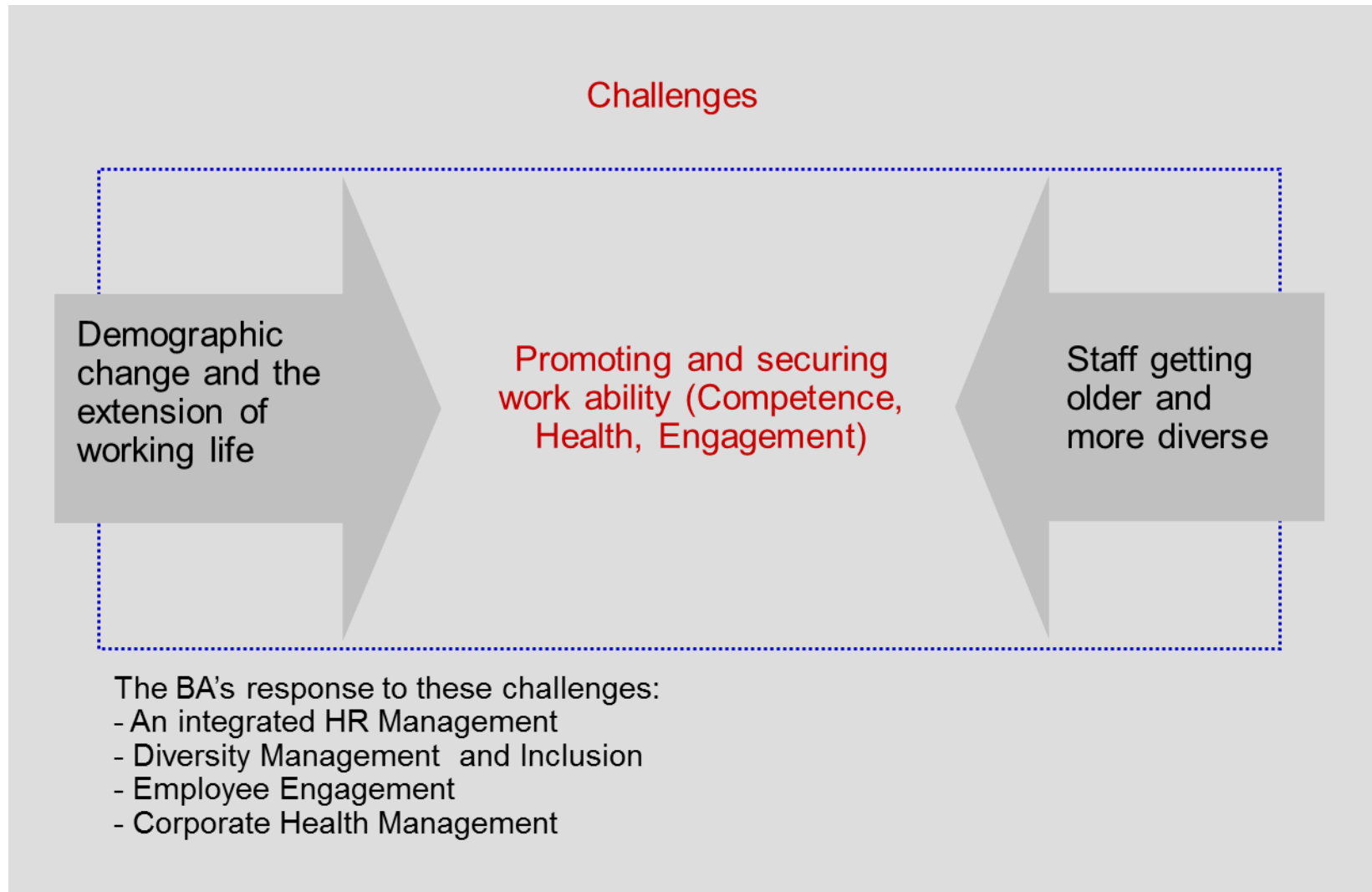
In-depth Working Session: 9.1

Title: Germany (9.1): Promoting workability in
times of change

Name: Dr Beatrix Behrens

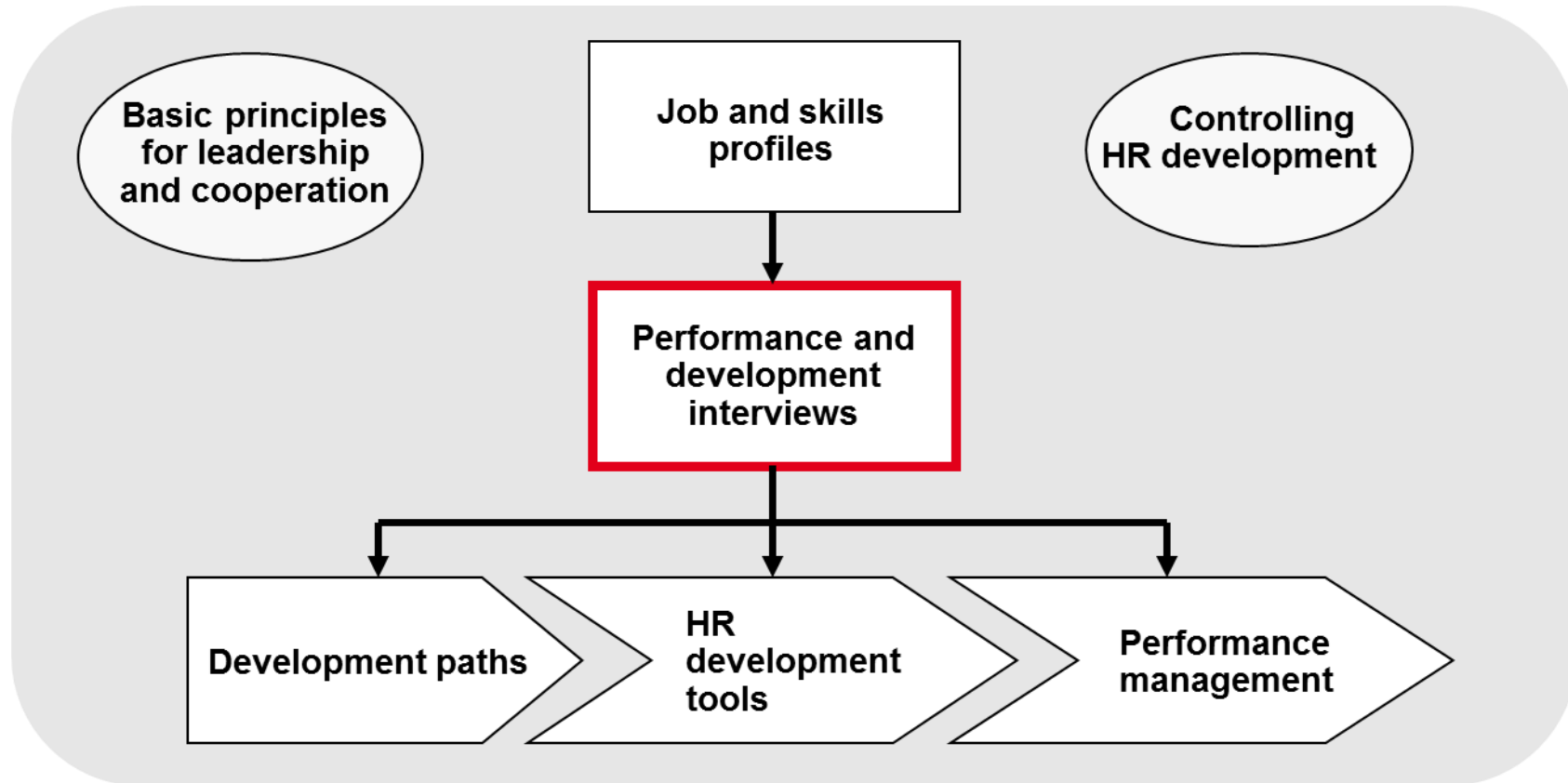


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|---|--|
| 1 | Challenges for HRM |
| 2 | Integrated HRM |
| 3 | Life-phase oriented HR policy |
| 4 | Fostering employee engagement evidence-based |
| 5 | Lessons learned and perspectives |
| 6 | Transferability |
| 7 | Contact |



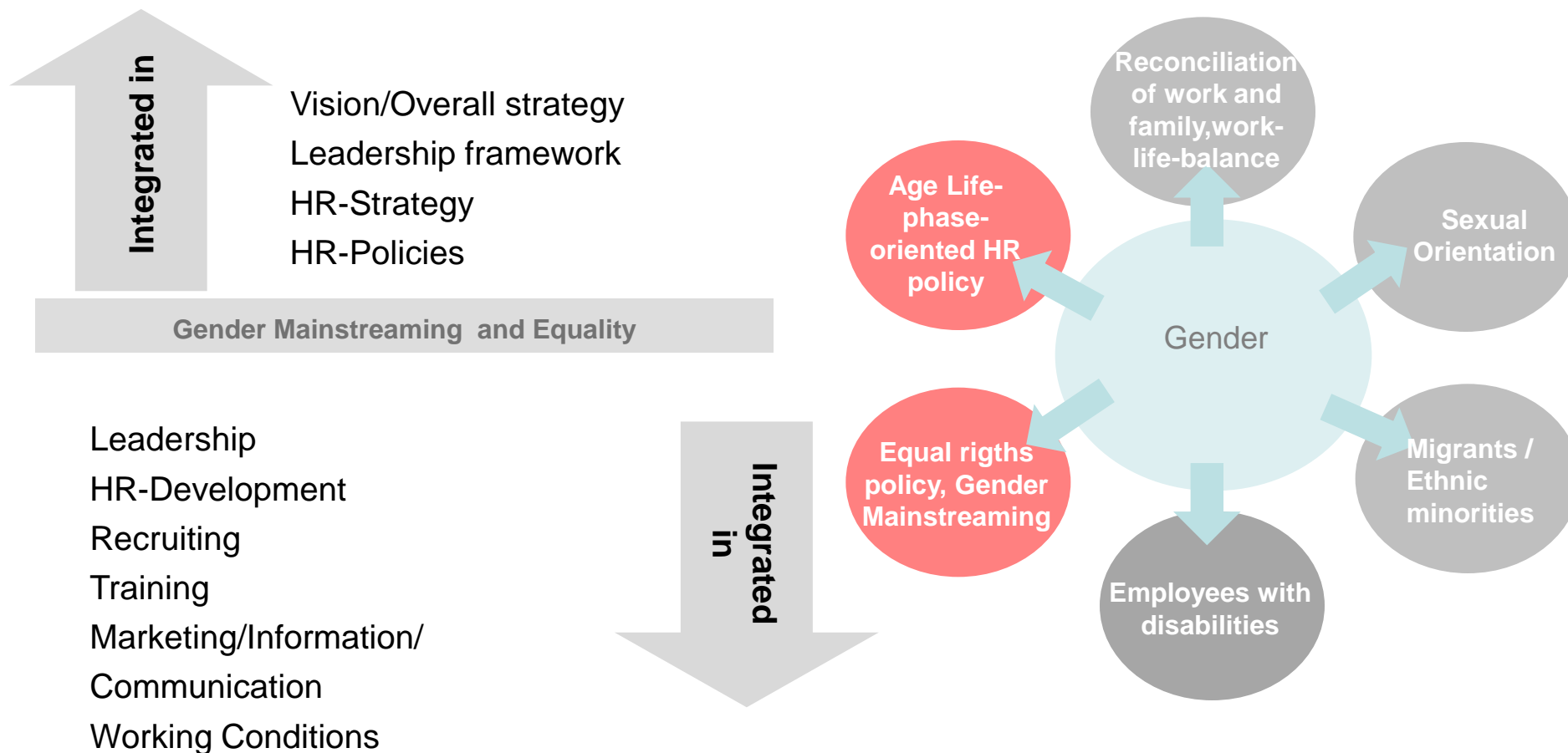
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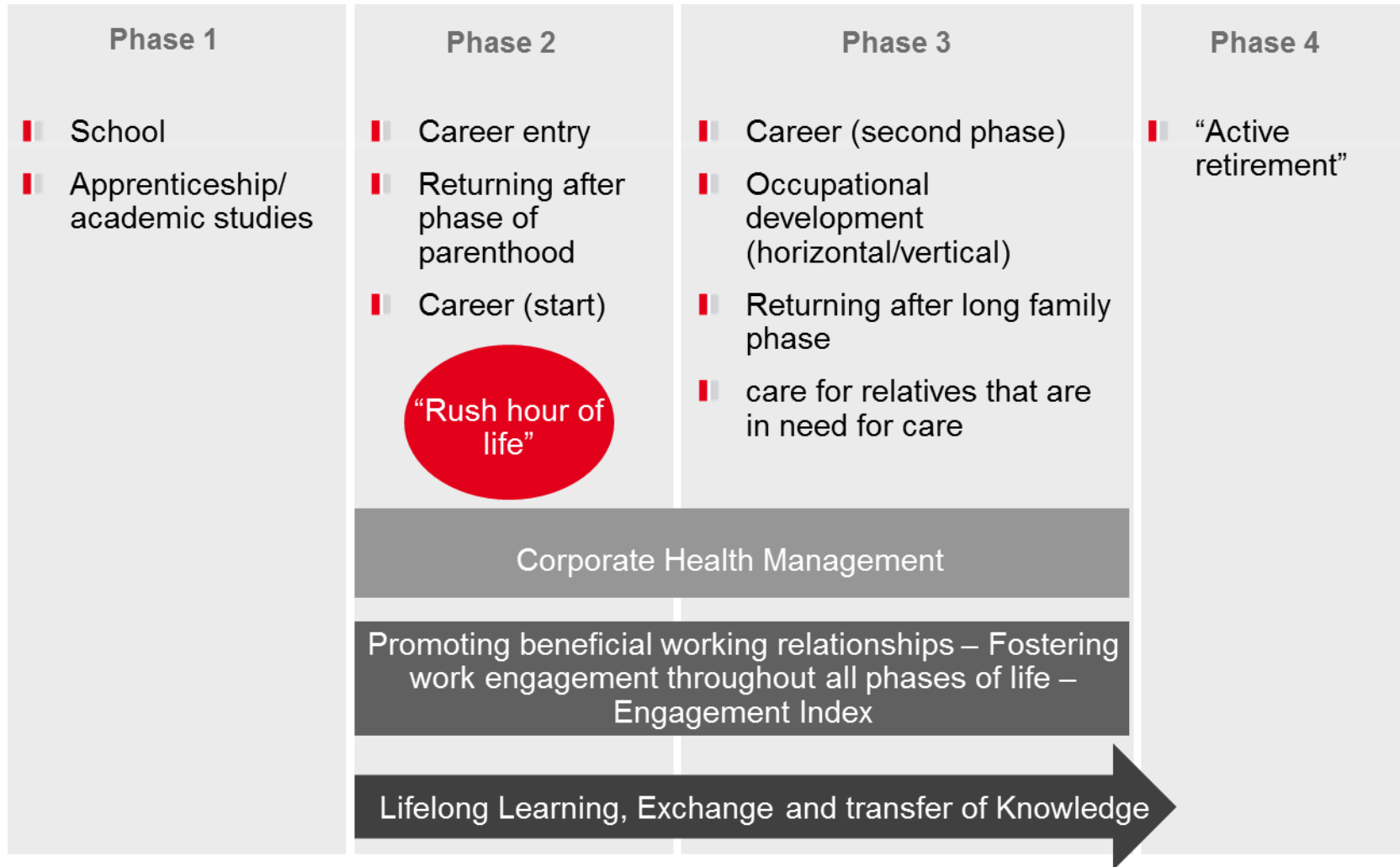




Result of COCOPS research project (2013) showed, that the implementation status of the HR development-tools at the German Public Employment Service is on a high level.

Gender and Diversity sensitive HRM in Public Administration



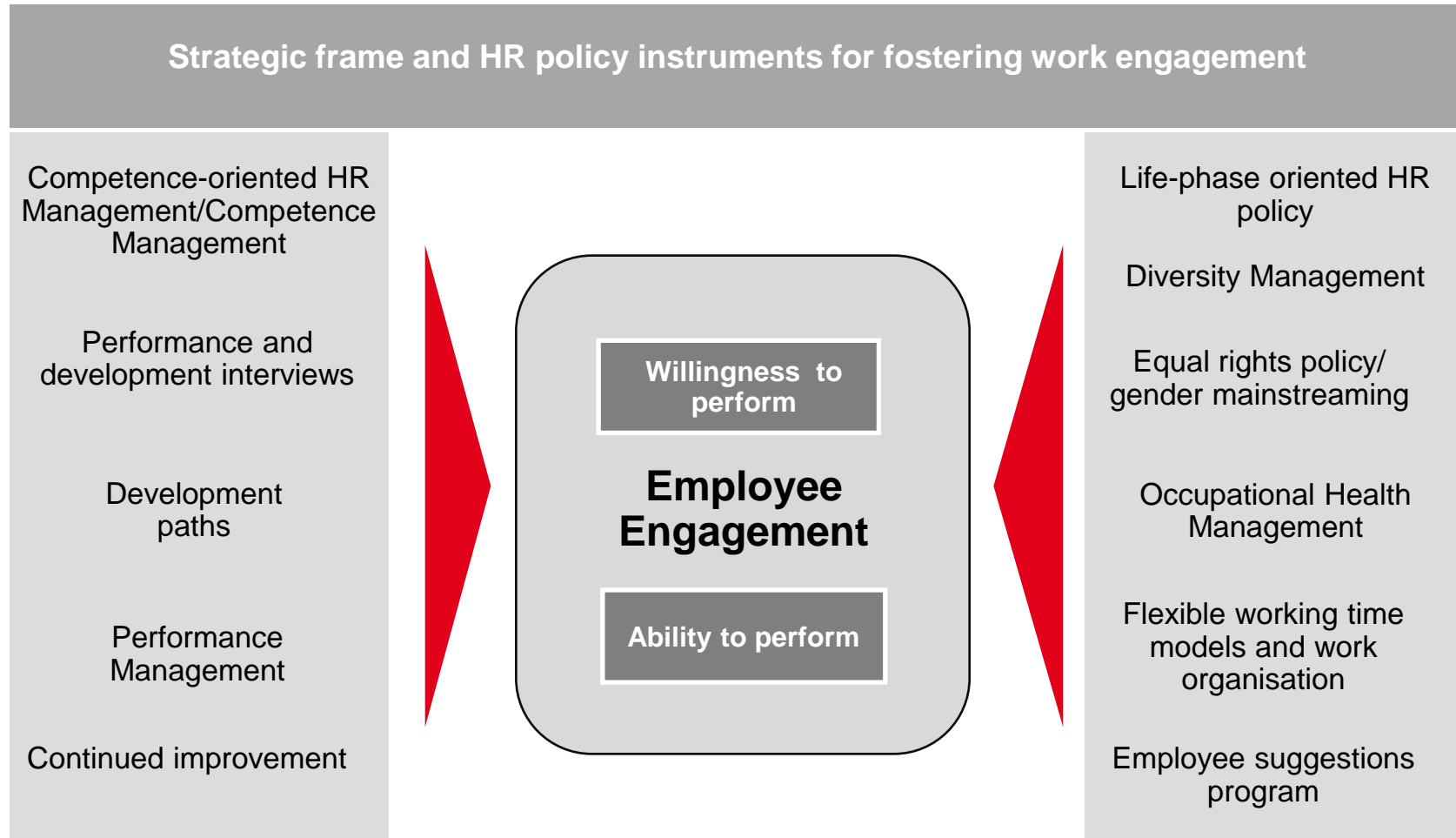


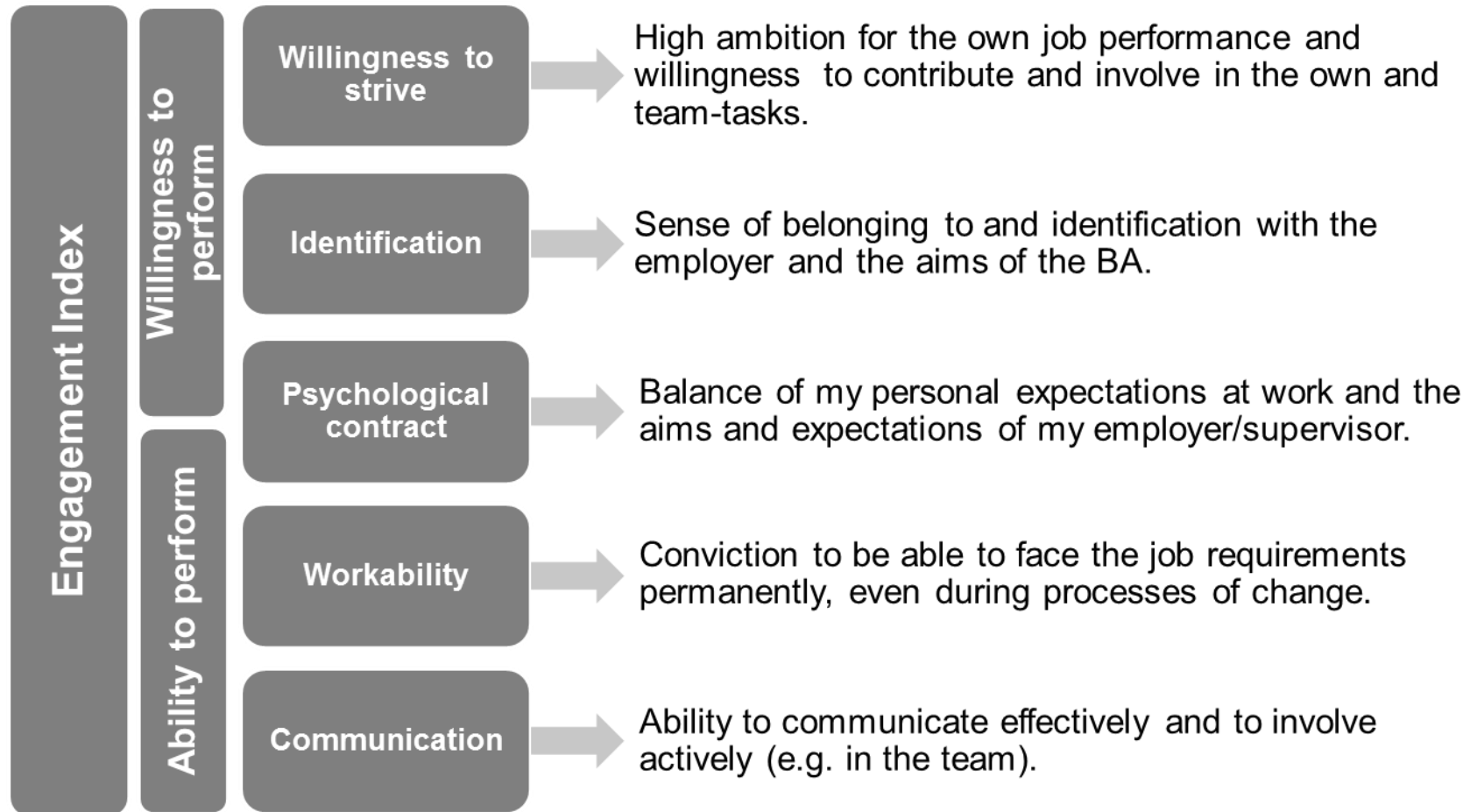
Instruments in 2nd phase

- Dialogue-based management tools (LEDi) considering personal career and life plans for the different age groups
- „Organization service for children and care“ (OKiP)
- Flexible working arrangements
- Three-phase concept for return to work

Instruments in 3rd phase

- Vertical and horizontal personnel development without age limits
- Training measures such as “In the middle of life” or “Preparation for retirement”
- Older Employees as trainers and mentees
- Concept for know-how transfer before retirement (currently in test)





Engagement Index

Willingness to perform (“Want”)

Ability to perform (“Can”)

Willingness to strive

- Strengthening the psychological contract
- Optimizing the person-task fit
- Creating scopes of action
- Supporting
- Counteracting discrimination

Identification

- Leaders should identify with the BA and their own goals
- Making BA goals transparent and understandable
- Motivating for measures of continuous improvement
- Counteract discrimination
- Diversity Management

Psychological contract

Transparency through communication

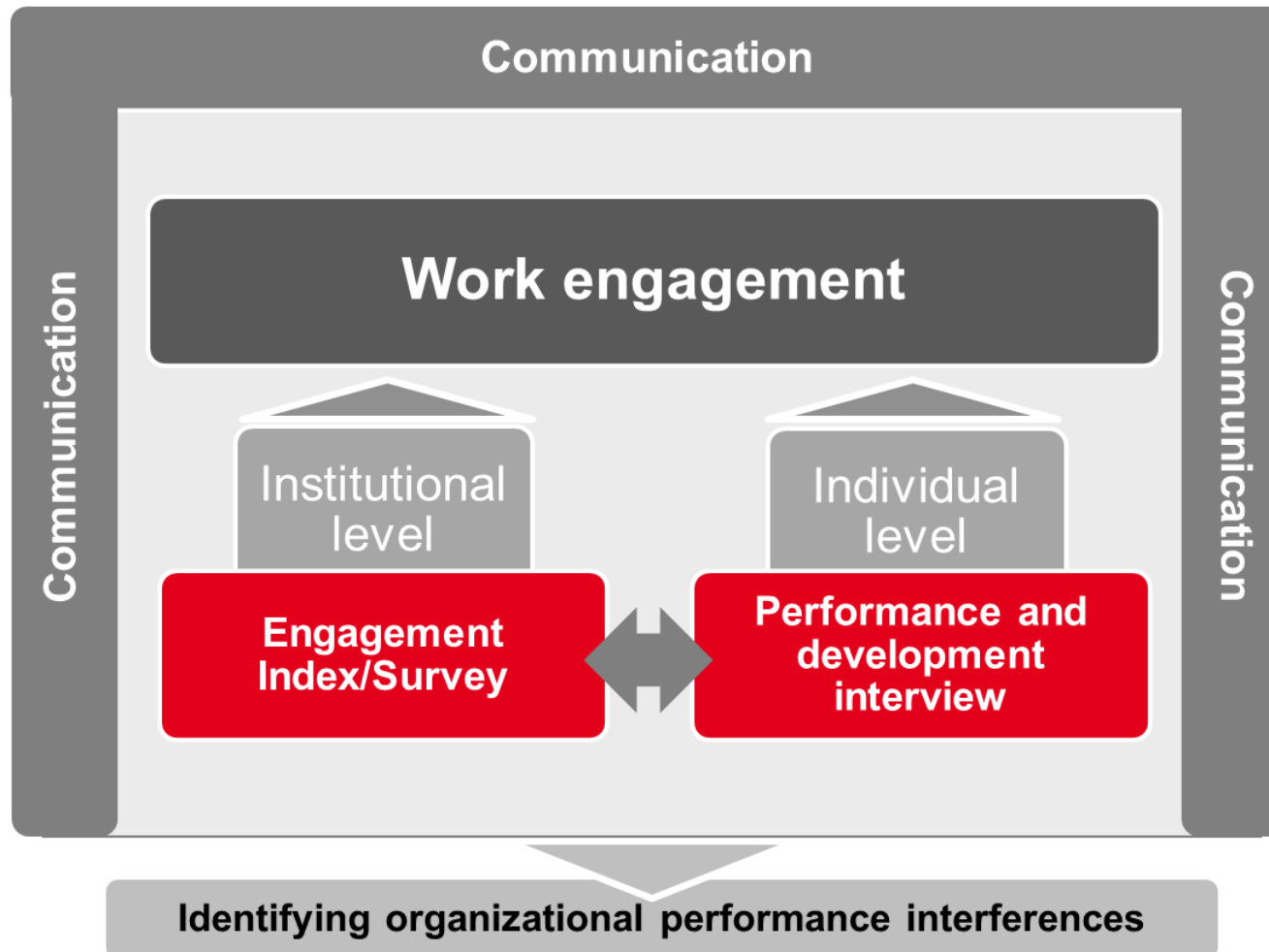
- Acknowledging needs and expectations
- Fulfilling needs and expectations; creating new offerings
- Dealing with needs and expectations that cannot be fulfilled

Workability

- Suitable measures of balancing work and family life
- Engaging in active Health Management
- Optimizing the person-task fit
- Enhancing competencies
- Talent Management

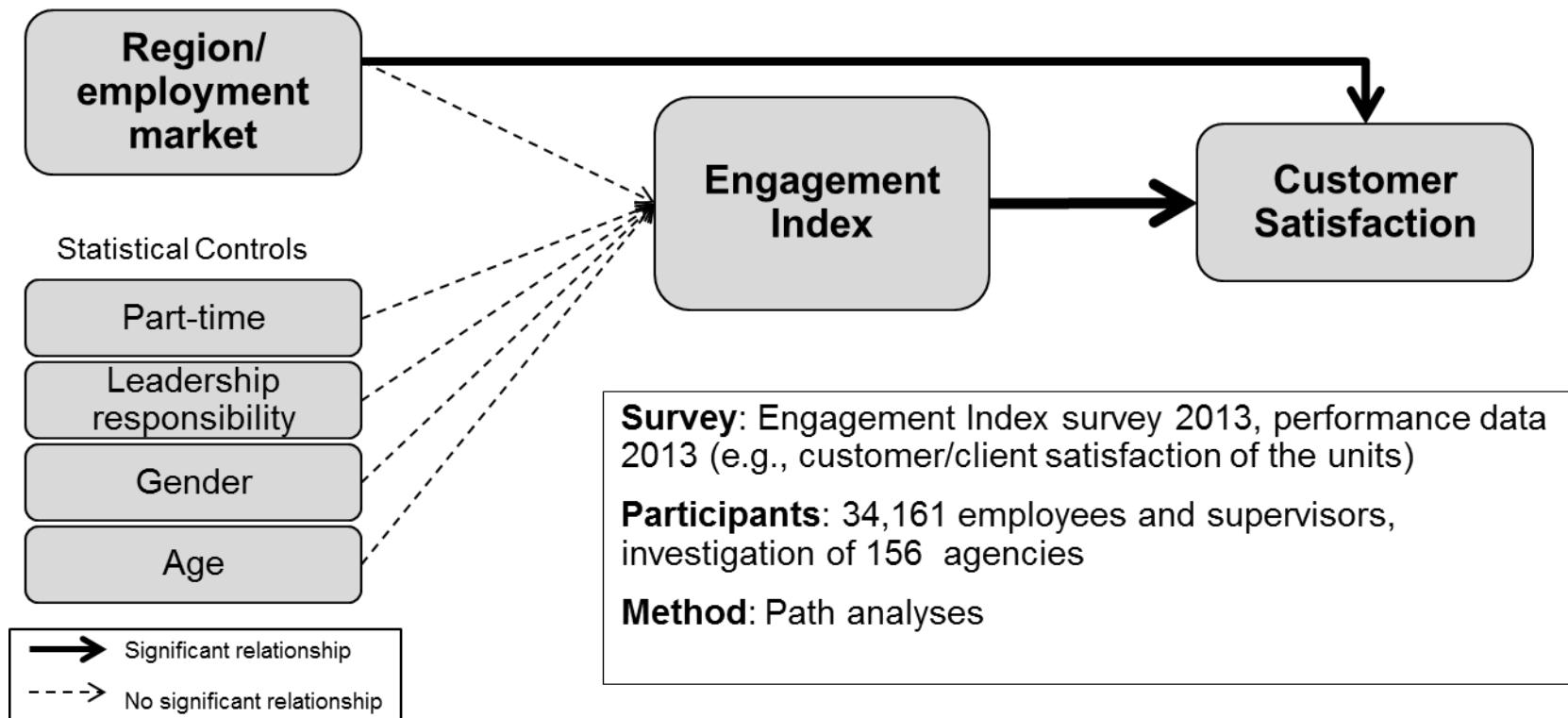
Communication

- Team-building strategies
- Setting common objectives
- Developing social and communication skills
- Diversity Management



Path analyses

- Positive impact of the Engagement Index on customer satisfaction
- Even after controlling for demographic and structural characteristics
- Regional characteristics have an impact as well



Lessons learned

- Dialogue, dialogue, dialogue..... !
- Promoting adaptive change and transformational leadership
- Involving all stakeholders at an early stage
- Good consultancy (HR Business Partner)

Perspectives

- Permanently advancing the life-cycle oriented HR policy concept, e.g. to establish new ways of (intergenerational) learning and knowledge transfer
- Focusing especially on mental health and well-being in the workplace in times of digitalisation and a diverse workforce

- Integrated approach is suitable for all organisations

Define your strategy to
respond to the upcoming
challenges

Support a clear understanding of
the roles of top leadership and
direct managers and promote
transformational change

Step 1

Step 2

Step 3

Work evidence-based and
integrate all your HR
functions into the model

Thank you for your attention

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