

# TErrA

Tätigkeitswechsel zum  
Erhalt der Arbeitsfähigkeit



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

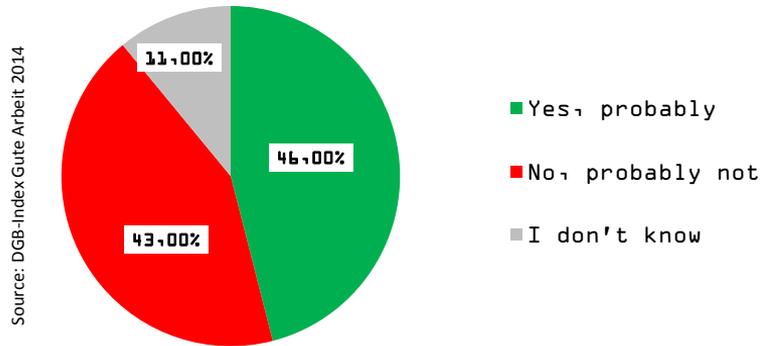
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Berkeley, USA



## Background

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



➤ **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



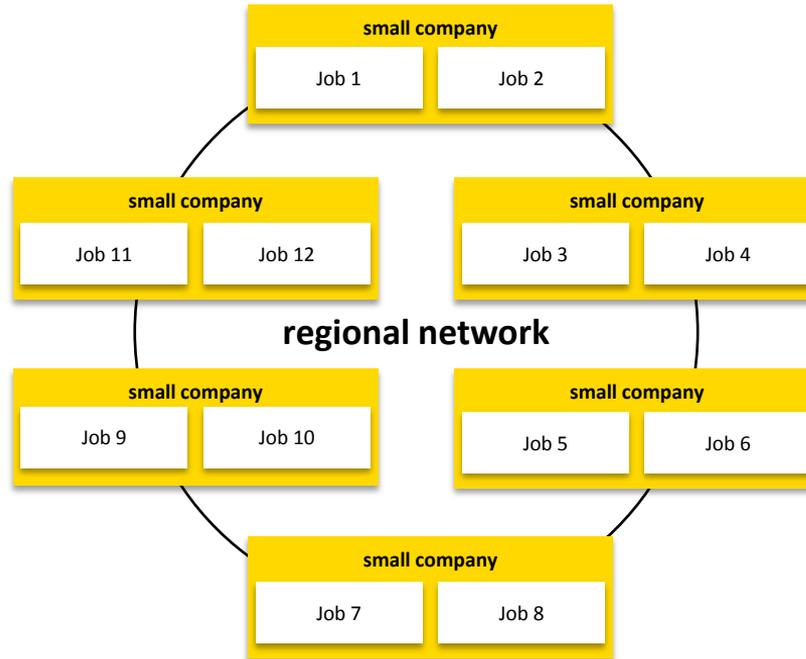
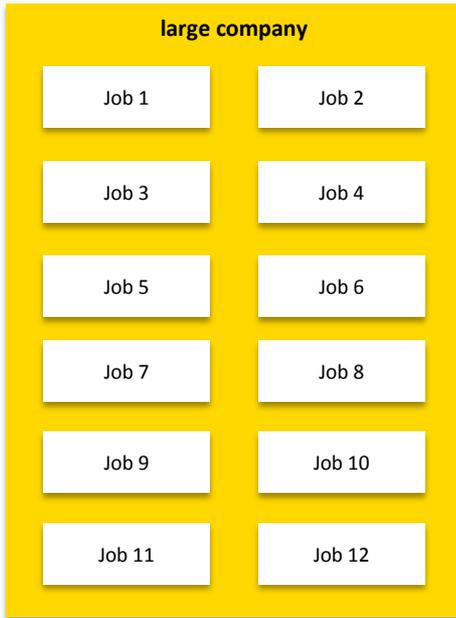
## What to do?

- job rotation can help to increase/maintain one's employability (e.g. Oschimansky/Schmid/Uhrig 2001; Skrubbeltrang 1999; Schömann/Mytzek/Gülker 1998)

Health	Qualification	Motivation
<ul style="list-style-type: none"><li>• decrease of physical and mental stress<ul style="list-style-type: none"><li>• regarding the work environment</li><li>• regarding the job design</li></ul></li></ul>	<ul style="list-style-type: none"><li>• in consideration of one's individual performance</li><li>• higher continuing education rates</li><li>• facilitation of lifelong learning</li></ul>	<ul style="list-style-type: none"><li>• no loss of appreciation</li><li>• creation of new task fields</li><li>• establishment of a age-friendly culture</li></ul>

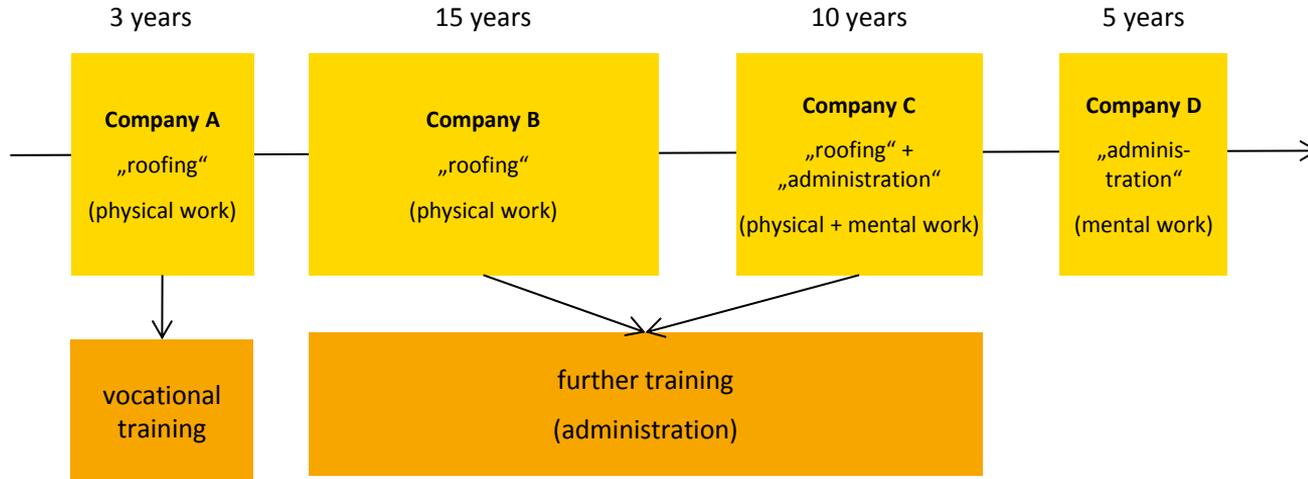


## What to do?



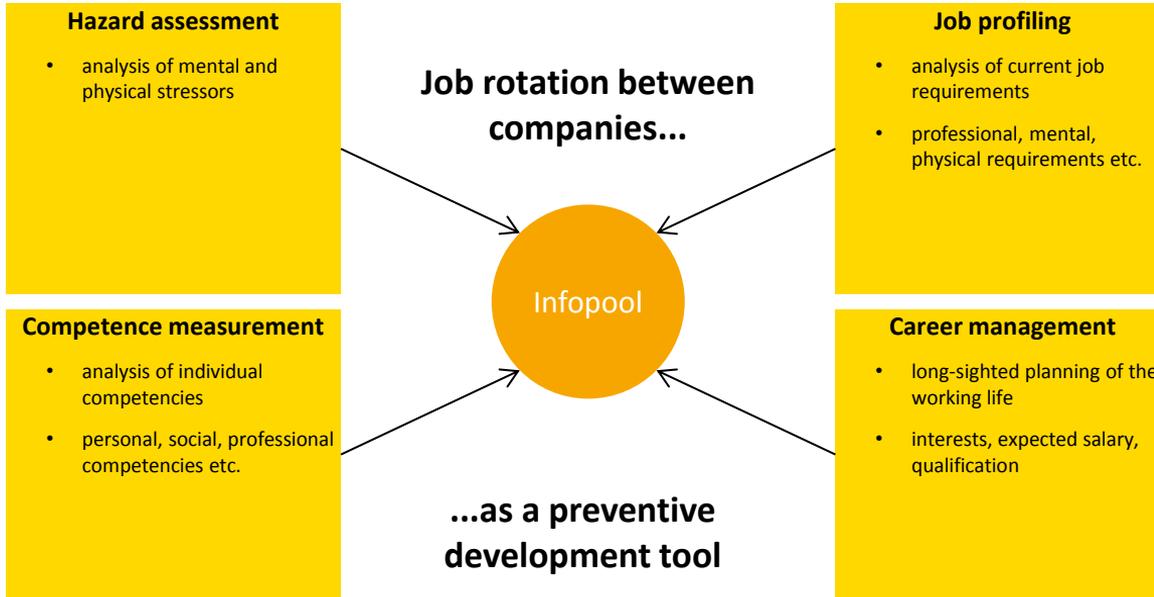
## What to do?

### Job-rotation in regional networks



## What to do?

### Regional company networks



## 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

### 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 (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

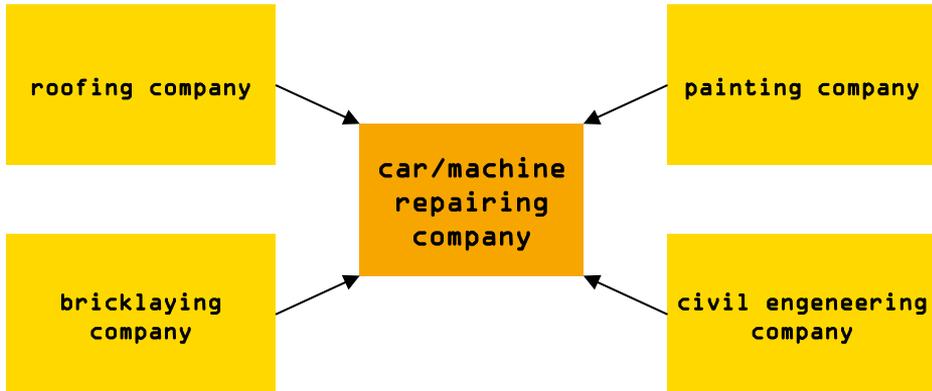
- employees with jobs, that do not support learning processes and/or personal development, reject job-rotations (usually physical demanding and low-skilled jobs)
- dilemma: these jobs affect the employability in particular
- companies with low-skilled jobs must also create a job design that has positive 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 repairation
- before cooperation: each company bought this services from a third party company (externalisation)

### Solution

- together the four companies founded their own maintenance/repairation 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!

GEFÖRDERT VOM



Bundesministerium  
für Bildung  
und Forschung

BETREUT VOM



PTKA  
Projektträger Karlsruhe  
Karlsruher Institut für Technologie



Förderschwerpunkt  
Präventive Maßnahmen  
für die sichere und gesunde  
Arbeit von morgen



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# 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.

