Job-rotation between companies in regional networks as a tool to maintain employability

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Background

Regarding your current job requirements: Do you think that you can do your job until retirement age without any limitations?

- 46,00% Yes, probably
- 43,00% No, probably not
- 11,00% I don’t know

Source: DGB-Index Gute Arbeit 2014
Background

Knowledge society

- work 4.0, digitalization, knowledge and competence as key competitive factors
- securing and development of competencies and motivation across the whole working life

Demographic change

- extended working life, ageing employees
- preservation of the employability
What to do?

- job rotation can help to increase/maintain one's employability

<table>
<thead>
<tr>
<th>Health</th>
<th>Qualification</th>
<th>Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• decrease of physical and mental stress</td>
<td>• in consideration of one's individual performance</td>
<td>• no loss of appreciation</td>
</tr>
<tr>
<td>• regarding the work environment</td>
<td>• higher continuing education rates</td>
<td>• creation of new task fields</td>
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<tr>
<td>• regarding the job design</td>
<td>• facilitation of lifelong learning</td>
<td>• establishment of a age-friendly culture</td>
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</tbody>
</table>
What to do?

### large company
- Job 1
- Job 2
- Job 3
- Job 4
- Job 5
- Job 6
- Job 7
- Job 8
- Job 9
- Job 10
- Job 11
- Job 12

### small company
- Job 1
- Job 2
- Job 3
- Job 4
- Job 11
- Job 12
- Job 9
- Job 10
- Job 5
- Job 6
- Job 7
- Job 8

### regional network
What to do?

Job-rotation in regional networks

- Company A: "roofing" (physical work) - 3 years
- Company B: "roofing" (physical work) - 15 years
- Company C: "roofing" + "administration" (physical + mental work) - 10 years
- Company D: "administration" (mental work) - 5 years

- Vocational training
- Further training (administration)
What to do?

Regional company networks

**Hazard assessment**
- analysis of mental and physical stressors

**Competence measurement**
- analysis of individual competencies
- personal, social, professional competencies etc.

**Job profiling**
- analysis of current job requirements
- professional, mental, physical requirements etc.

**Job rotation between companies**

**Career management**
- long-sighted planning of the working life
- interests, expected salary, qualification

...as a preventive development tool
Project goals

To organise job-rotations between companies as a preventive tool to maintain employability

- to identify current job-rotation models
- to gather legal, economic and political conditions of preventive job-rotations
- to establish regional (company) networks
- to develop preventive tools (to support job-rotations)
- to generate real cases

Together with...

- ...companies
- ...employees
- ...social partners
- ...social security agencies
- ...regional stakeholders
- ...regional networks

From Disability-Management to Ability-Management!
## Work packages

### Analysis status quo
- expert interviews
- interviews with employees
- job analyses
- employee surveys

### (Legal) framework
- possibilities of financing
- actors (social security agencies, trade unions...)
- cost-benefit analysis

### Network building
- acquisition of companies
- information events
- supervising the networks

### Case management
- support of individual employees
- designing qualification measures
- evaluation
Legal framework (initial results)

Research interest
- How to finance preventive qualification measures?

Assumption
- German social security agencies (accident insurance, pension insurance, health insurance, unemployment insurance): stronger focus on preventive scenarios
  - they may finance preventive qualification measures

Research methods
- expert interviews
- expert workshops

Results
- German security agencies do not finance preventive qualifications measures
- they become active, when employability is at stake (e.g. in case of accidents, diseases)
  - other instruments must be considered: qualification funds, Employer's Alliances, work time accounts...
Employment biographies (initial results)

**Research interest**
- What prevents the employees from job-rotations? What motivates them?

**Research methods**
- interviews with employees
- job analyses

**Results**
- employees with jobs, that do not support learning processes and/or personal development, reject job-rotations (usually physical demanding and low-skilled jobs)
- dilemma: these jobs affect the employability in particular
  - companies with low-skilled jobs must also create a work structure, that has positive effects on learning and/or personal development (e.g. considering communication/cooperation, responsibility, feedback...)
Thank you for your attention!
BACK-UP
What to do?

**Regional company networks**

**Cooperatively support**
- networking, low-cost-consulting, emotional support

**Companies can learn from each other**
- knowledge transfer: best practices, expert opinions, experience exchange

**Regional networking**
- knowledge-sharing through trust and crossing system boundaries

**Plattform bieten**
- dialogue with policy makers, associations and public

**Multidisciplinary design**
- cooperation between employees, entreprenuers, scientiests, policy makers, social security etc.