



# Employability

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# Content

- What is employability?
- Social context
- Work ability model
- Ideas to motivate employers and employees

# What is employability?

To keep employees motivated employable: now and in the future

Employability or work ability:

- depends on organizational factors (working conditions, training conditions, mobility policies and management style)
- depends on individual factors (health, motivation, professional competence, commitment, situation at home and lifestyle)
- is dynamic

# What is employability?

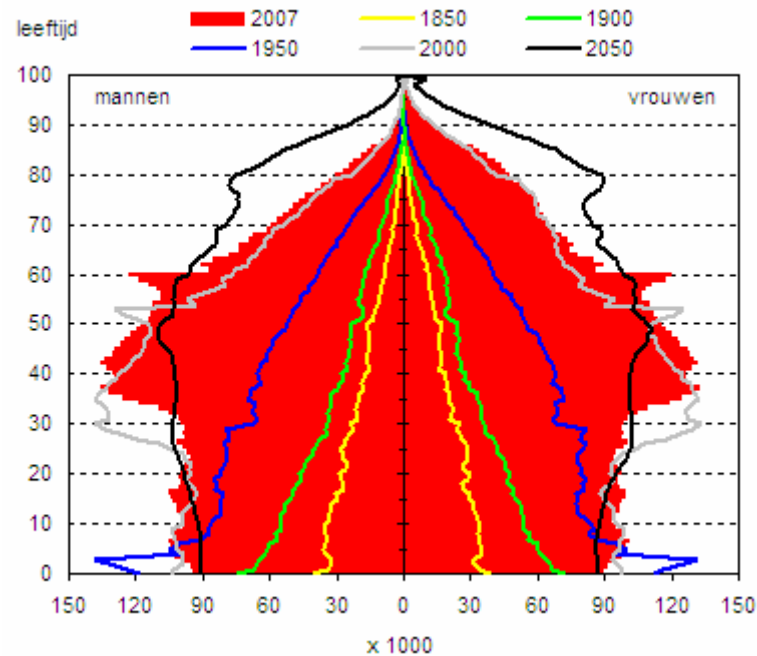
Film Britain's Got Talent

<http://www.youtube.com/watch?v=Tf0gBXjKE-4>



# Social context

- Demographic trends (aging and dejuvenation)



# Social context

- Healthy life expectancy has increased
- Scarcity of workers is expected
- Raising retirement age to 67 years
- Employers are responsible for the increasing costs of absenteeism (Wet Poortwachter)

# Work Ability Model

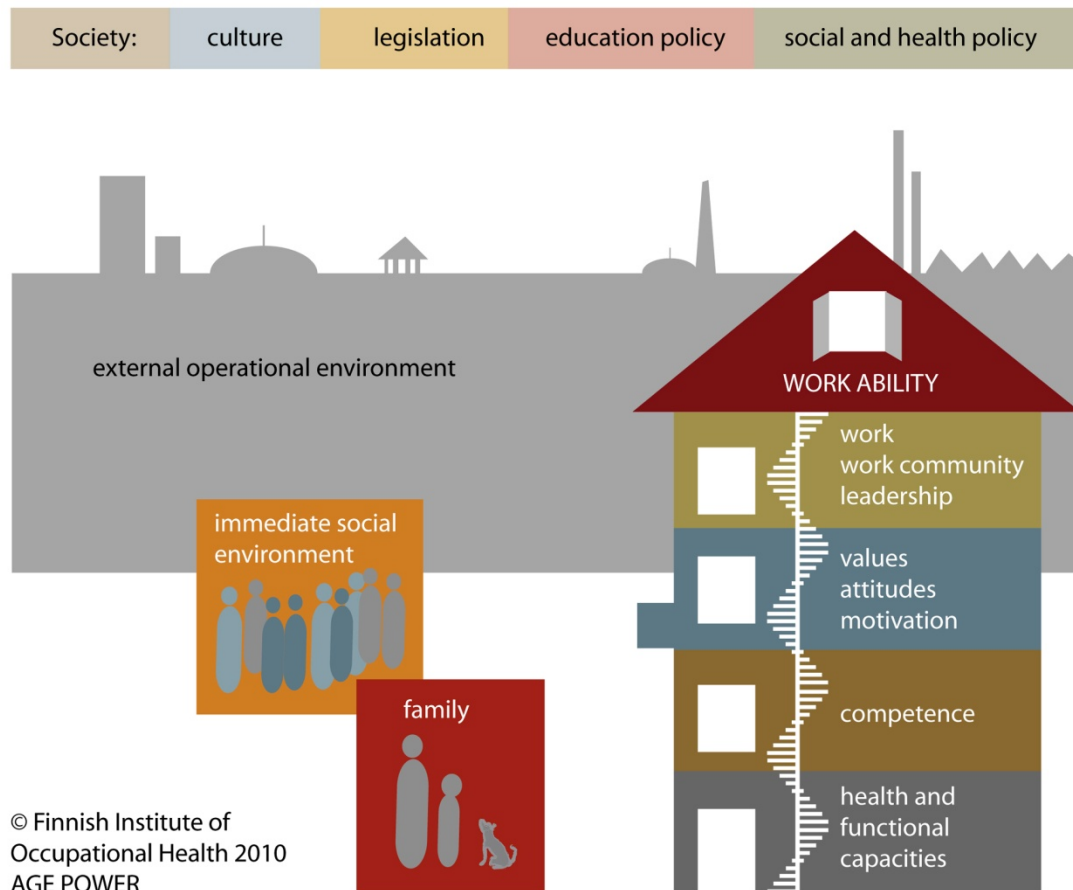
Professor Juhani Ilmarinen

Finnish Institute of Occupational Health (FIOH)

Key question: How long can someone work?

After 30 years experience of Work Ability and 20 years experience of Age Management, he has developed the Work Ability Model.

# Work Ability Model



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AGE POWER



# House of work ability

1. Health and functional capacities:
  - physical and mental health worker
  - employee is responsible
  - family and social environment have influence
2. Competence:
  - the ability of the worker is a mix of knowledge, skills and attitude
  - employee is responsible
  - family and social environment have influence

# House of work ability

## 3. Values attitudes motivation

- deeper motivations as dignity, respect, appreciation and equity
- bond with the organization and its values □□ and principles
- employee is responsible
- family and social environment have influence

## 4. Work, work community and leadership

- working conditions and management in a company
- employer is responsible
- society has influence

# Work ability Index (WAI)

The WAI is a questionnaire measuring work capacity:

- WAI focus on health (level 1) and work, working conditions and leadership (level 4)
- It is a simple questionnaire which takes five minutes to complete
- After completing the questionnaire gives a score: poor, moderate, good and excellent. (individual work ability)

De WAI is a dialogue tool

- The questionnaire is startpoint for discussion
- In the conversation working ability, potential improvement and a plan are discussed
- The approach is tailor made



# Vita Needle Company

- 65 years old family company in Boston, USA
- Manufacturing hollow pins, tubes, wires and gauges for hypodermic needles
- Work processes are simple but effective, precision work
- Average age 74 years

<http://www.youtube.com/watch?v=Ky0EsgO0sbc>

# Lessons learned

- There should be focus on work ability instead work inability
- Employers and employees have common responsibilities for reasons to be and remain employable. Trust and communication play a major role.
- Management and good leadership are critical in an organization that deals with employability.
- Companies need to see a necessity to cope with employability. Most of the time it is an matter of money.

# Ideas to motivate employers

- Employabilityscan (screening method)
- Employability challenge (learn from each other)
- Ambassadors (best practices)
- Leadership Training ((middle) management and people who coach students at the workplace)
- 'Flying' HR manager (support for analysis, advice and execution)

# Ideas to motivate employees

- Career development for starters (able to make lifelong career choices)
- Career development for employees (practical tools for a healthy and enjoyable career)
- From Check Up to Gear Up (to expand preventive medical examination with a personal development plan)
- Ambassadors (best practices)
- Sustainability Simulator (at the Truck simulator)

# Questions

- What do you think of our ideas?
- With which products and services do you have good experiences?

