

8th Quality Conference

Parallel Session: 9

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

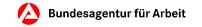
Name: Dr Beatrix Behrens



Agenda



- 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 Contact









Federal German Employment Agency



Unemployment Insurance

Governance Board

Employers' Trade Public Organizations Unions Authorities

Federal Ministry of Labour and Social Affairs

Basic Income Support for Jobseekers

National level

Head Office Management Board

Member and

Chief Business Development Officer (CBDO) Chair of the Men Management Chief Board and CEO Office

Member and Chief Operating Officer (COO)

10

Federal Republic



Regional level

Regional Directorates

Management Board CFO CEO COO

16 Federal States



Local level

Shared Services

40

40

52

Benefits Administrative Call Services Centres

Local Agencies

Management Board

604

156

approx. 400 administrative districts

Branch Offices

Jobcentres

(BA / Municipality)









303

Challenges for HRM



- 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





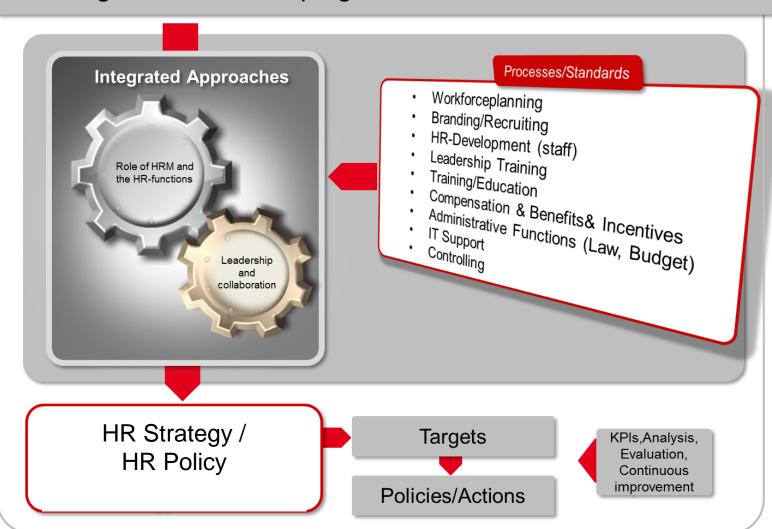


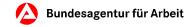


An integrated HRM is needed



Integrated HRM-Shaping the future in the Public Sector











Life-phase oriented HR policy



Phase 1

- School
- Apprenticeship/ academic studies

Phase 2

- Career entry
- Returning after phase of parenthood
- Career (start)

"Rush hour of life"

Phase 3

- Career (second phase)
- Occupational development (horizontal/vertical)
- Returning after long family phase
- care for relatives that are in need for care

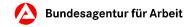
Phase 4

"Active retirement"

Corporate Health Management

Promoting beneficial working relationships – Fostering work engagement throughout all phases of life – Engagement Index

Lifelong Learning, Exchange and transfer of Knowledge









Integration of different HR instruments



Strategic frame and HR policy instruments for fostering work engagement

Competence-oriented HR Management/Competence Management

Performance and development interviews

Development paths

Performance Management

Continuous improvement

Willingness to perform

Employee Engagement

Ability to perform

Life-phase oriented HR policy

Diversity Management

Equal rights policy/ gender mainstreaming

Occupational Health Management

Flexible working time models and work organisation

Employee suggestions program









Development of an integrated HRM



Need for Action

- Diversity as part of every day life at the BA (e.g. over 75 nations, 44 years as average age etc.)
- Extention of working life as a result of the demografic change in Germany's society
- Securing employee workability is no longer an option but a need

Life-phase oriented HRM

- Signing the Diversity Charta in Germany in 2007
- Dealing with demografic change by fostering workability among diverse employee groups

Integrated HR-Approach

- Focus on individualisation and inclusion in HRM
- Fostering employee engagement by establishing a new leadership tool (Engagement-Index) and integrating all HR policy instruments









Results of fostering engagement



Engagement-Index has slightly improved from 2013 to 2014.

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 \rightarrow Fostering engagement in an integrated HR concept is a continuous **cultural development process** within the organisation.









Lessons learned and perspectives

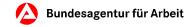


Lessons learned

- 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











8th Quality Conference

In-depth Working Session: 9.1

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

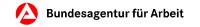
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Agenda



Challenges for HRM Integrated HRM Life-phase oriented HR policy Fostering employee engagement evidence-based Lessons learned and perspectives 6 Transferability Contact









Challenges for employers



Challenges

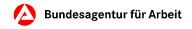
Demographic change and the extension of working life

Promoting and securing work ability (Competence, Health, Engagement)

Staff getting older and more diverse

The BA's response to these challenges:

- An integrated HR Management
- Diversity Management and Inclusion
- Employee Engagement
- Corporate Health Management



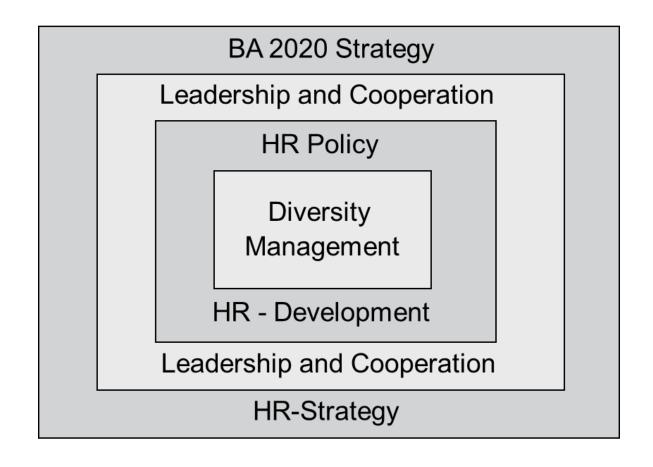






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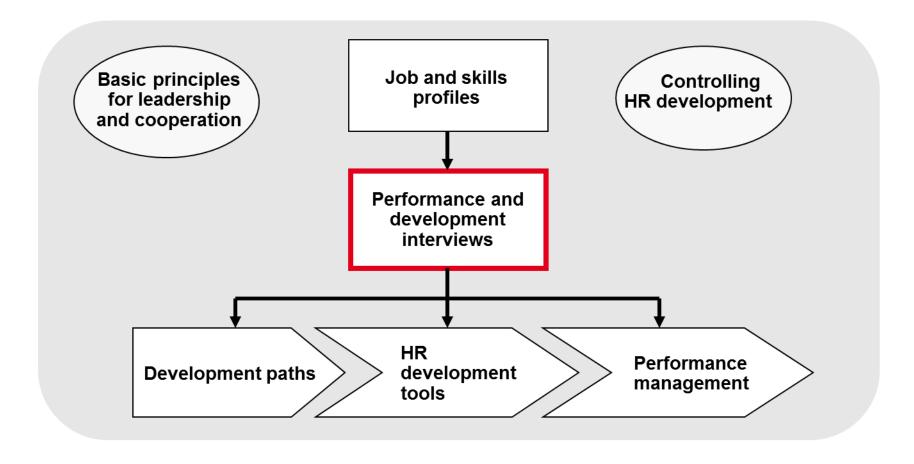






HR-Developement at the BA





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.









Integration of all Target groups



Gender and Diversity sensitive HRM in Public Administration

Integrated in

Vision/Overall strategy

Leadership framework

HR-Strategy

HR-Policies

Gender Mainstreaming and Equality

Leadership

HR-Development

Recruiting

Training

Marketing/Information/

Communication

Working Conditions

Integrated in

Age Lifephaseoriented HR policy

Gender

Reconciliation

of work and

family,work-

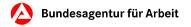
life-balance

Equal rigths policy, Gender Mainstreaming

> **Employees** with disabilities

Orientation

Migrants / **Ethnic** minorities









Life-phase oriented HR policy



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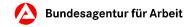
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Life-phase oriented HR instruments

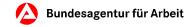


Instruments in 2nd phase

- 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)









Integration of HR instruments



Strategic frame and HR policy instruments for fostering work engagement

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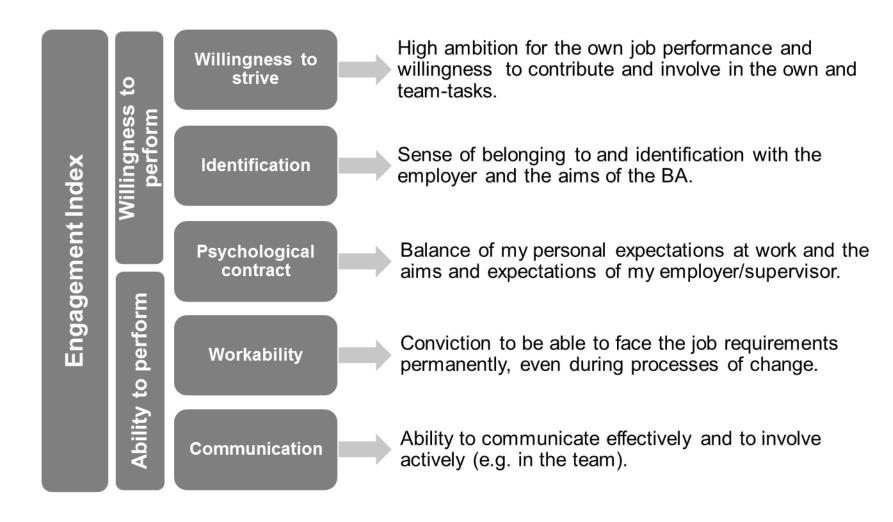


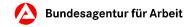




Engagement - Evidence-Based













How to influence engagement



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

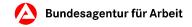
- Acknowledging needs and expectations
- Fulfilling needs and expectations; creating new offerings
- Dealing with needs and expectations that cannot be fulfilled

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



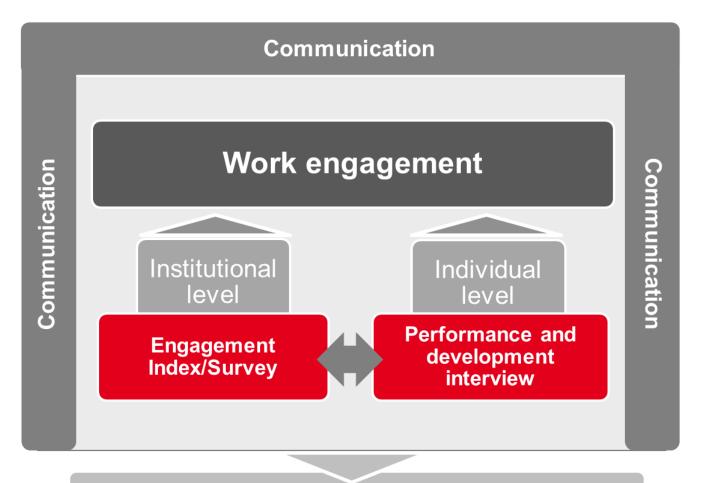






Dialogue-based leadership tools





Identifying organizational performance interferences







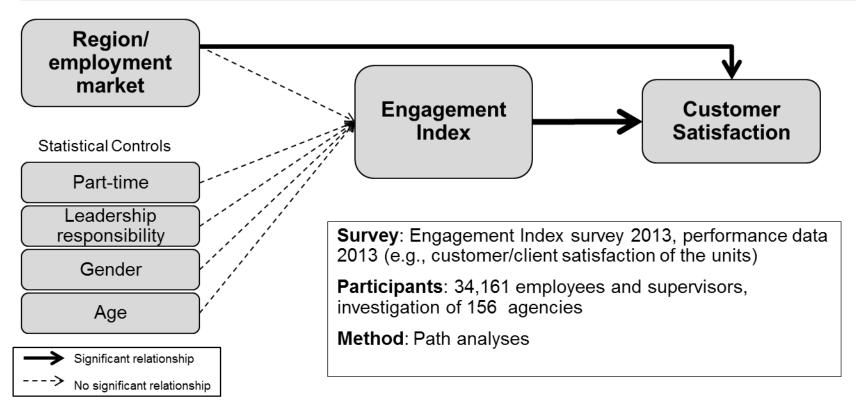


Engagement and Customer Satisfaction



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 and perspectives

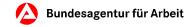


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Transferability



Integrated approach is suitable for all organisations

Define your strategy to respond to the upcoming challenges

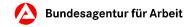
Support a clear understanding of the roles of top leadership and direct managers and promote transformational change

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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