



## Human resources work and demographics Challenge – Objectives – Fields of action

### 2. Workshop des Projektes „Change“

Wolfgang Anlauff,  
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**ffw GmbH - Gesellschaft für Personal-  
und Organisationsentwicklung**

Allersberger Straße 185/F, D-90461 Nürnberg  
[www.ffw-nuernberg.de](http://www.ffw-nuernberg.de), E-Mail: [info@ffw-nuernberg.de](mailto:info@ffw-nuernberg.de)  
Tel.: 0911/462679-0

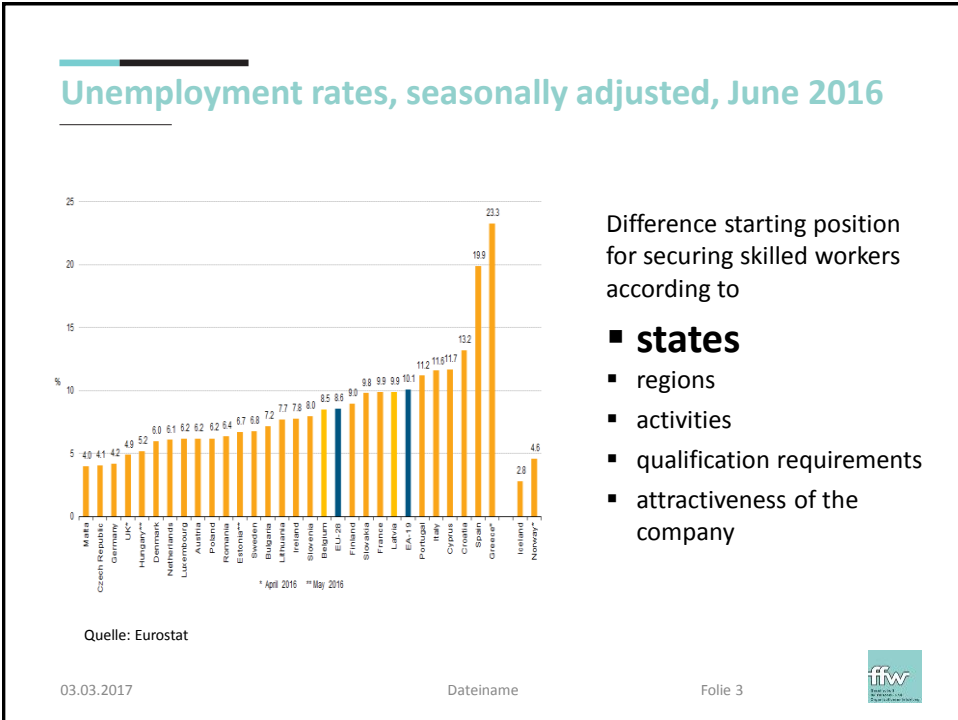
Potenziale entfalten –  
Veränderungen gemeinsam gestalten.



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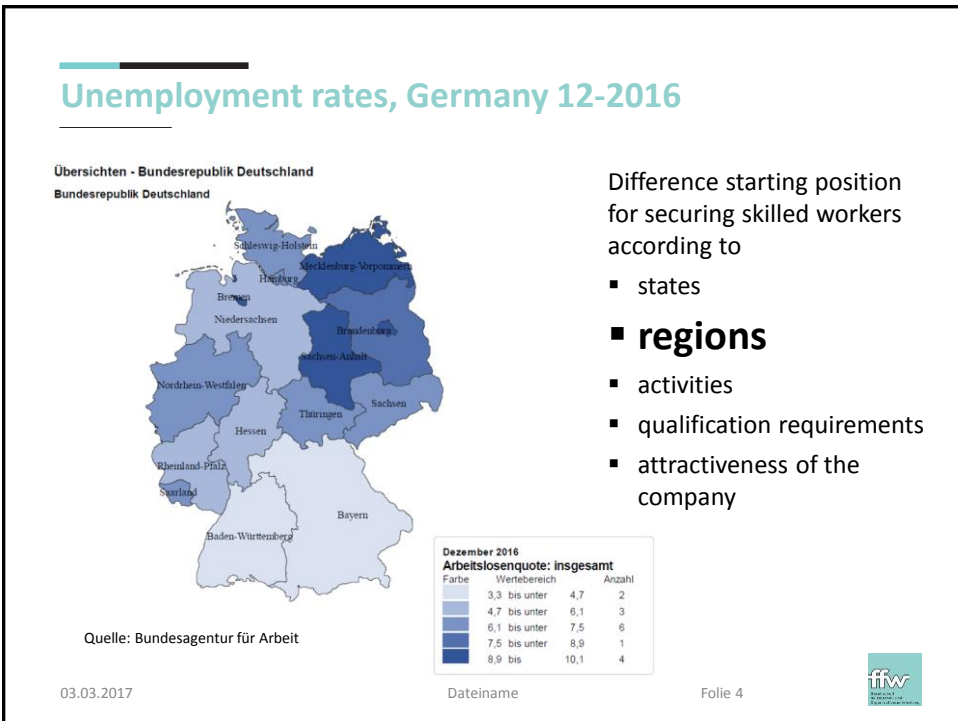
1. Situation
2. Challenges & solutions
3. Examples





Difference starting position for securing skilled workers according to

- **states**
- regions
- activities
- qualification requirements
- attractiveness of the company



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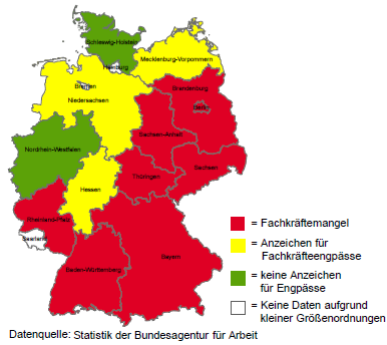
Dezember 2016  
Arbeitslosenquote: insgesamt

Farbe	Wertebereich	Anzahl
Lightest Blue	3,3 bis unter 4,7	2
Light Blue	4,7 bis unter 6,1	3
Medium Blue	6,1 bis unter 7,5	6
Dark Blue	7,5 bis unter 8,9	1
Darkest Blue	8,9 bis 10,1	4



## Fachkräftebedarf nach Berufen

Fachkräfte bzw. Spezialisten  
Mechatronik und Automatisierung  
Dezember 2016



Difference starting position  
for securing skilled workers  
according to

- states
- regions
- **activities**
- qualification requirements
- attractiveness of the company

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## Challenges

### Digitalization & „Arbeit 4.0“

- Technologie und Organisation
- Value chain & internationalization
- Business concept / Products

### Job market & Demography

- Aging workforce
- Bottlenecks with professional forces and structural unemployment
- **Expectation of work (polarizes)**
- Main Thing Work – no matter how bad
- Sense – development (professionally/ personally) - Compatibility

### Effects on

- Number of the jobs
- Quality of the terms of employment
- Qualification standards

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## Strategical solution attempts

### Herausforderungen

- Digitalisierung & Arbeit 4.0**
  - Technologische Innovationen
  - Internationalisierung
  - Geschäftsmodelle / Produkte
- Arbeitsmarkt & Demografie**
  - Alternde Arbeitskraft
  - Engpass bei Fachkräften und strukturelle Arbeitslosigkeit
- Erwartung an Arbeit (polarisiert)**
  - Hauptanliegen: Arbeit ist schlecht
  - Sinn – Entwicklung (beruflich / persönlich) - Kompatibilität

- Wirkungen auf**
  - Anzahl der Arbeitsplätze
  - Qualität der Arbeitsbedingungen
  - Qualifikationsanforderungen

### Proactive action –

### Estimation of the consequences

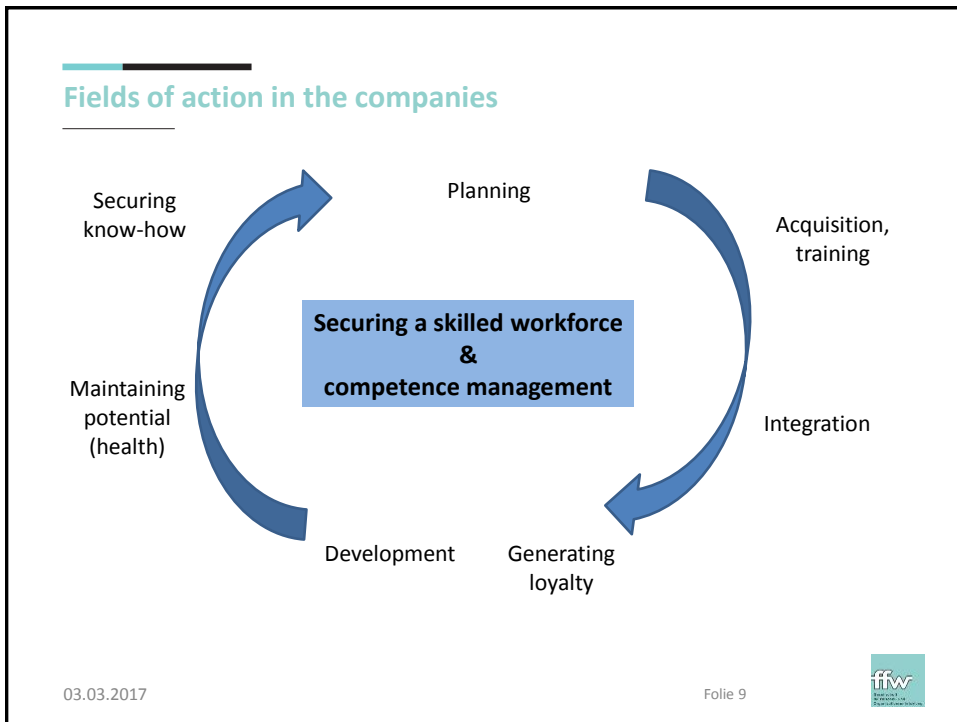
(Arbeit 4.0, Digitalization, Demography & labour market, Expectations of work )

1. **Security in the change** : Employment protect / develop, Perspective for potential victims of the structural change
2. **Qualification**: Professional training, continuing education, educational times
3. **Work design**: learnability - und promote to the health
4. **ways for the development** : technical professionalism & Compatibility occupation and private life
5. **Potential release**: company, Region, line of business, society

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### Securing a skilled workforce and competence management (1)

Field of action	Orientation and measures
<b>Planning</b>	Quantitative: replacement needs (retirement, downtime, fluctuation), staff growth Qualitative: changed job profiles time: when, profile, lead time through training or vocational adjustment
<b>Recruiting</b>	AG-Branding: What distinguishes us? How do we wish to be seen? Own education: vocational training, dual studies, training time Cooperation: with schools, vocational and technical schools and universities, providers of further training, social media Target groups: the unemployed, returnees, migrants, over 30s (2nd chance)
<b>Integration</b>	Thematic, social and cultural initiation (coaching, seminars, staff discussions) close meshed and continuous during the initiation period
<b>Generating loyalty</b>	Developing motivation factors: task design (varied, responsibility, successful management, freedom of action, appreciative feedback culture) maintaining/creating hygiene factors: ergonomics, suitable remuneration, (planning) security, compatibility of career and private life

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## Securing a skilled workforce and competence management (2)

Field of action	Orientation and measures
<b>Development</b>	Activity: work assignments promoting learning, qualification development: horizontal (subject) or vertical development paths (promotion) Contexts: qualification, learning culture, training time, development meetings
<b>Maintaining health</b>	Work structuring: ergonomics, work assignment, work organisation, working hours, learning and development, leadership and corporate culture Avoiding work-related "premature ageing" (health, learning, motivation): enhancement, rotation, development paths health-enhancing behaviour: instruction, seminars, contribution to work structuring
<b>Securing know-how</b>	Persons: job-training of new employees, coaching and mentoring Organisation: shared knowledge in the team/company/group through internal seminars, enhancement through information sessions, job-shadowing in other work areas, creating informal spaces Systems: DP-aided information systems, documentation

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  - Career design
  - Know-how Transfer
  - Collective agreement/ Governmental regulations

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## Objective for activity groups

Activity Group	objective
Brewer	<ul style="list-style-type: none"> <li>• <b>Increase operational flexibility</b></li> <li>• More diverse activity</li> <li>• better labour organisation (less emergencies , reduce extreme shift working, more adaptable vacation planning )</li> </ul>
Maschine leader and system operator in the area of the <b>filling</b>	<ul style="list-style-type: none"> <li>• <b>With change of load (physically/ mentally), reduce health problems</b></li> <li>• Increased flexibility of employees</li> <li>• Increase employee satisfaction</li> <li>• With more diverse activity competence develops and prepares for future changes</li> </ul>
Maintenance (Elektro and mechanics )	<ul style="list-style-type: none"> <li>• <b>Bottlenecks avoid</b></li> <li>• <b>knowledge transfer old – young (new employees)</b></li> </ul>
Logistics	<ul style="list-style-type: none"> <li>• Labour organisation conducive to health (technical ergonomics, Dismantling of physical and psychic load factors )</li> </ul>
all areas	<ul style="list-style-type: none"> <li>• Stock-taking shift working incl. creation recommendations</li> <li>• developing of managerial skills (Outside the project)</li> </ul>

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## course of action

1. Task forces specific for activity form : Executives, Works committee und employees (**B**rewer, **M**aschine leader and system operator, **M**aintenance)
2. Competence matrix for the activity groups develop (B, M, M)
3. Competence aims agree (B, M, Mt)
  - during the next 12 months learn (activity/ Step)
  - During the next 12 months apply
  - Necessary structures and tools create (B, M, Mt)
  - Task descriptions
  - Training plans
  - Persons responsible and standards for training fix
  - Create and fill the load map (nur M)
4. Rotation results fix to support aims as for example change of load, Flexibility of use, avoid bottleneck (B, M, Mt)
5. Optimization of the procedure during and after the test phase (B, M, Mt)

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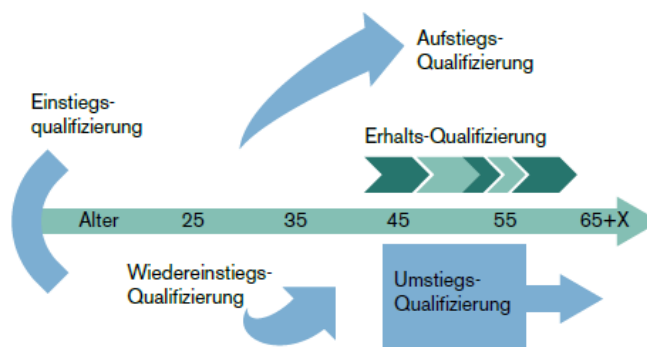
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## Approaches to career design



Aus: Prospektiv GmbH

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## Example: Design development paths

	Chances	We must pay attention to it with the conversion
<b>company</b>	<ul style="list-style-type: none"> <li>• Technical and personal possibility of development</li> <li>• Tying employees to the company and winning new ones</li> <li>• Specialization <u>and</u> generalization</li> <li>• Further development also possible beyond leadership functions</li> <li>• Flexibility of use</li> <li>• Knowledge in the company on a broad employee base</li> </ul>	<ul style="list-style-type: none"> <li>• Short-term quality losses possible</li> <li>• training period</li> <li>• Acceptance for change between professional functions produce (Executives, employees)</li> <li>• Clarity by the remuneration regulations</li> </ul>
<b>employees</b>	<ul style="list-style-type: none"> <li>• More diverse activity</li> <li>• Develop professionalism further</li> <li>• Avoid professional dead-ends</li> <li>• Learning impulses in work</li> </ul>	<ul style="list-style-type: none"> <li>• Balance between competence development and routine</li> </ul>

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## course of action

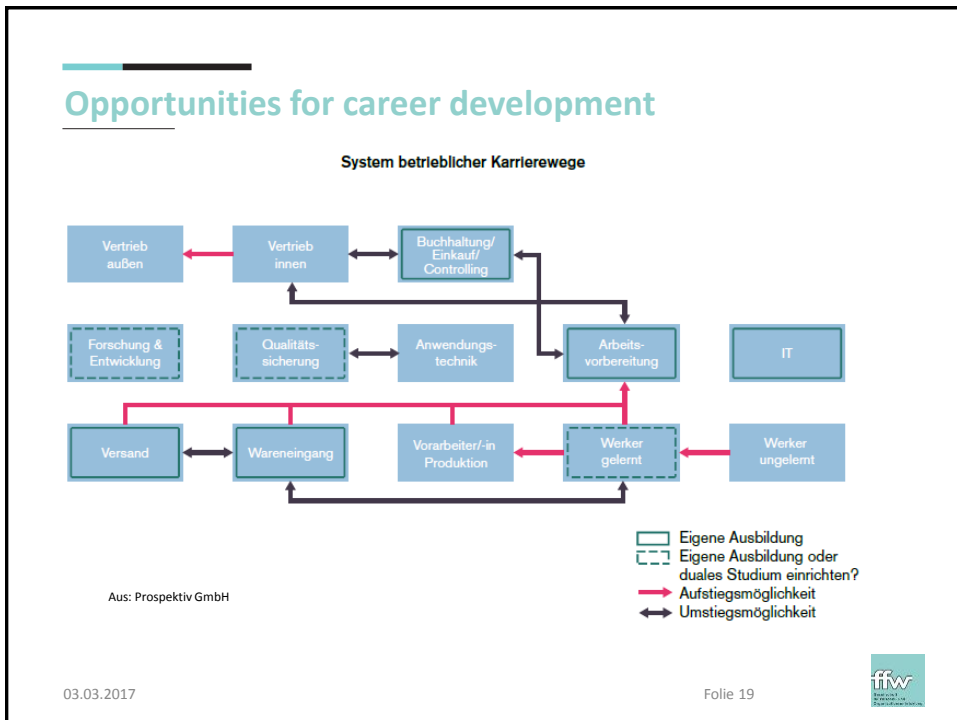
1. Develop (updating) existing task descriptions and requirements (professionally, personally, chronologically, areally)
2. Developing ways define (concept)
  - From where after where ?
  - Ring exchange or occupation chain
  - Duration of activity
  - Training plans (How, as, when, while)
3. Selection of pilot areas and people
4. Pilot phase with accompanying evaluation
5. Transportation in control practise
  - Develop the development map for the company

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## Know-how Transfer

### Challenge :

- Project missions by small loose dimensions
- Long periods between similar orders
- adaptably applicable employees ,
- quality assurance

### Solution approach :

- To secure and distribute know-how

### course of action:

- active integration of the employees with the creation,
- Define process responsibility and tasks,
- Working analyses and process analyses provide,
- Stock-taking knowledge – competence matrix,
- informal knowledge of the employees divide - knowledge formalize
- EDP structures create,
- Access to formalized knowledge train,
- Training of new employees optimise.

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## Knowledge management

### course of action :

- active integration of the employees with the creation,
- Employees work out working analyses and process analyses,
- Stock-taking knowledge – competence matrix,
- Define process responsibility and tasks,
- informal knowledge of the employees divide
- Knowledge formalize
- EDP structures create,
- Access to formalized knowledge train,
- Training of new employees optimise.

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## Example Collective agreement/ Governmental regulations

### collective agreement education

Operational qualification need define

- Development talks with employees (Concreting and agreeing on measures)
- Arrangements for exemptions and assumption of the costs of the measures (differentiation according to company and personal interests)

### Training Fund (France / Netherlands)

Regulations for branches and or regions

- France: 1. 6% of the gross pay sum (2008)
- The Netherlands: up to 2. 5% (on an average 0. 65%) of the gross pay sum (2008)

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## Beispiel Tarifverträge / staatliche Regelungen

### Arbeit 4.0 (discussion BMAS)

- Monitoring „future professional force need“ (country, region, branch)
- Financing of professional continuing education for employees (measure costs, exemption)
- Financing of educational partial time (see Austria)
- Different action logics consider: operational interests, personal interests, economical interests

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Thank you for your attention

Vielen Dank für Ihre Aufmerksamkeit

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Allersberger Straße 185/F, D-90461 Nürnberg  
[www.ffw-nuernberg.de](http://www.ffw-nuernberg.de), E-Mail: [info@ffw-nuernberg.de](mailto:info@ffw-nuernberg.de)  
 Tel.: 0911/462679-0

