



**Silke Steinberg / Rüdiger Klatt
(FIAP e.V.)**

Innovative Tools to combat demographic challenges –
Systemic approaches to develop new solutions in the
labour market

The FIAP and its targets



- The non-profit research institute for innovative and preventive job design (FIAP e.V.) was founded in 2010 by a group of scientists from different disciplines who are engaged in questions and problems of a modern working environment.
- The institute carries out interdisciplinary research projects to investigate fundamental and applied problems in the field of job design and prevention.
- In its government-funded projects and research it deals with the following subjects:
 - New flexible forms of work and employment
 - Dangers to health and possibilities of a job design which is beneficial to health within knowledge work and services
 - Increase in professionalism and organisational structuring of knowledge work and services
 - Trans-national work in Europe
 - Analysis and structuring of flexible work and organisational culture



1. Social and Economic Context (Background of FlexiBalance, DEBBI and similar Projects)
2. FlexiBalance
3. DEBBI
4. Conclusion

1. Social and Economic Context



Initial Situation:

- Demographic change has already caused a lack of qualified workers in Germany.
- Economy and politics have started to develop concepts to activate under used potential in the labor market.
- Broad initiatives for securing skilled personnel and for mobilizing potential that has not yet been realized

1. Social and Economic Context



Target groups for political and economic projects to meet the challenge of the shortage of skilled workers in Germany:

- Women (Employment rate of women between 15 and 64 (63,4%) is below the rate of men (75%)).
- Immigrants (Unemployment rate of immigrants 11,2%, natives 5,2%)
- Poorly qualified young people have difficulty entering the labour market
- Older employees (the share of older employees will grow to 1/3 in 2025)
- Foreign university graduates (11% of the students in Germany come from other countries)

1. Social and Economic Context



Initiatives for securing skilled personnel:

- Targeted development of skilled manpower
- Family-oriented HR policy / work-life balance
- Personnel management based on life stages
- Flexible working hours
- Further Education
- Health promotion

- The projects FlexiBalance and DEBBI are two examples of these initiatives, they are both funded by the German Ministry of Education and Research
- Objective: new solutions for a balance between flexibility and stability in a changing working world, and a mobilization of the whole societal potential.
- Applied research / close cooperation with enterprises, should be directly integrated

2. FlexiBalance



The project:

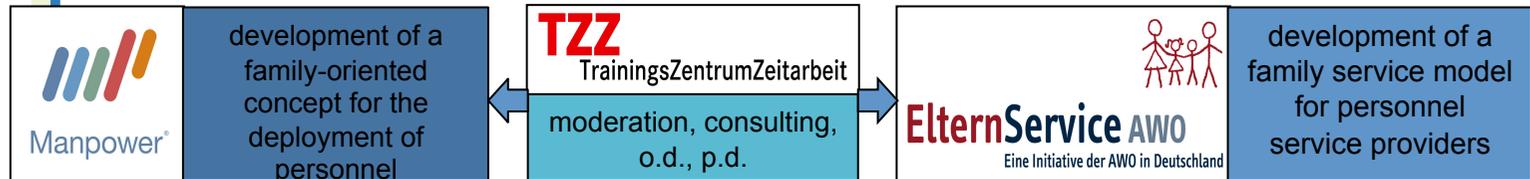
- The project designed a new model for family oriented temporary work as a tool for innovative personnel policy.
- The target group was motivated single mothers, or people with family responsibility, who had problems combining work and childcare.
- Existing models of temporary work offer a high degree of flexibility but they only promote economic interests, they do not take into account aspects of work-life balance of the employees.
- Objective: Design a model which is economically sustainable and combines the organisational need for flexibility with individual demands for flexibility.
- Link: www.flexibalance.de

2. FlexiBalance

Project design:

tu technische universität dortmund

10 individual case studies; comparative telephone survey of persons with family responsibilities (n=501); written questionnaire of temporary employees with family responsibilities (n=100); company survey



development and testing of a new service model: family-oriented personnel service (about 60 job returnees)

2. FlexiBalance



Implementation of the model project:

- The objective of the project was to enable employees with family responsibilities to strike a balance between work and family life through an integrated service based on the management of job requirements and the need for care management
- 4 aspects had to be considered:
 - « Matching » flexible coordination of family commitments and personnel deployment;
 - « Monitoring » support of persons concerned;
 - « Consulting » individual advice and career management;
 - « Training » development of competences during the family phase
- These aspects were considered in three stages:
 1. contact/application period
 2. consulting stage
 3. continuous care management

2. FlexiBalance



The FlexiBalance Office in Berlin



FlexiBalance-Imagefilm: <http://vimeo.com/44206128> (only german version available)

3. DEBBI



DEBBI – Discontinuous careers as opportunity for innovation – Development of innovation capacities in discontinuous careers

Three issues:

- **Innovation:** modern economies have to be successful in terms of capacity for innovation and creativity to be competitive. Key qualification for innovation is a creative way of linking unconnected knowledge
- **Demographic change:** Economy fears a decline of creativity and capacity for innovation because of employees getting older; research does not prove a direct context of age and capacity for innovation; limiting factors have to be eliminated
- **Discontinuous career paths:** are evaluated in a different way (successful/precarious; positive/negative); they generate higher key qualifications and more diverse knowledge; older employees are potential drivers of innovation; plurality of competences can influence positively processes of innovation
- Link: www.projekt-debbi.de

GEFÖRDERT VOM

Bundesministerium
für Bildung
und ForschungEuropäischer Sozialfonds
für Deutschland

EUROPÄISCHE UNION



DLR Projektträger

Förderschwerpunkt
Innovationsfähigkeit im
demografischen Wandel

3. DEBBI



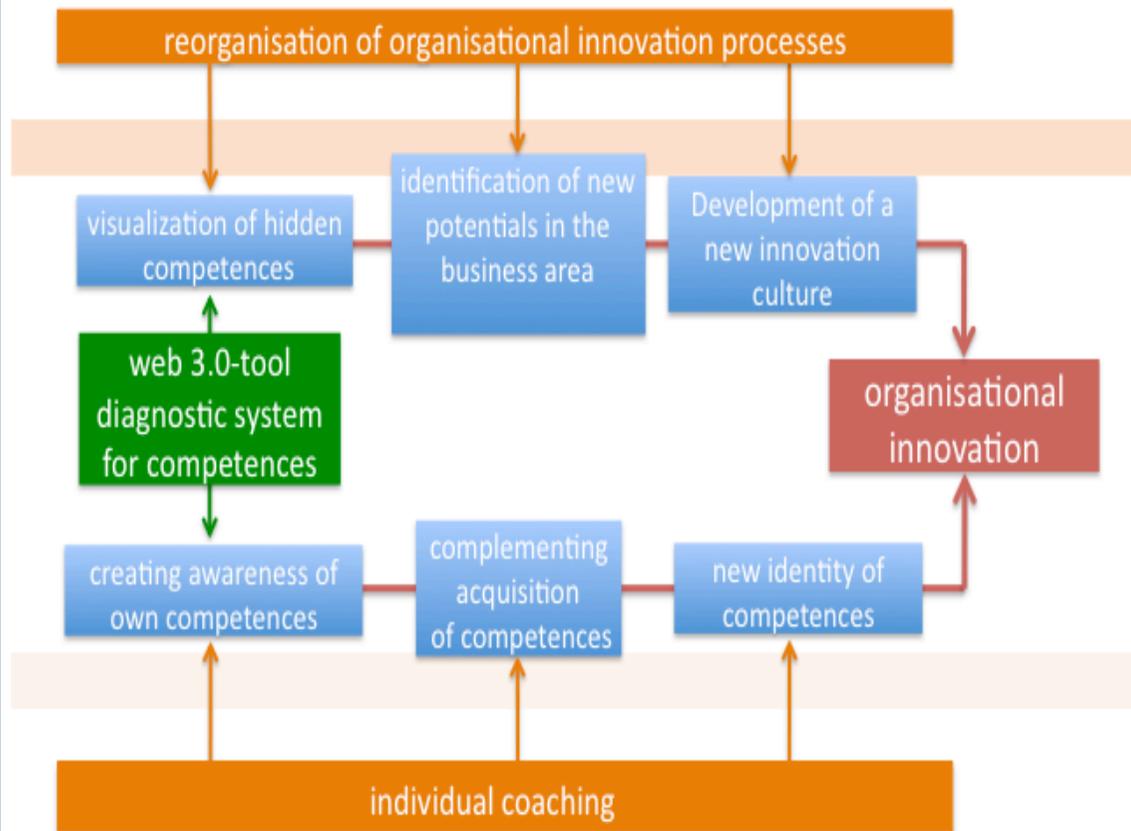
Overall goal

- Using the example of the IT sector and its specific conditions of work and innovation, which are characterized by discontinuity, the project has investigated organisational and social factors for success and failure concerning older, innovative employees. On the basis of these results those factors have been newly designed.

- Development of five tools to solve specific problems of older or discontinuous employees and to maintain creativity and capacity for innovation throughout a person's life.
 - Web Based Diagnostic System for competences
 - Development of intergenerational innovation potentials
 - Active management of occupational biographies
 - Individual coaching to reduce risks in discontinuous careers
 - Occupational health management and sport programmes to support the development of innovation potential



Field of Action: Companies



Field of Action: Employees

Tool 2: Development of intergenerational innovation potentials



Workshop concept

- Significance of generational groups on the labour market has changed, they have to redefine their relation as basis for their cooperation. On the background of existing stereotypes concerning specific competences of generations, the capacity of innovation of organisations is threatened
- Workshop aims at revealing prejudices and making visible specific competences. It is not aimed at making competences transferable, but at identifying specific competence profiles of different generations and at making them compatible
- Our objective is to change the perception of generations in enterprises sustainably and to define intergenerational innovation potentials

Tool 3: Advanced planning board for active management of biographies



Planning board is a tool for HR professionals, but also for freelancers and employees

Objectives:

- Definition of individual and occupational demands (What do I want to achieve/realize?)
- Determination of sequences/timing (When can I do what?)
- Interdependence between events and phases (What do I have to prepare to achieve this?)

Results:

- Visualisazation of future development of all aspects of life
- Planning of the next 10/15 years of occupational biography / close fit between individual and occupational demands (awariness for the consequence of events)

fiap

Forschungsinstitut für innovative Arbeitsgestaltung und Prävention e.V.

DEBBI-Developpement Team and Planning Board



4. Conclusion



- DEBBI and FlexiBalance: examples for applied research projects which develop tools to harness demographic challenges
- Different effects of these initiatives for the two target groups: employment rate of older employees has increased considerably, esteem of the potentials of older employees could be improved / situation of women (especially of women with family responsibility) hasn't really improved, most of them work in underpaid part time jobs
- Comparison to the situation of these two target groups in Germany and France can show reasons (situation in France is converse): innovative approaches have to be embedded in integrated concepts and strategies touching all levels of social life



Forschungsinstitut für innovative Arbeitsgestaltung und Prävention (FIAP) e.V.

im Wissenschaftspark Gelsenkirchen

Silke Steinberg

Dr. Rüdiger Klatt

Munscheidstr. 14

D-45886 Gelsenkirchen

+ 49 (0)2 09 / 31 99 81 74

Email: s.steinberg@fiap-ev.de

www.fiap-ev.de

