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?

- Yes, probably: 46.00%
- No, probably not: 43.00%
- I don't know: 11.00%

Source: DGB-Index Gute Arbeit 2014

➢ jobs with a „limited time of work activity“ (Behrens 1994)
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 (e.g. Oschimansky/Schmid/Uhrig 2001; Skrubbeltrang 1999; Schömann/Mytzek/Gülker 1998)

<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>
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<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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</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

group

small company
Job 1  Job 2
Job 11  Job 12

small company
Job 3  Job 4
Job 5  Job 6
Job 7  Job 8

regional network
What to do?

Job-rotation in regional networks

3 years
Company A
„roofing“ (physical work)

vocational training

15 years
Company B
„roofing“ (physical work)

further training
(administration)

10 years
Company C
„roofing“ + „administration“ (physical + mental work)

Company D
„administration“ (mental work)

5 years
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

Infopool

...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 (in order to support job-rotations)
- to generate real cases

Together with...

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

„action/intervention research“
(Denisow 1997; Fricke 1997; Latniak/Wilkesmann 2005)
Work packages

<table>
<thead>
<tr>
<th>Analysis status quo</th>
<th>(Legal) framework</th>
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<tbody>
<tr>
<td>• expert interviews</td>
<td>• possibilities of financing</td>
</tr>
<tr>
<td>• interviews with employees</td>
<td>• actors (social security agencies, trade unions...)</td>
</tr>
<tr>
<td>• job analyses</td>
<td>• cost-benefit analysis</td>
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<td>• employee surveys</td>
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<table>
<thead>
<tr>
<th>Network building</th>
<th>Case management</th>
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<tr>
<td>• acquisition of companies</td>
<td>• support of individual employees</td>
</tr>
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<td>• information events</td>
<td>• designing qualification measures</td>
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<tr>
<td>• supervising the networks</td>
<td>• evaluation</td>
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</table>
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 (Bogner/Littek/Menz 2005)
- 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 (Rosenthal 1995)
- job analyses (Debitz et al. 2016)

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 job design that has positive effects on learning and/or personal development (e.g. considering communication/cooperation, responsibility, feedback...)
Exemplary network

**Facts and figures**

- Network of four craft companies (roofing, painting, bricklaying, civil engineering)
- Small companies (average number of employees: 5-10)
- Rural area suffered from skills shortage
- Main challenges: aging employees + physical demanding jobs + no resources to establish innovative job tools
Exemplary network

**Background**
- all four companies are using special vehicles and machines that need regular maintenance and reparation
- before cooperation: each company bought this services from a third party company (externalisation)

**Solution**
- together the four companies founded their own maintenance/reparation company
- advantages:
  - creation of new jobs that are less physical demanding (approximately 5 new jobs)
  - due to the new business: significant savings in maintenance/repair costs
  - forthcoming: offering the services to other companies

**Use of the tools**
- hazard assessment: Are the new jobs mentally and/or physically demanding?
- job profiling: Which competencies does a employee need to do the new job?
- competence measurement: Which competencies does the employee have?
- career management: When should the employee start doing the new job? Are there any other options?
Thank you for your attention!
References


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, entrepreneurs, scientists, policy makers, social security etc.