Job-rotation as a Tool to maintain Employability: The Interplay between Motivation, Qualification and Health

Dr. Susanne Bartel, Federal Association of Vocational Rehabilitation Centres, Germany
“I have gone through the process of changing my job within the help of TErrA. I became aware of the fact that I cannot carry out my job until retirement age and that I have to become active myself for a change.”

Sven Reuß, employee in the cleaning and disposal service, EDG Entsorgung Dortmund GmbH (city cleaning company)
“Preventive mobility between job tasks is an effective means of maintaining work ability. Unfortunately, however, the possibilities that we can offer internally are limited.”

Frank Hengstenberg, CEO, Managing Director, Entsorgung Dortmund GmbH (city cleaning company)
Objectives & Approach

Develop models of preventive job-rotation in regional corporate networks focusing working-life biographies

- identifying forms of job rotation
- describe framework conditions (legal, economic, political etc.)
- build regional (business) networks
- generate case studies

Together with ...

- ...companies
- ...employees
- ...social partners
- ...social security stakeholders
- ...regional stakeholders
- ...researchers
- ...politicians

From Disability-Management to Ability-Management!
Project Partners
Central Results

- **Job Rotation Process**
  - Consultation
  - Instruments

- **Ten theses** addressing politics, social insurance system, companies and employees
### Dimensions

**Health**
- current and future state of health
- stress and risks at work
- private factors

**Qualification**
- qualifications and soft skills
- potentials
- further education and training

**Motivation**
- motivation in the current job
- life goals
- flexibility and persistence

### Job Rotation process

**Health**
- check foreseeable health effects
- prepare for other jobs
- avoid loss of performance potential

**Qualification**
- support long-term development perspectives
- create job opportunities inside/outside company

**Motivation**
- long-term planning of the work biography
- cross-company career development
- creating concrete perspectives
10 Theses: Shaping preventive working biographies addressing politics, social insurance system, companies and employees
Change of Consciousness

- early health and qualification measures
- raising awareness of employment risks and opportunities

Structures and Responsibility

- promotion of inter-company mobility
- systematic development of preventive HR policy
- social partnership responsibility for employment biographies

Trusting Networking

- new Labour Market Policy Alternative
- strengthening employability, alternative courses of action and flexibility
- social innovation through regional networking

Framework conditions for a life course-oriented social and labour market policy

- benefit triggering entitlement in social insurance is required
- companies and employees need neutral counselling
Präventive Gestaltung von Erwerbsverläufen

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