

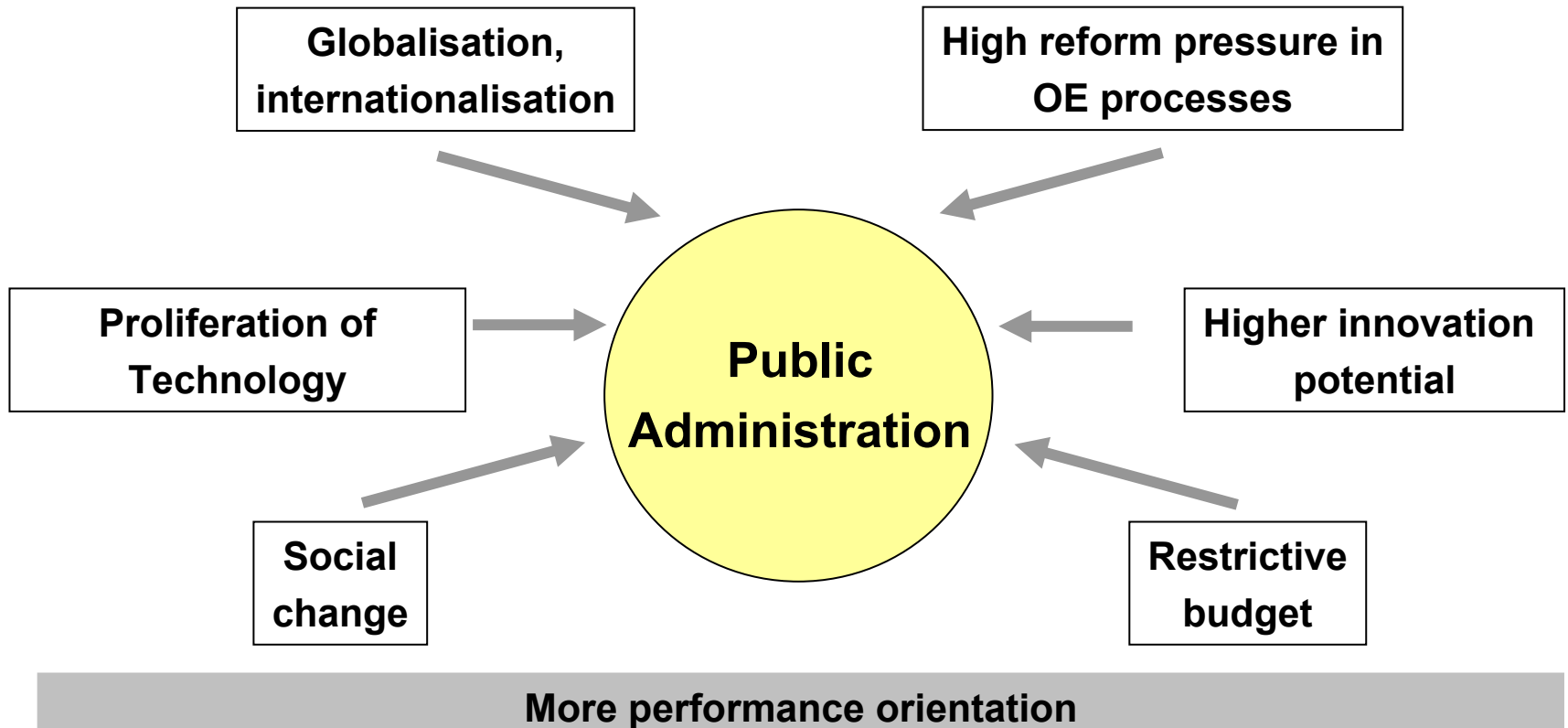
**Effects of demographic change on
human resource management
at the
German Federal Employment Agency (BA)
- Diversity Management**

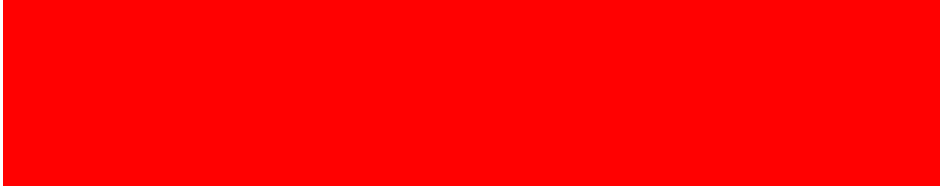
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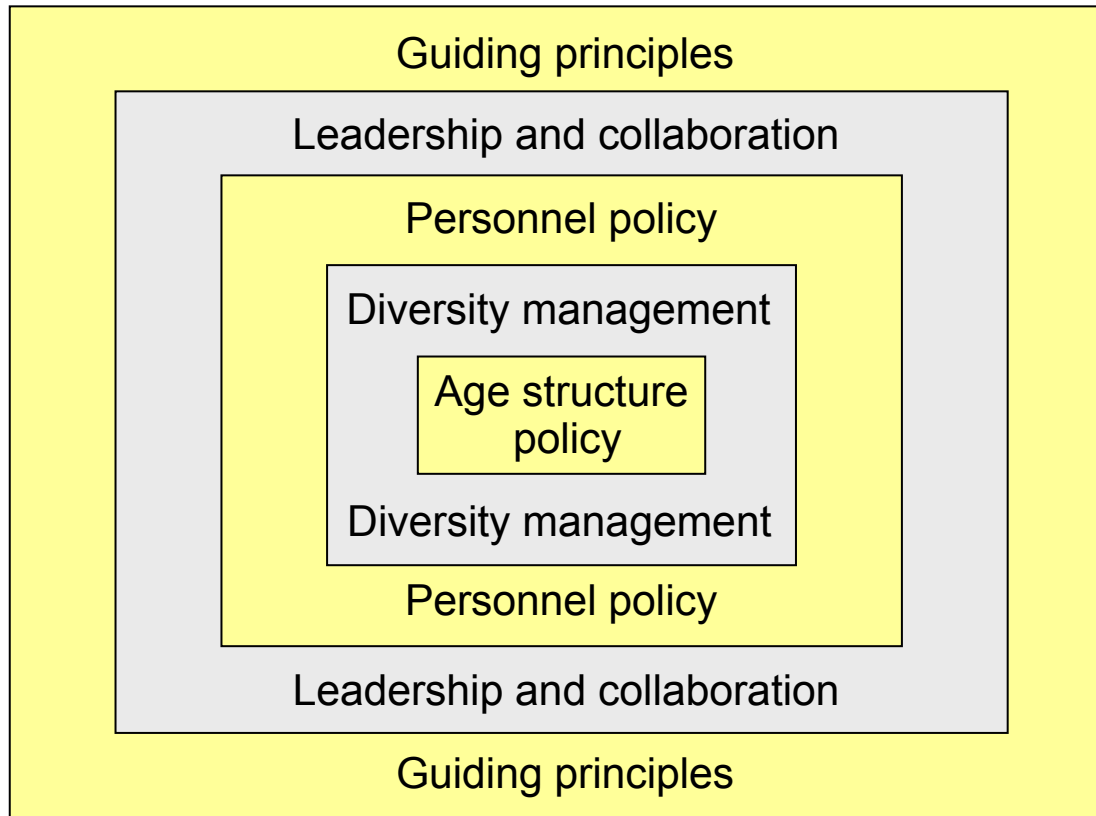
The pressures on public administration





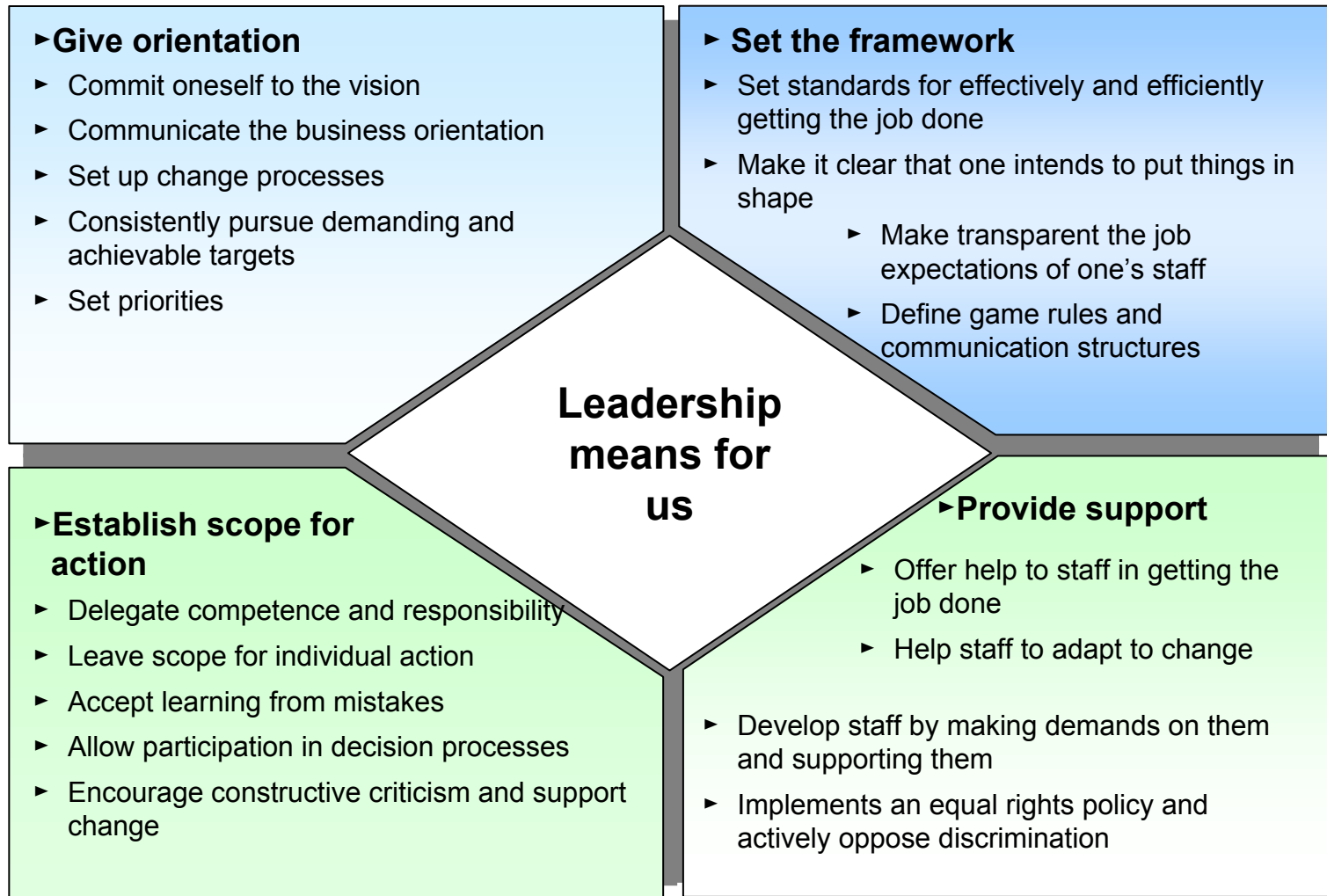
The BA HR management concept

Integrated human resource management



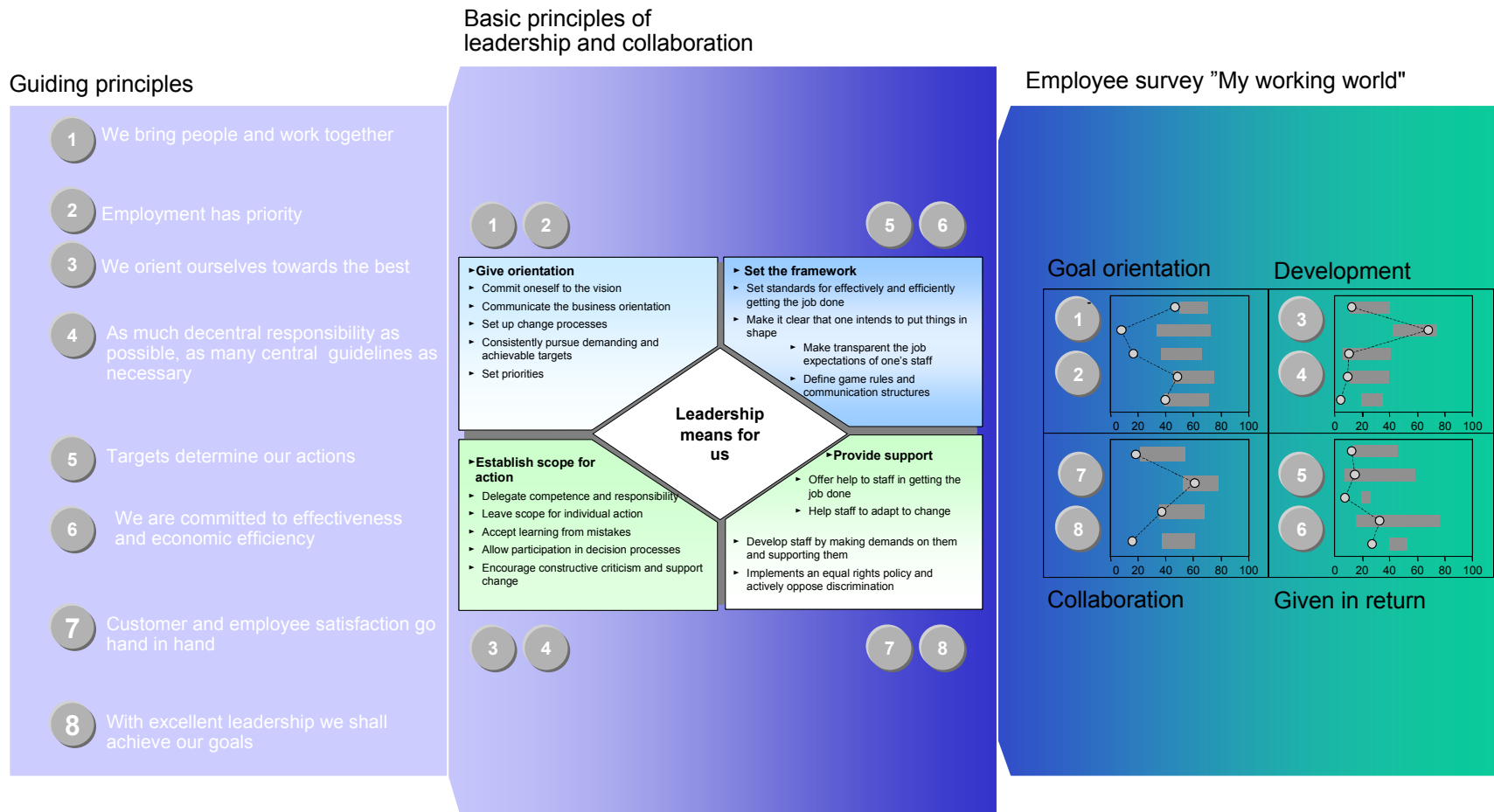


Basic principles for leadership and collaboration

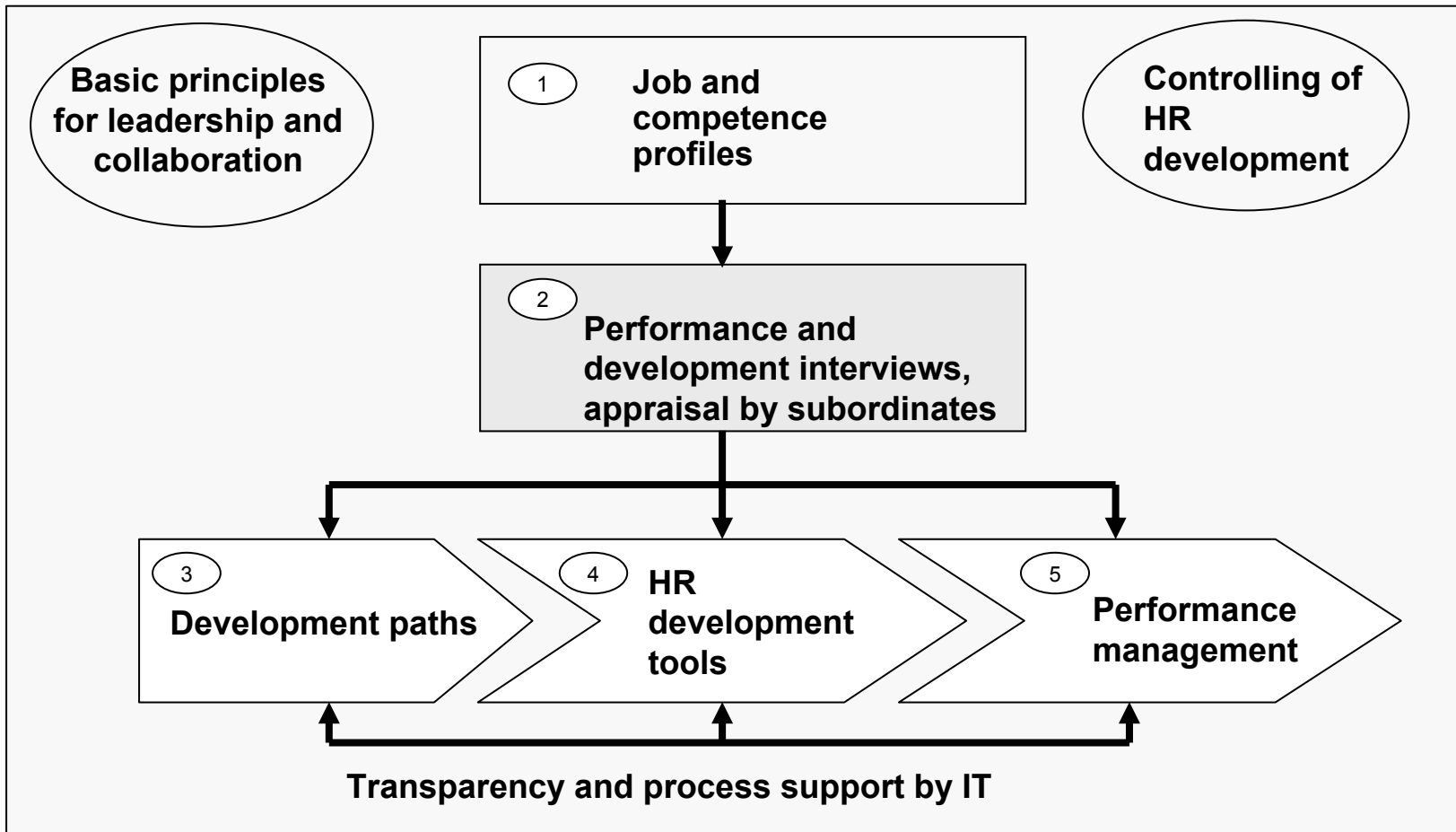




Employee survey “My working world” consistent with guiding principles and principles of “Leadership and collaboration”



Overall system of HR development at BA



Restructuring of human resource work

Job and competence profiles



Clear, result-oriented definition of the tasks and requirements for individual positions as basis for all elements of competence-oriented HR management. New basis for recruitment and training

Performance and development interview



Improved staff supervision through annual interviews with all employees on their strengths, potential for improvement and possibilities for development.

Development paths



Faster filling of vacancies, faster promotion for high performers - "Performance is worthwhile". Positioning of BA as an attractive employer.

Personnel development tools



Greater emphasis on personal skills in the framework of further training. Development of new forms of learning in addition to one job, also with a view to improved fostering of reconciliation of work and family.

Performance management



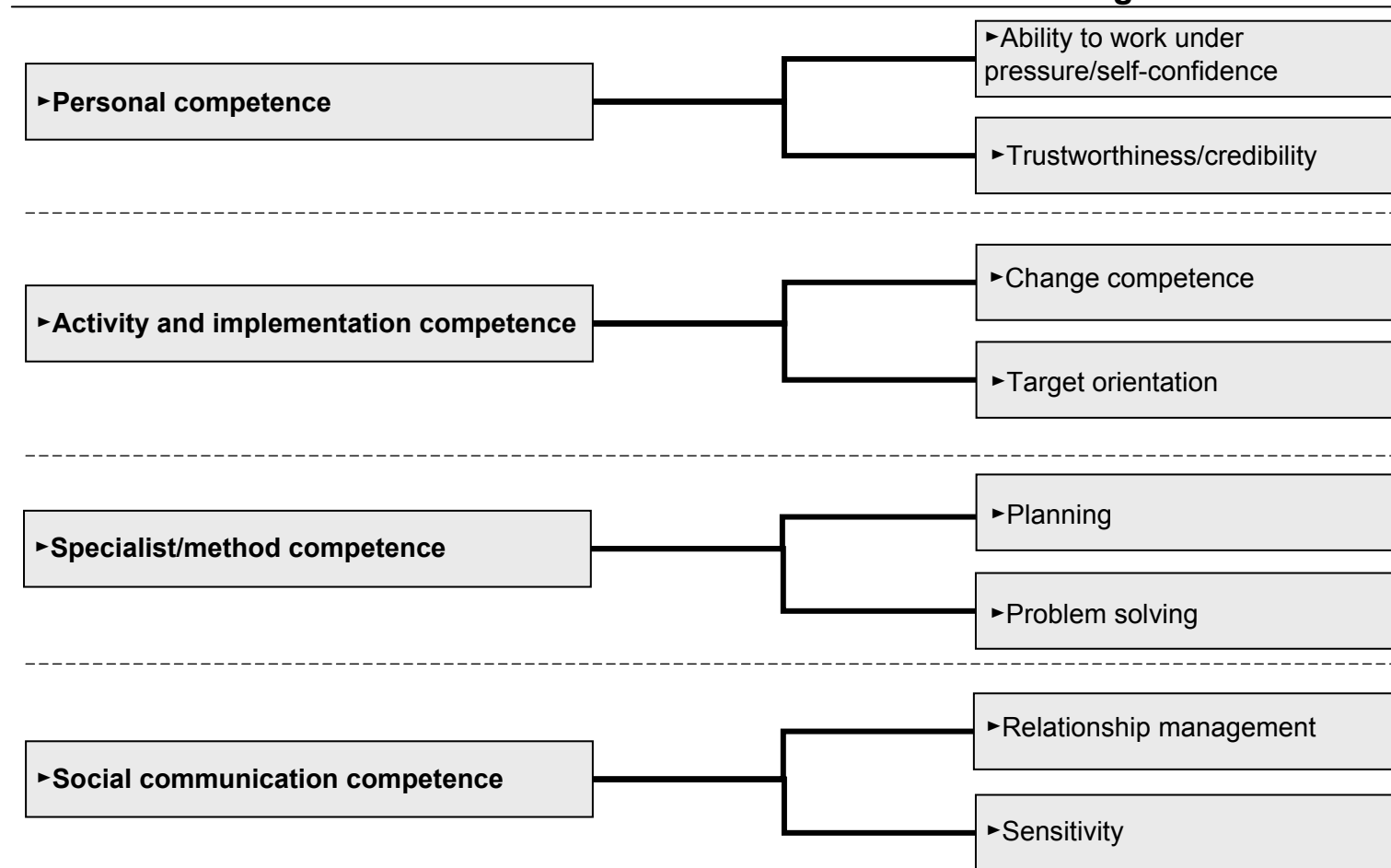
Monetary and non-monetary incentives integrated in the HR-Design.



Competence model for managers

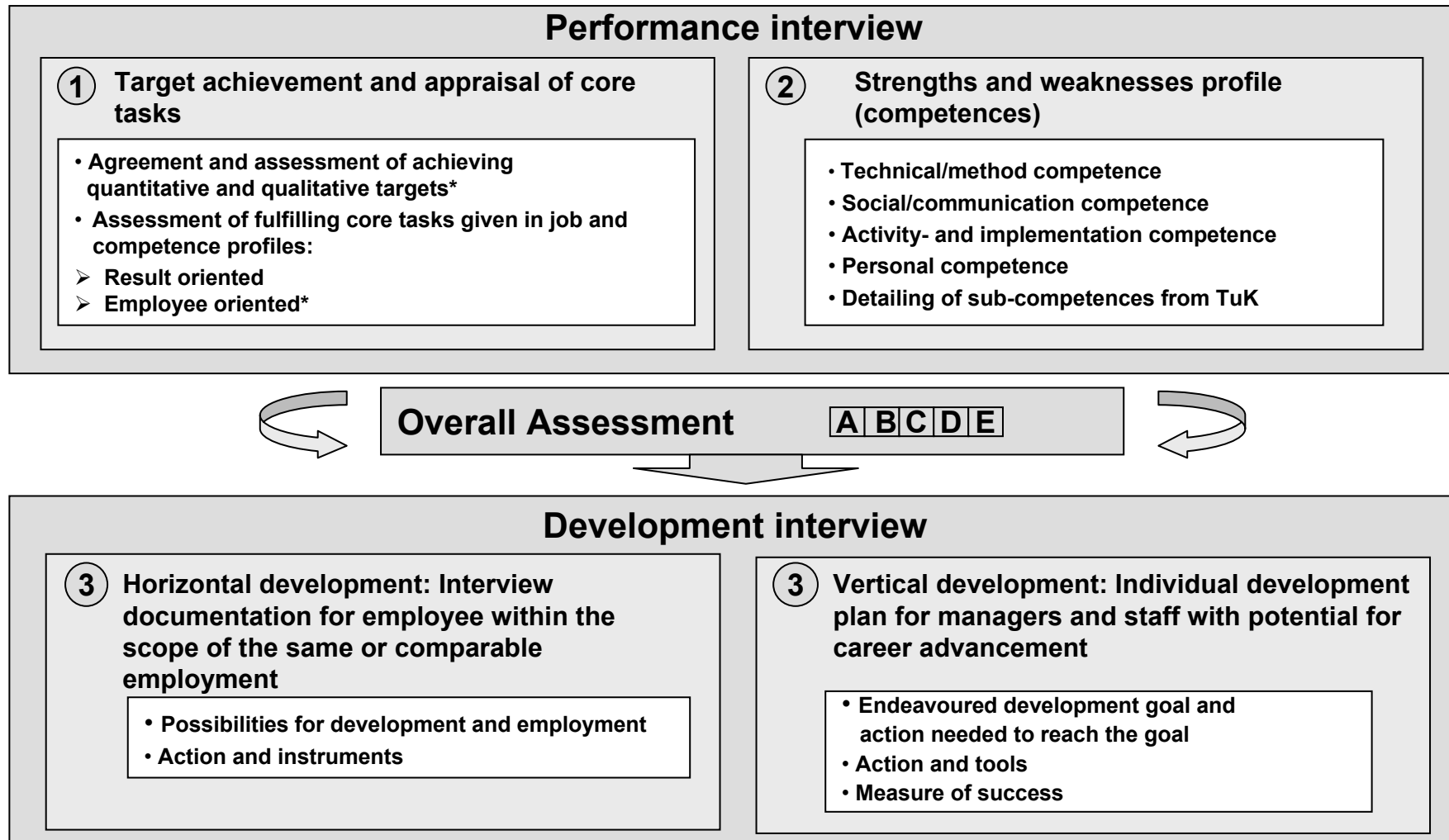
► General basic competence

► Sub-competence for managers





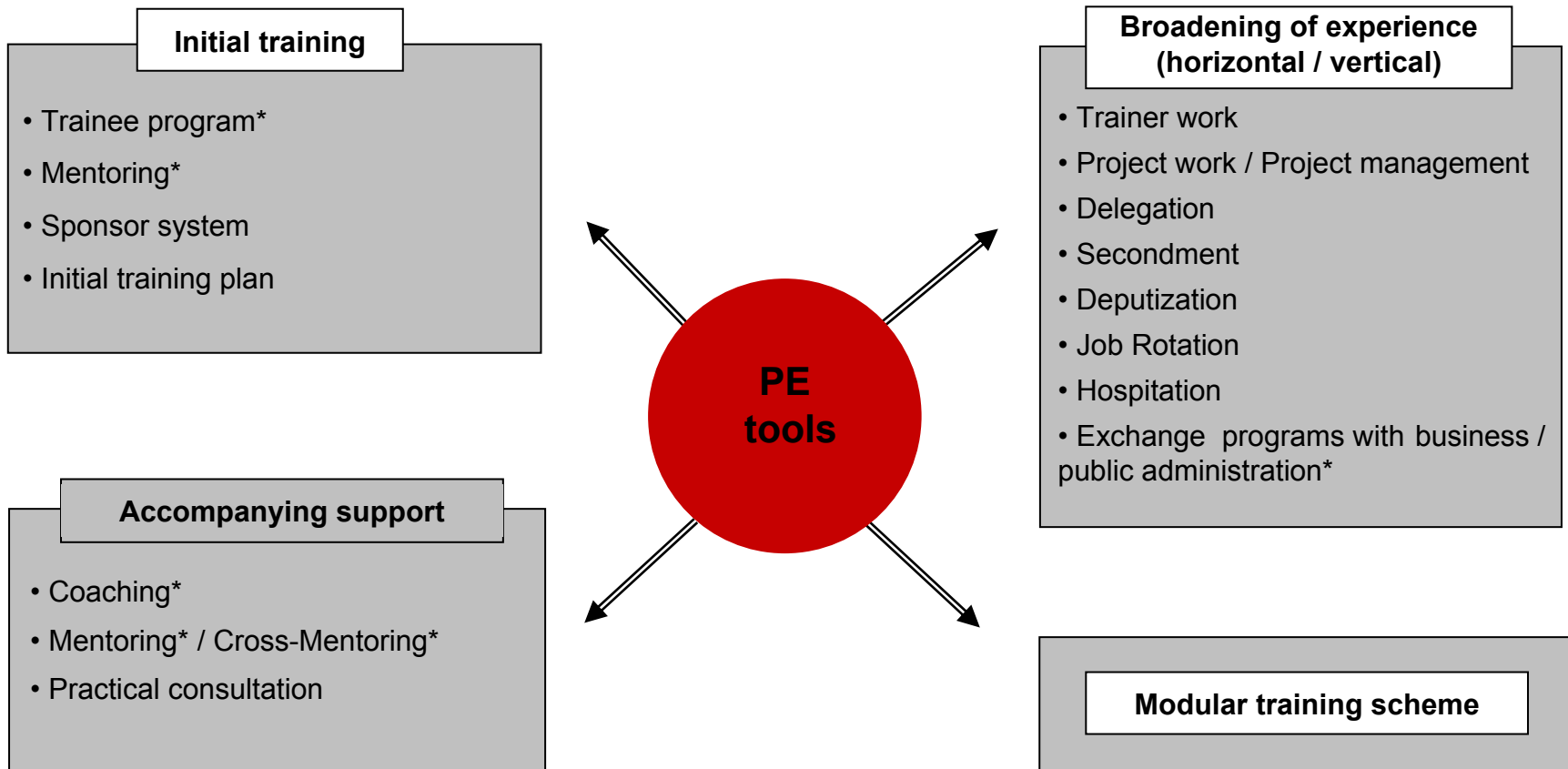
Performance and development interview in three stages



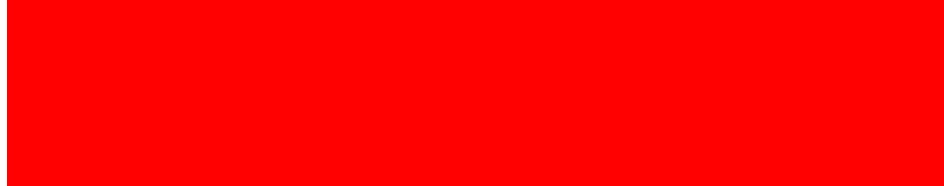
* Managers only



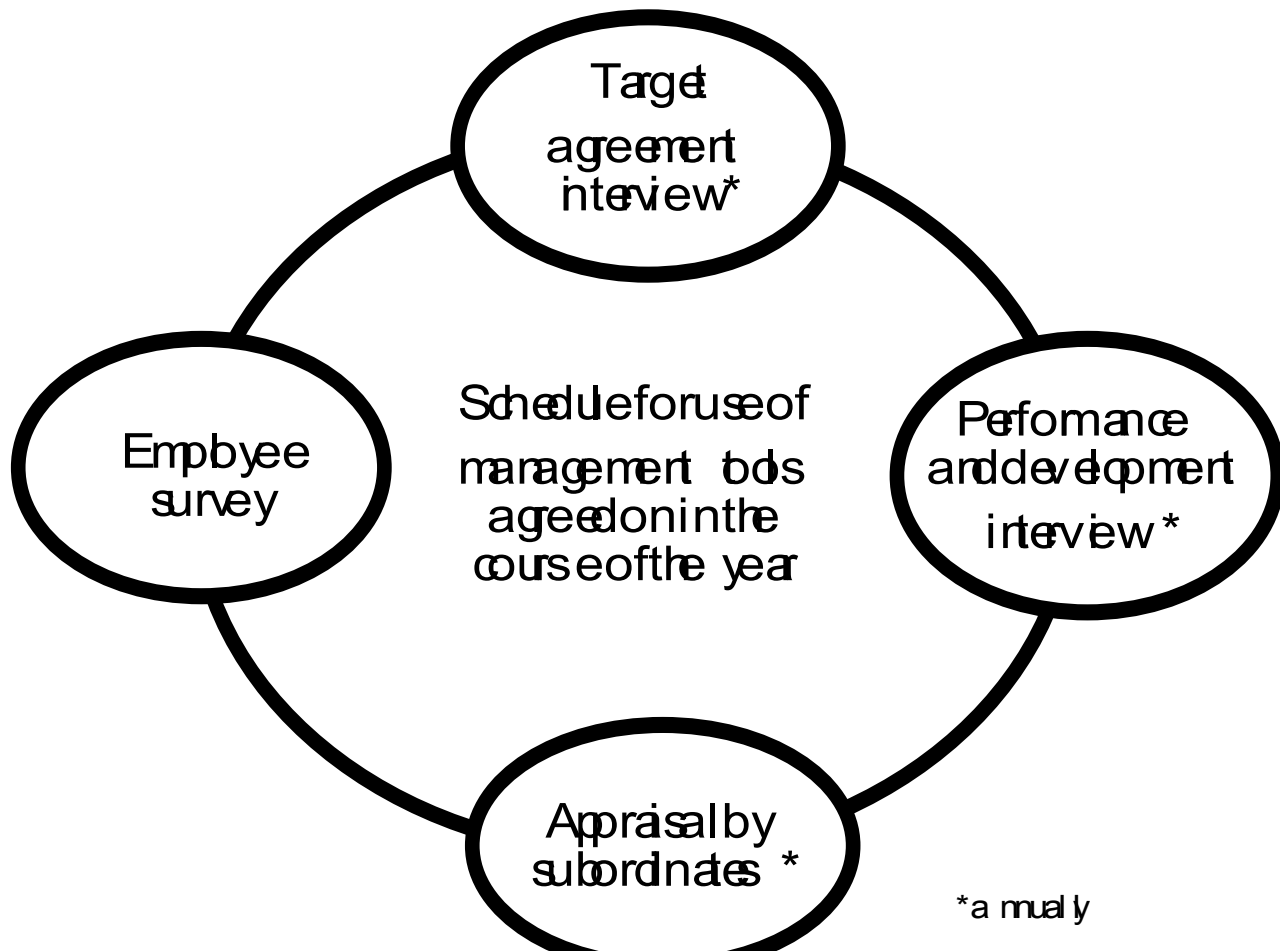
Tools for HR development



* = specifically for (junior) managers and senior managers



Management Review Process with the 4 management tools



**Strategy –
Demographic-sensitive personnel policy by
means of "Diversity Management"**

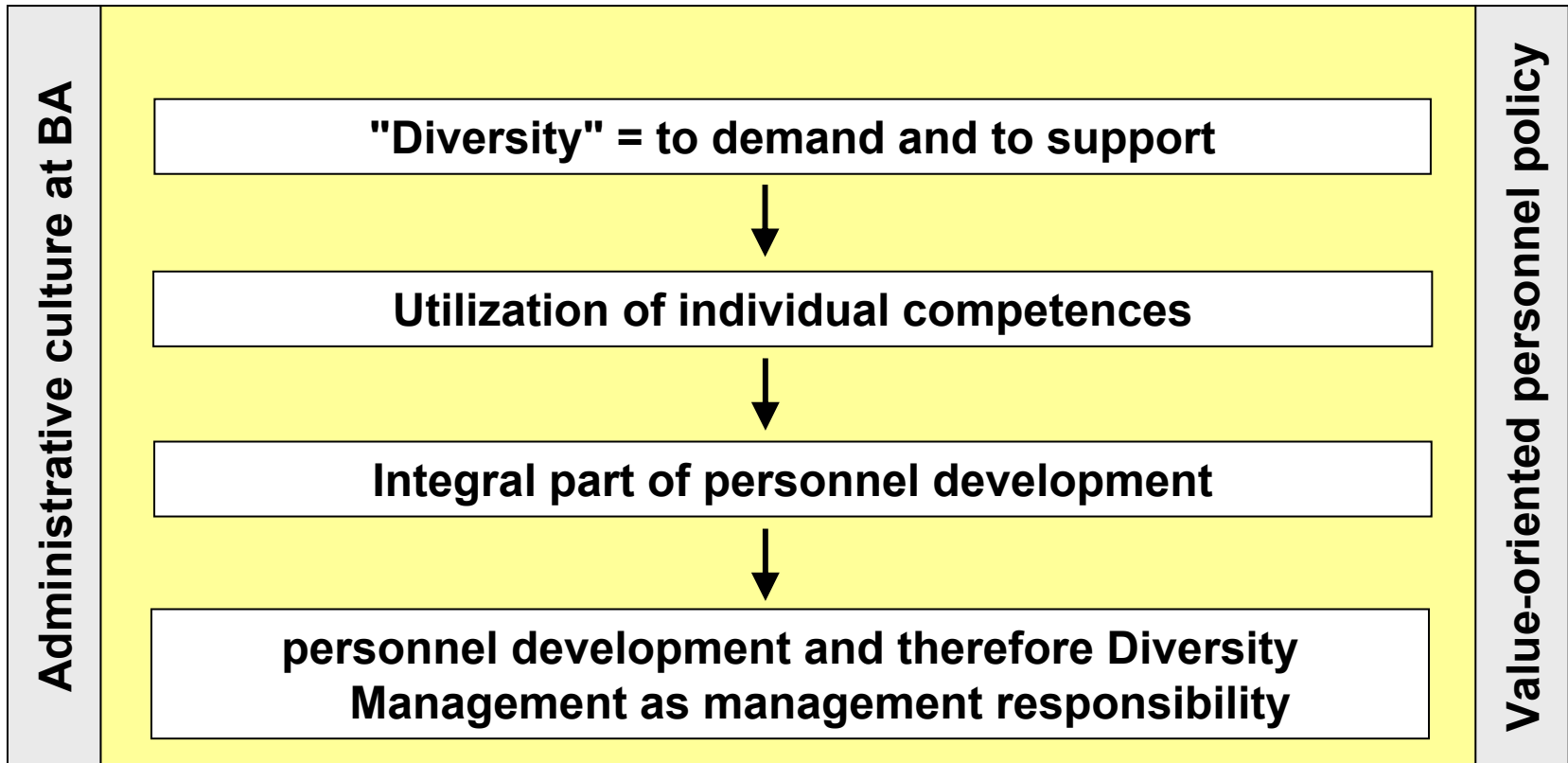
External strategic challenges through demographic change

- **Increase in the average age of the population and declining birth rate**
 - ↳ Challenges: e.g. aging workforces with changed expectations in respect of management, personnel development, competence development, experience management, motivation
- **Tougher competition among companies for qualified junior and skilled workers**
 - ↳ Challenges: e.g. attractive working conditions and appropriate marketing strategies, incentives, employee loyalty
- **Increasing labour force potential of women**
 - ↳ Challenges: e.g. reconciliation of work and family, use of family competences for women and men, part time in management functions, no career setback due to family phases
- **General change in values with changed attitudes to "Work Life Balance"**
 - ↳ Challenges: e.g. family-oriented personnel policy, competence development in keeping with life cycle phase, working time management, working time organization
- **Integration of workforce with migration background**
 - ↳ Challenges: e.g. qualification level, ethno-cultural and religious background, utilisation for improved customer services

Demographic-sensitive personnel policy - strategic overall approach -

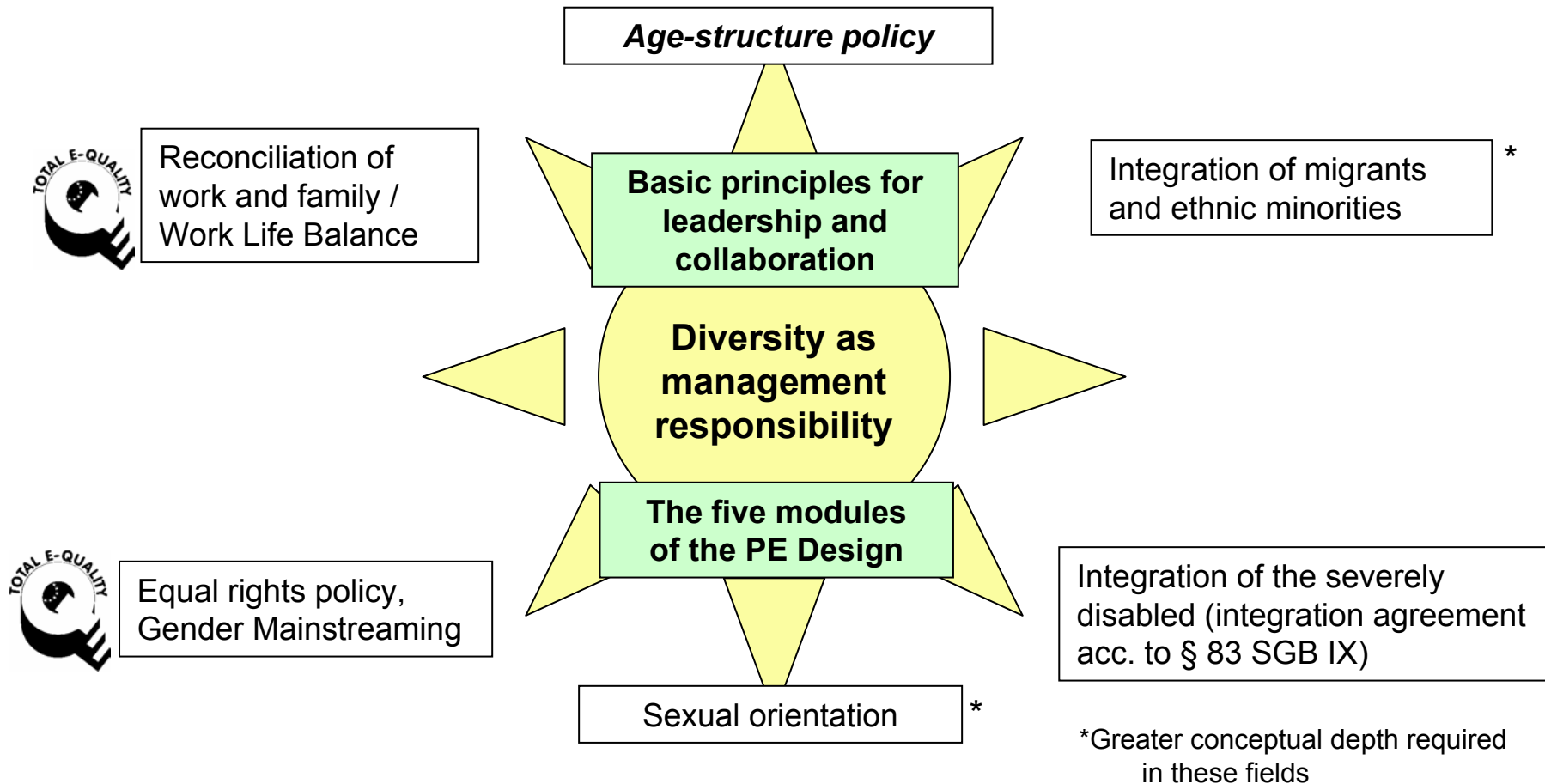
- (1) The demographic-sensitive and equal-opportunity personnel policy at BA is built up on the basic and guiding principles for leadership and collaboration.
- (2) "Diversity Management" is an active part of greater value-orientation in personnel policy and provides a forward-looking contribution to securing performance and innovation capabilities and towards stabilizing the reform processes.
- (3) The BA personnel policy, in keeping with the "general equal-treatment law" (AGG) for equal opportunity, deliberately makes demands on and supports the diversity of the various competences of its employees in the HR development design.
- (4) Diversity Management involves utilization of the diversity, including improved provision of target-group services reflecting the diversity of the customers.
- (5) Support of equal opportunity for all employed persons as an integral part of personnel development is the responsibility of management.
- (6) BA positions itself as an attractive and future-oriented employer.

Diversity Management as an integral part of HR development at BA



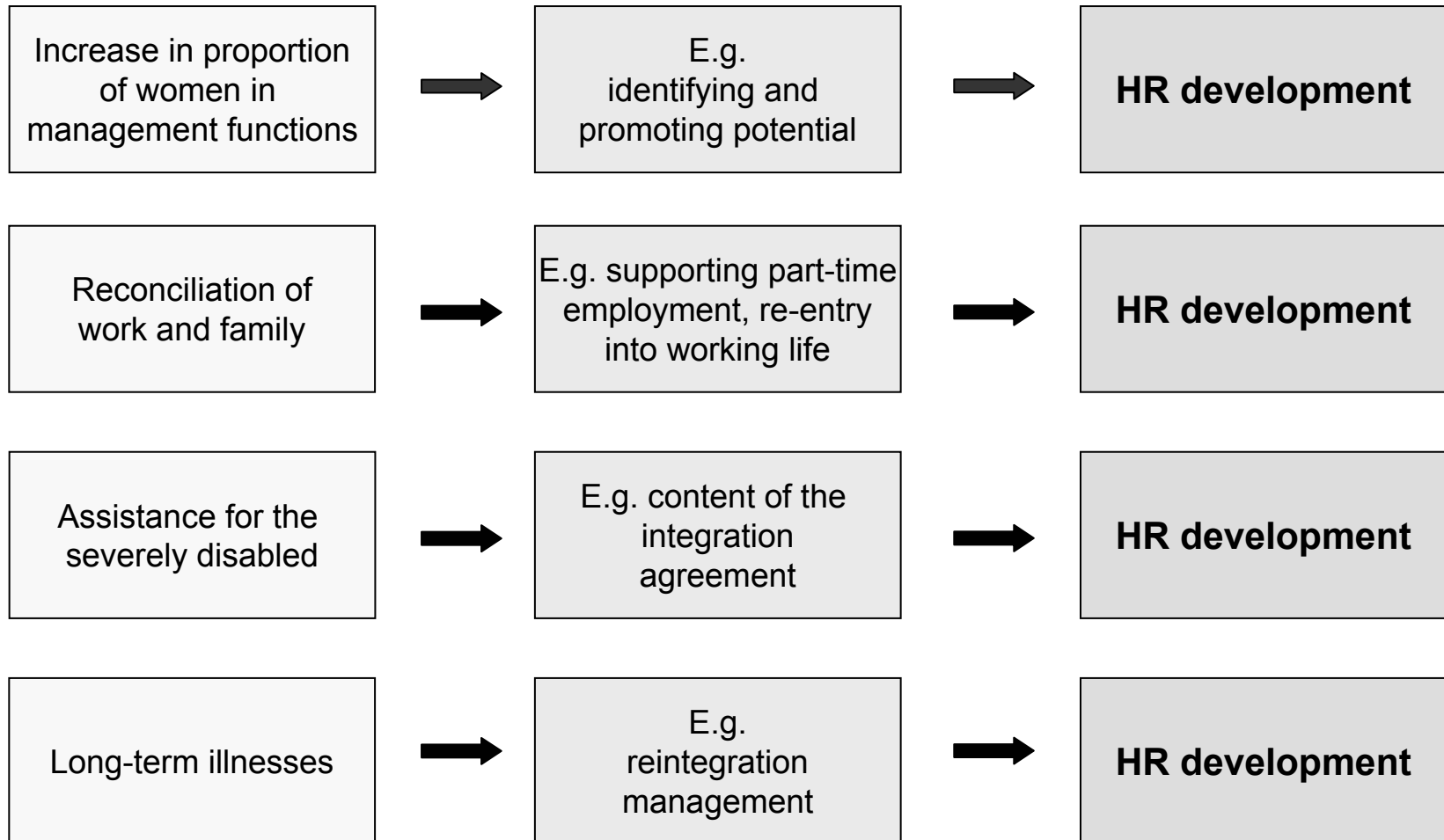


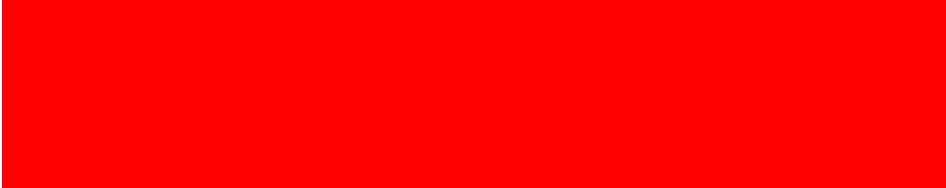
Demographic-sensitive personnel policy through age-structure policy





Elements of personnel policy already implemented in the integrated personnel management concept (examples)



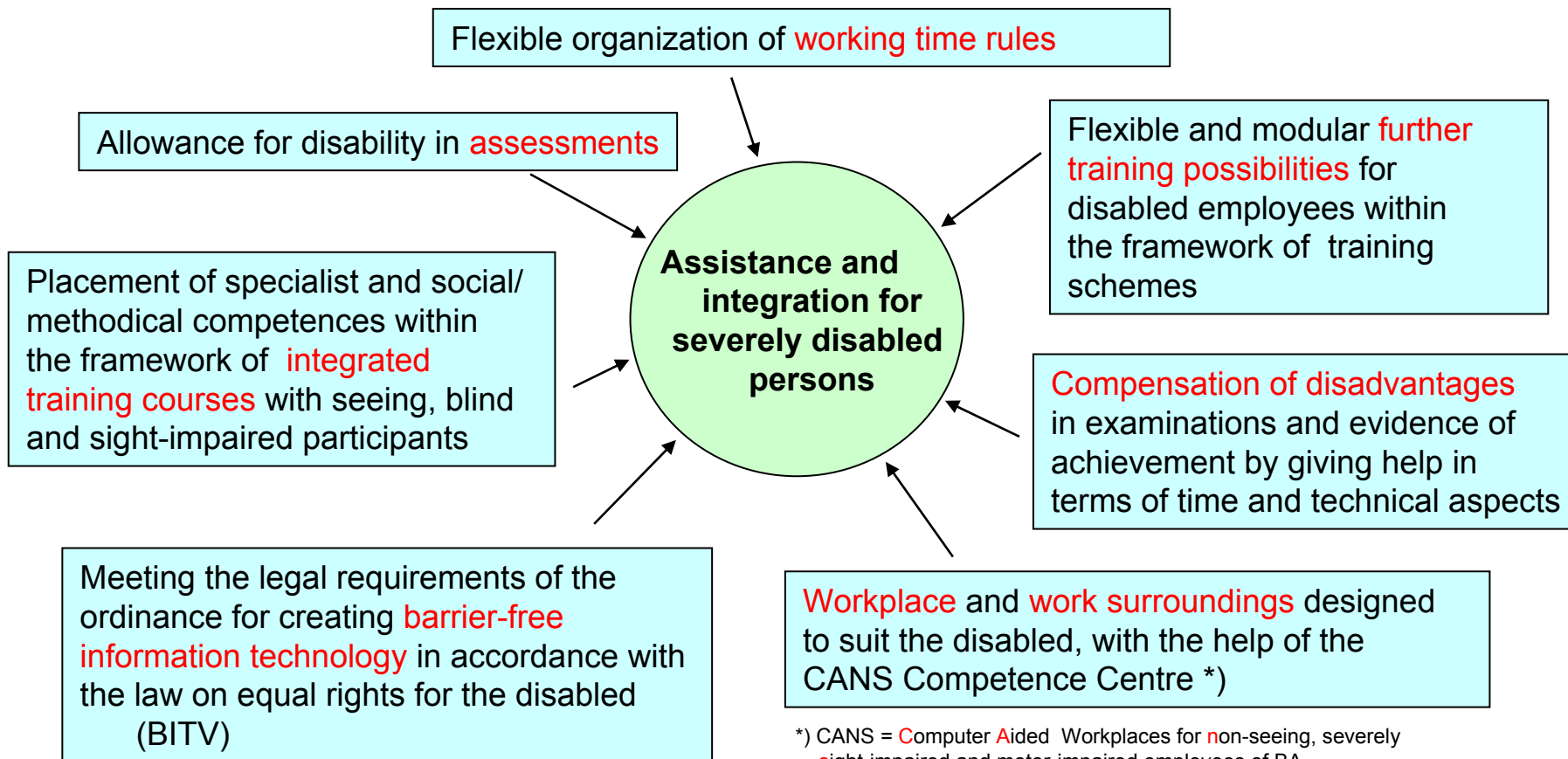


Examples



Assistance and integration for severely disabled persons

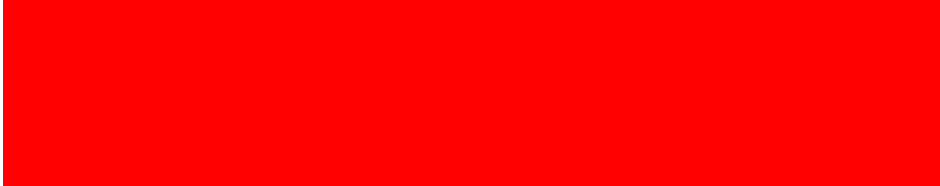
The severely disabled quota at BA averaged 8.45 % in 2006
and was thus well above the legal minimum of 6.0 %



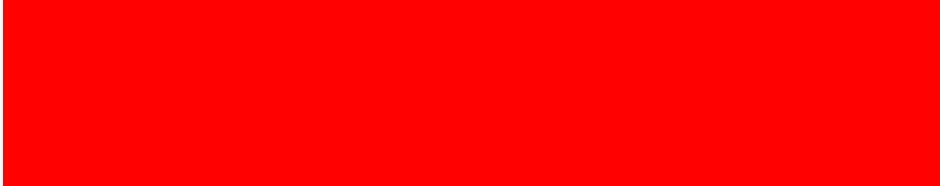


Re-entry into working life – the three-phase concept

Phase 1 (before)	Phase 2 (during)	Phase 3 (after)
Mandatory action	Demand-oriented action	Mandatory action
<ul style="list-style-type: none"> ➤ Staff interview (no later than one month before leave of absence) <ul style="list-style-type: none"> • Agreement and consultation on career prospects (with a look at phase 2) • Offer of contacts to the department • Mailing of information material • Naming of persons to contact ➤ Evaluation of cause 	<ul style="list-style-type: none"> ➤ Activities irrelevant with respect to parental allowance (representation etc.) ➤ Project work, participation in working group or quality circle ➤ On-the-job training ➤ Acceptance of teaching work ➤ Seminar participation (possibly in another region) ➤ Distance learning letters ➤ Computer aided learning ➤ Participation at office meetings ➤ Participation at staff meetings and community events ➤ Info material (DIALOG etc.) ➤ Released persons network ➤ Forwarding of job advertisements ➤ Info on the present further training programme <p style="text-align: center;">Mandatory action:</p> <ul style="list-style-type: none"> ➤ Info events (at least once a year) ➤ Return interview no later than six und and possibly three months before returning 	<ul style="list-style-type: none"> ➤ Initial Training plan <ul style="list-style-type: none"> • Application of development tools ➤ Phase-oriented staff interviews ➤ Support by manager

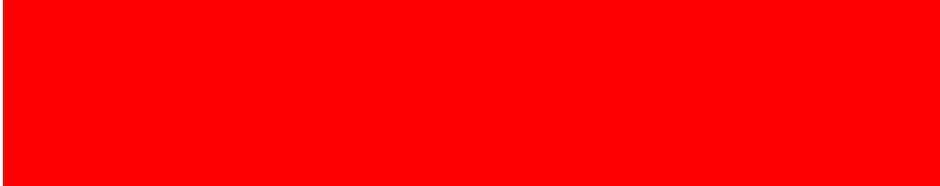


Age structure policy



Basis of age structure policy (I)

- (1) **Age structure analyses** on a regular basis as a data source for HR concept developments and evaluations
- (2) Improved coordination and crosslinking of the measures laid down in the **equal rights plan** and **integration agreement** with a look at the demographic needs - target-group-specific and requirement-oriented support
- (3) Conscious **utilization of the knowledge and experience of older members of staff**, e.g. releasing of older skilled workers and managers for internal consulting and projects (Senior Manager Pool) (in planning)



Basis of age structure policy (II)

- (4) Retention of **experience know-how after the retirement** of older members of staff, e.g. possibility for retired staff to advise managers and experts
- (5) Optimized **working hours management** for establishing **working hours in keeping with the life phase**: Flexible working hours regulations with working time accounts, considerations with respect to working years accounts, sabbaticals, possibilities for gliding/flexible transition into retirement (in planning)
- (6) Extended opportunities of **alternating telework** within the framework of working time management

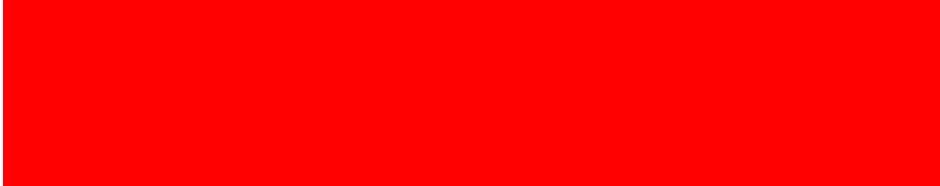
Areas of action for installing a demographic-sensitive age structure policy



* new elements adopted in Diversity Management

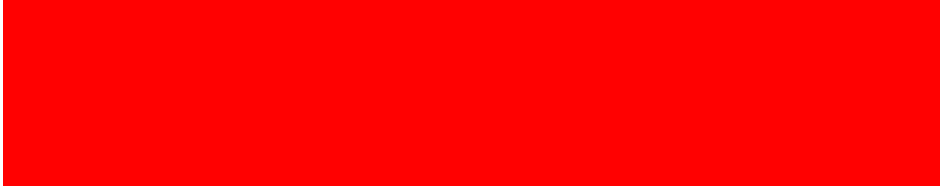
Area of action (1): HR development

- (1) **Analysis and promotion of potential** through the HR development design
(**competence management**)
- (2) Development of job experience/competence and formal qualification put on an **equal basis** - laid down in the **job and competence profiles**
- (3) **Age-independent** and flexible creation of horizontal and vertical career **development paths** - **experience management**
- (4) **Competence-based feedback** in the future **performance and development interview (LEDi)** with elimination of age limits in the assessment
- (5) **Feedback for managers** also in the quality of the employee-oriented leadership - e.g. “How is HR development administered as leadership task? How is equal opportunity implemented?” (Appraisal by subordinates, LEDi)
- (6) **Utilization** of the competencies **of experienced managers** e.g. within the framework the **mentoring program**



Area of action (2): Leadership

- (1) **Reduction of prejudices** and stereotypes regarding the ability to work under pressure, working hours lost, creativity, flexibility and competence ("correct" **attitude towards older employees**, "Self-image determines image of others")
- (2) Sensitization by **integrating the issue into the manager training programs**: Motivation of older employees, with regard to the discontinuation of partial retirement programs for older employees. Deliberate handling of potential analysis and competence development within the framework of "Experience management"
- (3) Greater focusing of manager training on **Management of Change processes as a permanent task** (coping with reform weariness, stress, reform management with older members of staff)
- (4) Regular **workshops** on key issues relating to demographic-sensitive HR policy, **networking**



Area of action (3): Recruitment

- (1) Better **opening for external applicants and appointment of experienced applicants (50+)**; making use of experience know-how of older/experienced employees and managers from business and administration
- (2) Recruitment as precondition that diverse competences can be "acquired" and made use of - **mixed teams for optimization of experience management and customer orientation**
- (3) Changed **marketing strategies** under the aspect of demographic change to secure **recruitment of qualified junior employees and specialists**



Area of action (4): Training

Diminishing half-life period of knowledge

- (1) Supporting the concept of **"life-long learning"** within the framework of modular training and competence development with focus on "on-the-job training"
- (2) Allowance made for the expectations and **needs of experienced employees** in terms of content, methods and organization of training: Modular training, e.g. improved linking to **life-cycle phases** (PE guideline)
- (3) Training in **"mixed age teams"**: Younger persons learn from the experience of the older and older persons learn from the knowledge of the younger
- (4) Sensitization and **training of lecturers, trainers and HR development consultants**
- (5) Specific use of experienced **older employees as trainers**, "learning sponsors", contact persons e.g. for new employees
- (6) **Specific modules** for older specialists and managers in addition to the training courses on offer (e.g. seminar "Life-long TOP performance. Work and life in equilibrium" or "57+")

Life-long learning - challenge as permanent process

Area of action (5): Health management and work organization

- (1) **Preservation and promotion of health** over the entire working life to secure motivation, productivity and innovative powers
- (2) Greater **responsibility** for one's own health (e.g. within the framework of **manager training**)
- (3) Focus on **prevention** (e.g. sensitization of the target group of today's 40-year olds)
- (4) General agreement on **health management at work** in BA, e.g.:
 - Consideration of demographic development in BGM
 - Gender Mainstreaming
 - Development of target-group specific approaches and solutions
 - Special significance of preventive aspects and measures
 - Setting up of working committees "health" at agency level
 - Training courses and fitness programs
 - Protection of non-smokers

Area of action (6): Information and communication policy

- (1) Series of articles on this topic in the staff journal "**Dialog**"
- (2) Internal and external **HR marketing** (e.g. info flyer) for positioning BA as an attractive employer
- (3) Creating an **information section in the intranet**
- (4) Integration of the subject in the **HR manual for managers** (and/or managers portal)
- (5) **Advising** of staff and managers by HR development consultants
- (6) **Internal network** on demographic-sensitive HR and age-structure policy
- (7) Setting up of **target-group specific competence centers** in the RD districts with key topics (e.g. age structure, benchmarking, ideas exchange, networks)
- (8) Presentation of BA on different occasions in the **year of equal opportunity** (2007)