

New Work Models to Cope with Increasing Age of Retirement ICU Conference

Wednesday, September 19, 2018

Gery Bruederlin,

University of Applied Sciences Northwestern Switzerland



 Schweizerische Gesellschaft für Intensivmedizin | SGI
Société Suisse de Médecine Intensive | SSMI

19. September 2018 Pre-Congress Courses

Postgraduate Courses
ICU Management Seminar
Nurse Education Workshops

20.-21. September 2018

Jahrestagung SGI
Réunion annuelle SSMI

Congress Centre Kursaal, Interlaken
sgi2018.congress-imk.ch



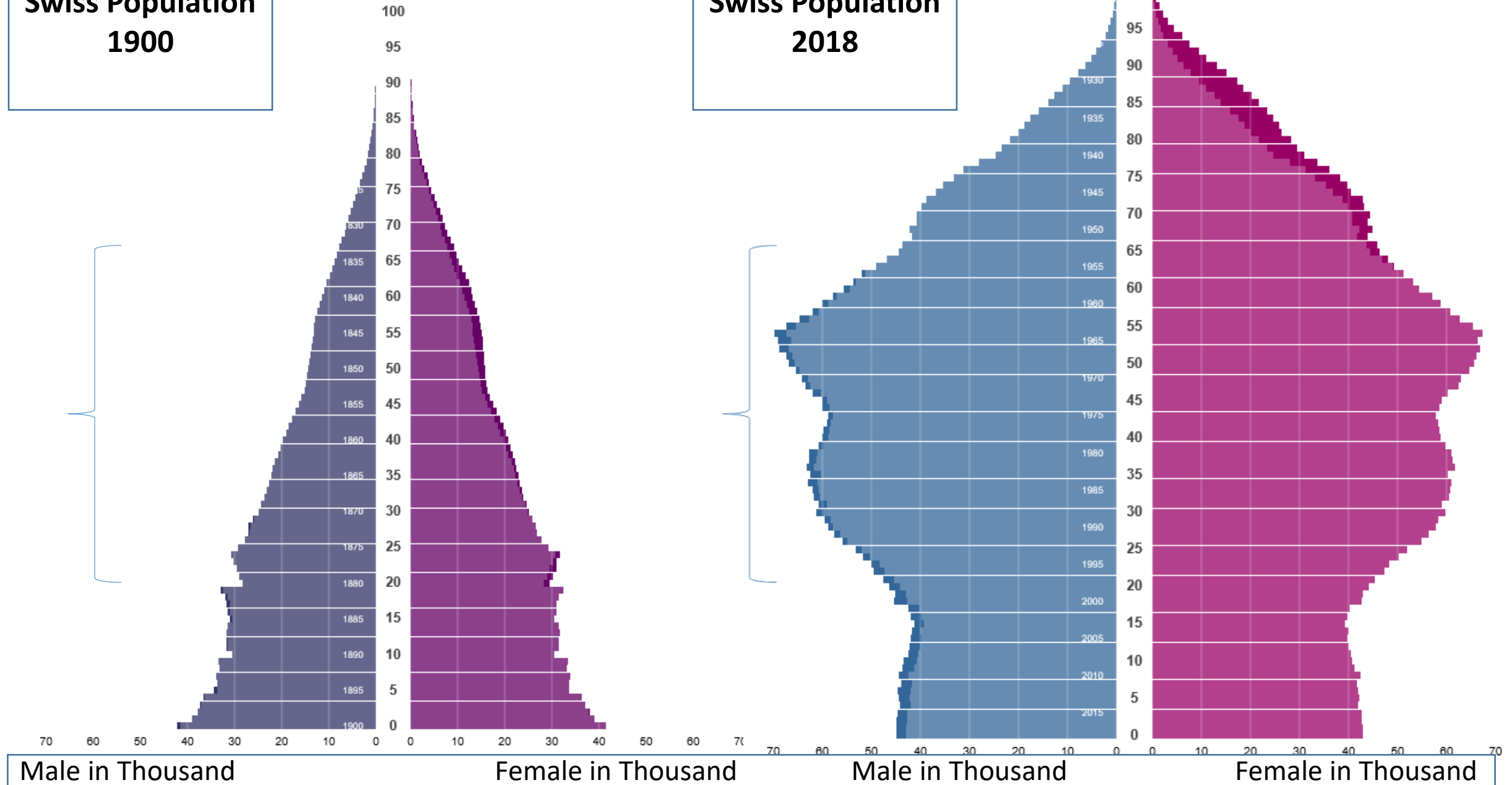
**What
exactly are
the
problems?**



Swiss Population 1900

Swiss Population 2018

Source: Federal Office for Statistics
Scenarios for the development of the Swiss population



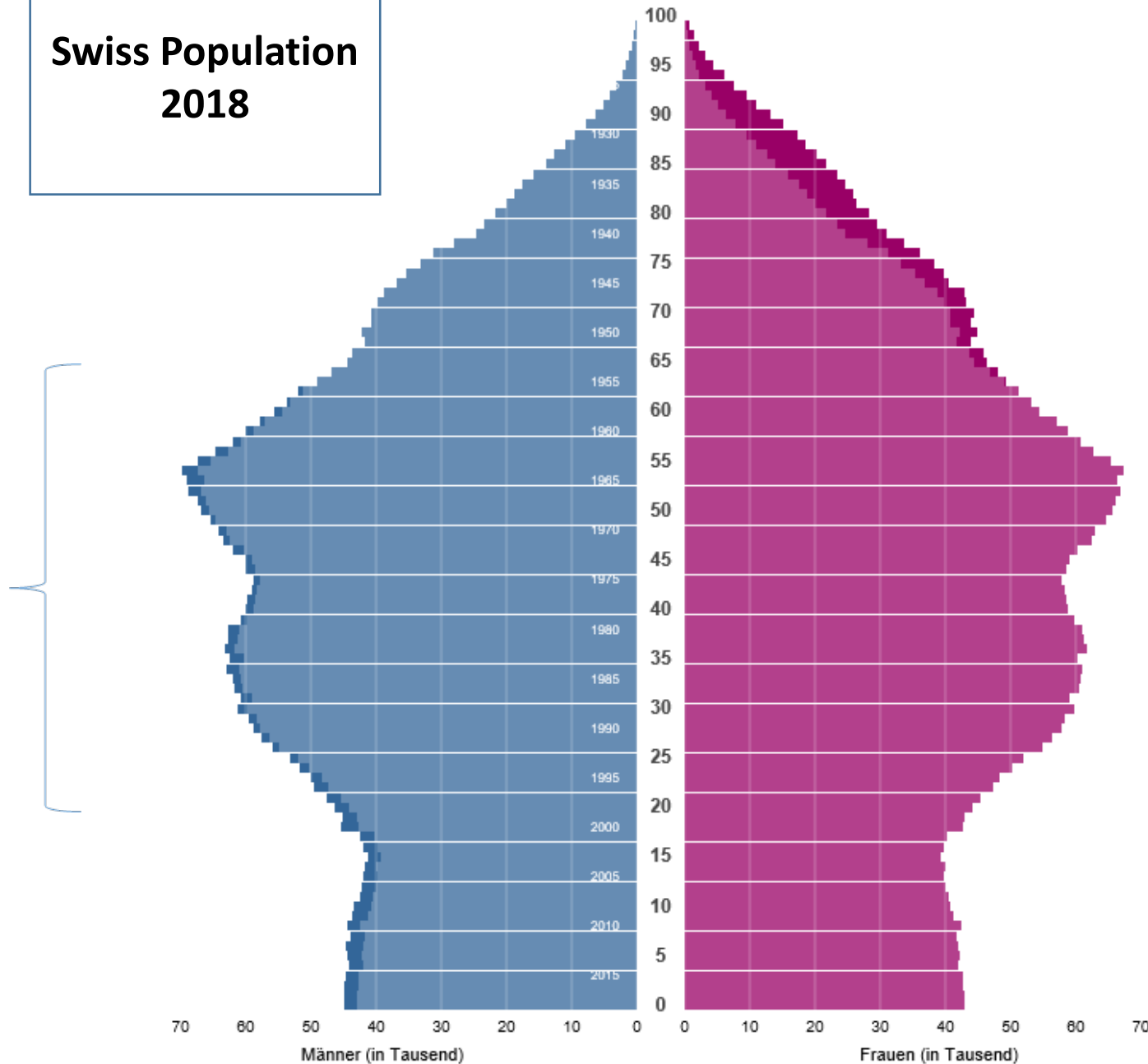
First Findings

- Society gets older, workforces get older too – and smaller
- Retirement of baby boomers from 2020 onwards
- Labor market gets tighter: lack of skilled employees and general bottlenecks
- Therefore: increasing working options for older employees



Transformation of the care system: the World Health Organization projected that organizations in the health care sector worldwide will be short of almost 13 million workers by the year 2035

Swiss Population 2018



- 1. Increase Productivity (technology, education)**
- 2. Immigration**
- 3. Female Workforce**
- 4. Retiring Age**

Stabilisation of Old Age Dependency Ratio (Source OECD, 2018)

- Old age dependency ratio:
Size of non-working age groups relative to that of people of working age (OECD average):
 - 1980 20/100
 - 2015 28/100
 - 2050 53/100
- Relevance: Labor Market & Pension Systems
- Stabilisation of this ratio on the 2015 Level => **by how many years would the upper age boundary of working life have to increase?**
 - **Switzerland: approx. 9 years!**

First Findings cont.

- Older employees > 50 (and also > 65!) will become more and more important in the labor market
- The employment rates of older employees will therefore have to be increased in the mid to longer term
- The retirement age will have to be raised towards 70 in the midterm (already today 12% of 65-69 year old population are working in Switzerland!)
- Creation and preservation of employability for older workforce is fundamental
- Companies must increase incentives to continue employment and create the respective conditions
 - E.g. Development of new career concepts and work models

Some Issues about Readiness

- Focus on MINT professions, yet time to hire also increases steadily for non-MINT profiles
- Insufficient perception of demographic challenges (30% of working population in Switzerland still retire early)
- Lack of Insight into the relevance of strategic longer term workforce planning
- Research gap as for the analysis of aging workforces
- Misjudgement of the value of older employees (cf. restructurings, focus re. personnel development)
- Varying or contradictory evaluation of the positive/negative qualities of older employees (capabilities)

Potential solutions:

1. Strategic Perspective (Desire)
2. Operational Perspective (Ability)



Strategic Action Areas

(what is the DESIRE of a company or institution to CHANGE/ADAPT):

- **Corporate Culture**
 - Development of an age and diversity sensitive as well as appreciating corporate culture
 - Sensibilisation of management and employees regarding the support for and development of older workers' employability (recruiting and retention)
 - Establishment of guidelines as framework for action and direction
- **HR-Strategy**
 - Investment & Utilization Strategy (Conservation Model) vs. Exit Strategy (Depreciation Model)
 - Embedding of workplace accommodation and older employee development

Operational Action Areas → «Active Aging» (what is the **ABILITY** of a company or institution to **CHANGE/ADAPT**):

- **Workforce Planning / Demography Management**
- **Personnel Development / Qualification**
- **Corporate Health Management**
- **Job Design / Labor Organization / Work Models / «Career» Concepts**
- **HR Competencies**

Relevance of Retention Measures

Source: Towers Watson Global Workforce Study 2012

Top Drivers for Employee Retention	< 30	30-39	40-49	50+	60+?
Base Salary	1	1	1	2	→
Career Opportunities	2	2	3	6	↓
Accessibility of Working Location	3	8	9	8	→
Job Security	0	3	2	4	→
Trust into Top Management	9	4	9	3	→
Working Environment	6	9	4	1	→
Stress Restricting Possibilities	10	5	5	5	↑
Relationship with Superiors	0	6	7	7	→
Challenging Work	7	10	10	9	↓
Flexible Distribution of Work	0	0	8	10	↑

Operational Action Areas

(what is the **ABILITY** of a company or institution to **CHANGE/ADAPT**):

1. PRECONDITION

- **Workforce Planning / Demography Management**
 - **Consciousness of demographical changes**
 - **Ongoing and systematic analysis: age structure and internal demographies regarding quantity and quality**
 - **Anticipation of role related competency moves**
 - **Re-design of jobs**
 - **Considering changes in the workforce:**
 - **From full-time to multiple workforces (contractors, gig employees)**

Operational Action Areas

(what is the **ABILITY** of a company or institution to **CHANGE/ADAPT**)

2. Action Points:

- **Personnel Development / Qualification**
 - Focus on continuing development of older employees / increase of participation rate (→ mobility & multifunctionality)
 - Realization of lifecycle oriented personnel development (→ new career models/paths)
 - Re-Deployment instead of early retirements (cf. Restructurings!)
- **Corporate Health Management**
 - Focus on prevention to avoid physical performance problems
 - Measures to mitigate stress with age specific components
- **HR Competencies**
 - HR Department has functional capabilities to execute on strategies
- **Job Design / Labor Organisation / Work Models / «Career» Concepts**

Job Design / Labor Organization / Work Models / «Career» Concepts

Important Points:

- Growing older, working activity increasingly influences not only experience levels, but also health and fitness.
- Therefore it is crucial to adapt the design and organisation of work to people's age.
- There is a wide array of possibilities.
- All these approaches, however, will increase administrative costs (time and money).
- Therefore it is important to analyse in detail which measures make sense in which context and bring most value

Job Design / Labor Organization / Work Models / «Career» Concepts

- **Working place related flexibilisation**
 - Ergonomic design of working places
 - Supporting devices

Job Design / Labor Organization / Work Models / «Career» Concepts

- **Time related flexibilisation**
 - Age related parttime work (Altersteilzeit)
 - Flexible work arrangements/schedules (project based, season based, flextime, telework, job sharing, etc.)
 - Phased retirements, semi-retirements
 - Bridge employments (including financial retirement planning)
 - Working time accounts (saving time credits for future usage)
 - Flexibilisation blocks (e.g. sabbaticals)
 - Additional leave
 - Shorter or longer qualification phases
 - Self-Employment

Job Design / Labor Organization / Work Models / «Career» Concepts

- **Work related flexibilisation**
 - Reduction of workload (time or giving up management responsibility)
 - Increased autonomy re. the design of work → individual job crafting
 - Allocation of (new) tasks with (informal) learning options
 - Task enrichments (including teaching, consulting, etc.)
 - Job rotation (clearly defined time periods) / Lateral job moves
 - Composing age diverse teams
 - Idiosyncratic deals («I-deals»)

Job Design / Labor Organization / Work Models / «Career» Concepts

- Age inclusive career management (not necessarily upwards)
- Career related flexibilisation / lateral moves
- Informal learning or learning adjusted to individual expertise
- Active generation management
 - Mixed project teams
 - Reversed mentoring

And what about the health industry in Switzerland?

- **Workforce Planning:**

- Change of tasks and roles due to new business models (economic pressure) or new technologies (digitalisation)
- Consideration of specialisation vs. multi-functionality

- **Personnel Development:**

- New role profiles (physician assistants or advanced nurse practitioners) to increase attractiveness of profession

- **HR competencies:**

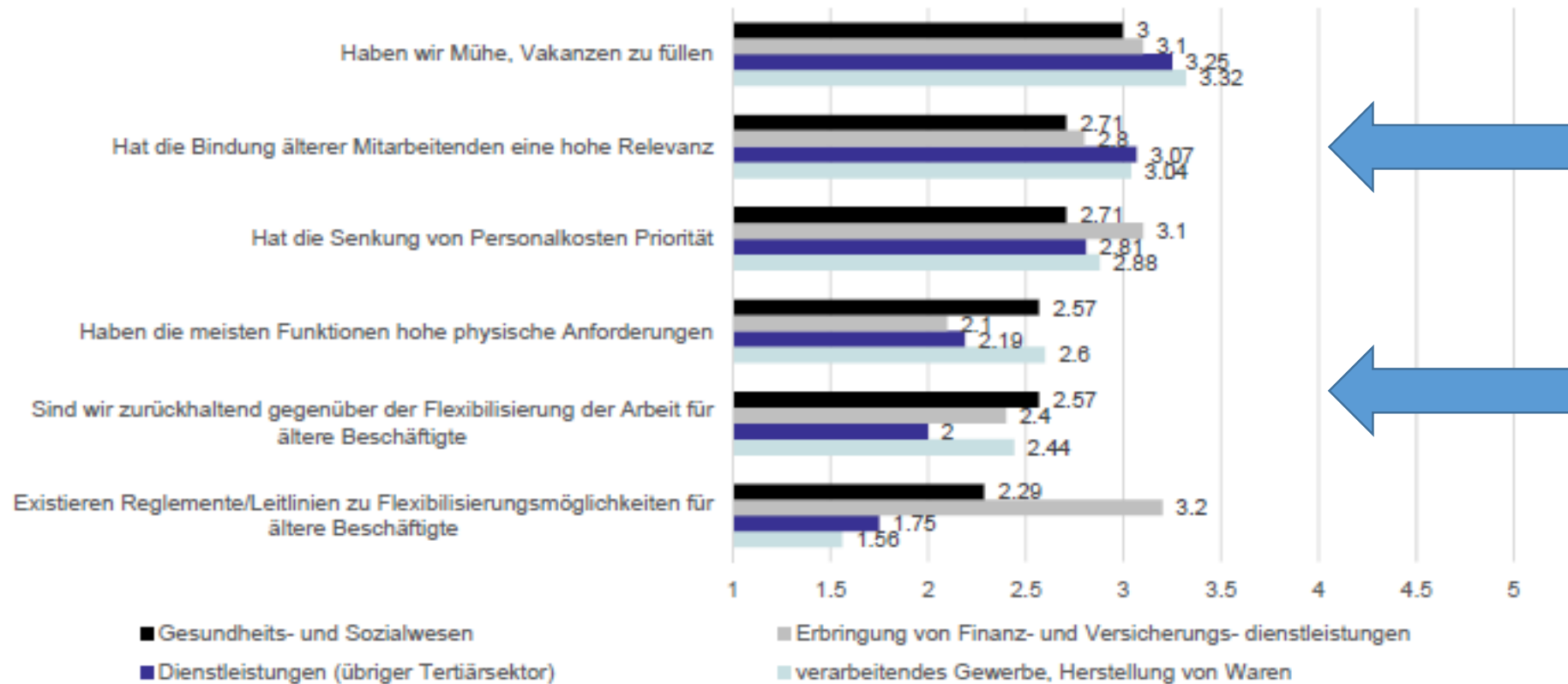
- Need for improvements and re-positioning

- **Flexibilisation:**

- Potential for change

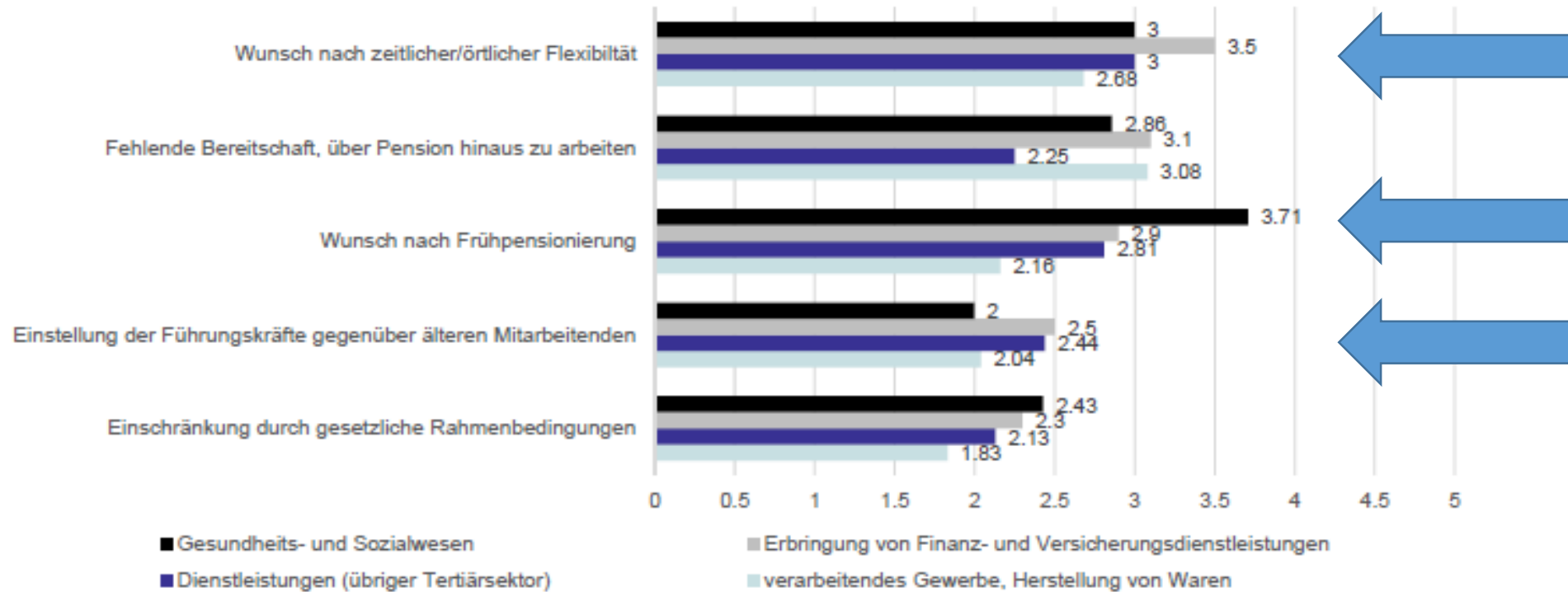
Industry Comparison I (Company Context)

(Source: PMO Study 2017)



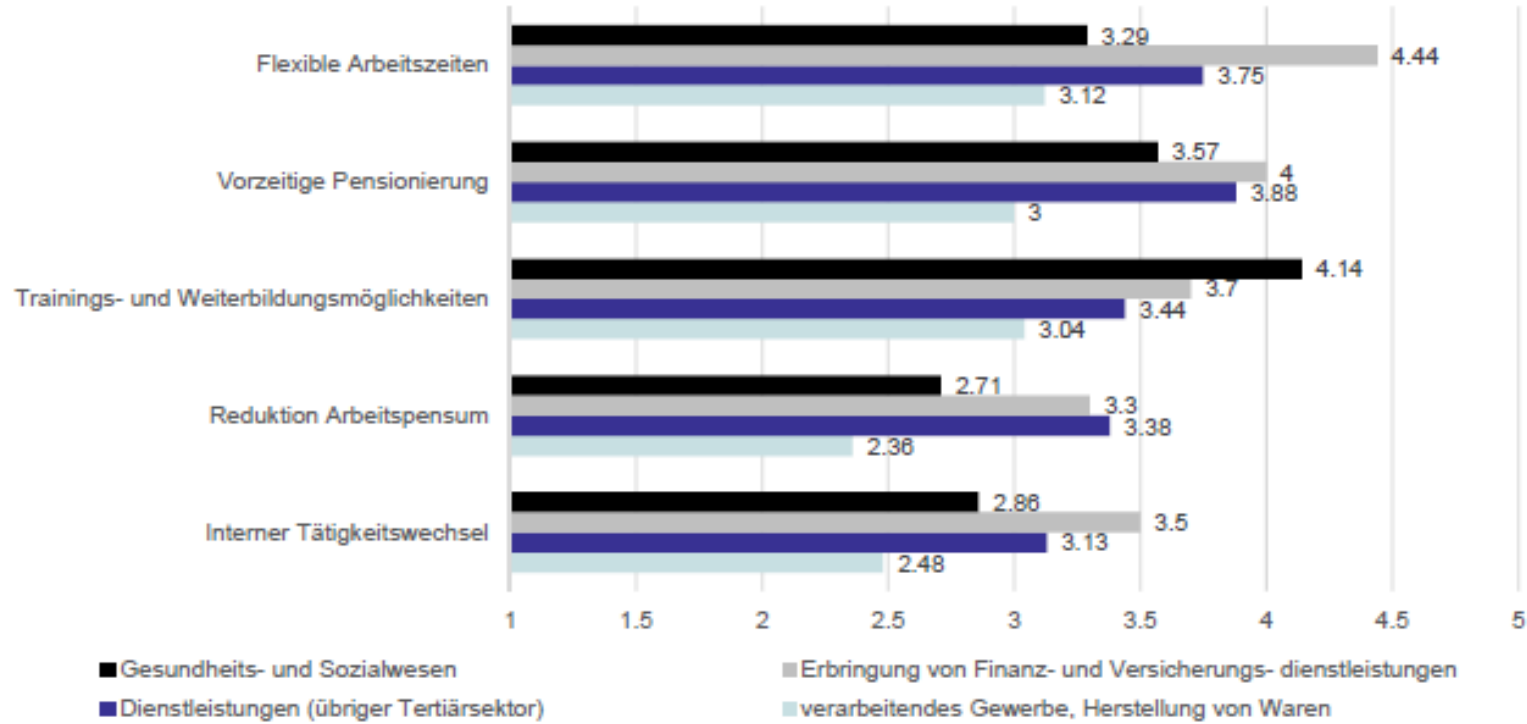
Industry Comparison II (Challenges)

(Source: PMO Study 2017)



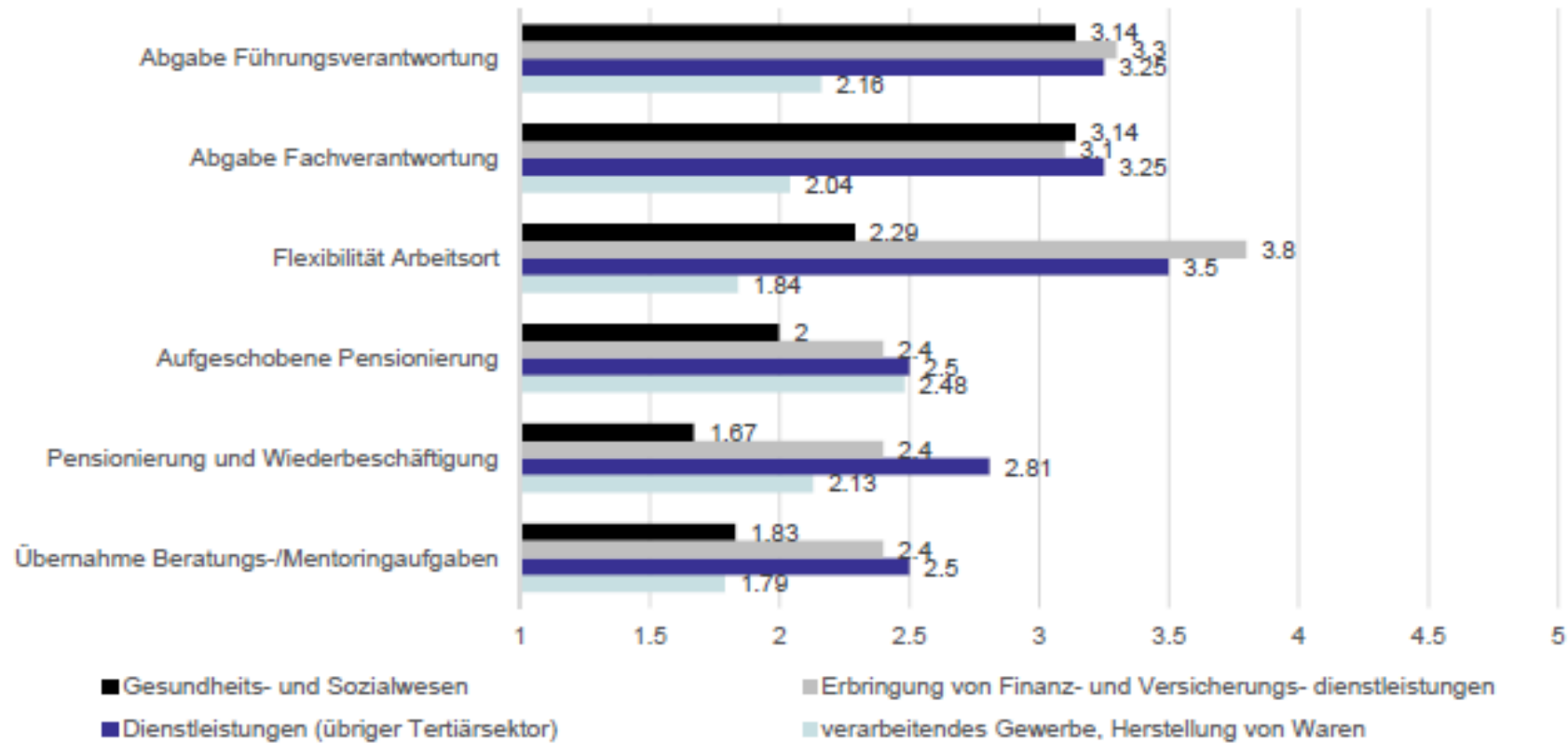
Industry Comparison III (Possibilities)

(Source: PMO Study 2017)

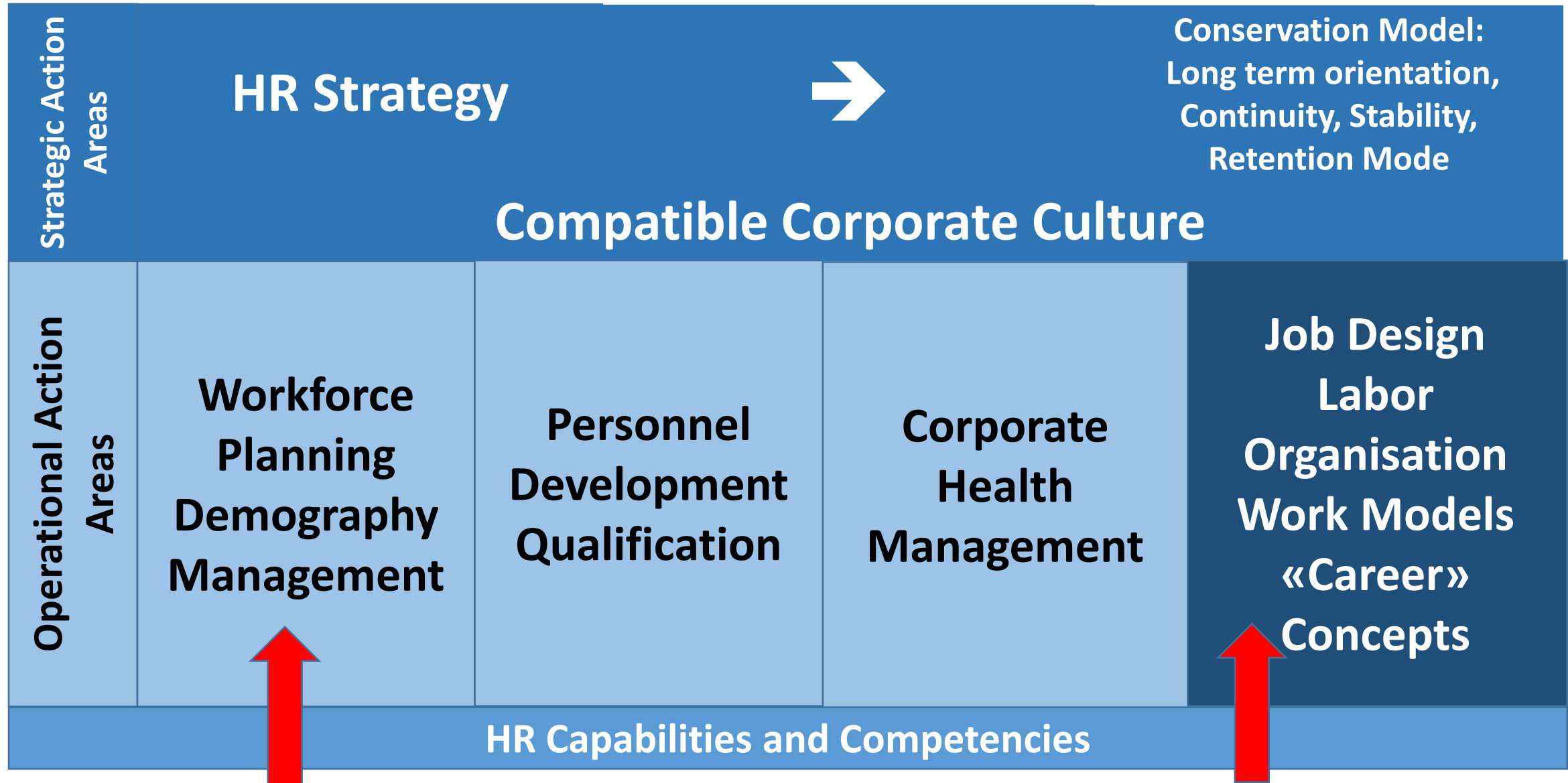


Industry Comparison IV (Possibilities)

(Source: PMO Study 2017)



Summarizing



Thank you!



Any Questions?

Introduction to your Lecturer



- **Professional Career**
 - Human Resource professional with long experience in global leadership positions
 - Member of Executive Committee (Global Head of HR) of UBS Asset Management (2003-2007) and UBS Wealth Management (2010-2012)
 - Global Head of Human Resources of UBS Group 2007-2010 (80'000 employees with 2000 in HR)
 - Since 2013 Professor for HRM at the Institute for Human Resource Management and Organisation, School of Business FHNW, Dean for the “Master of Advanced Studies in Human Resource Management”
- **Education**
 - Philosophical Doctorate, University of Zurich / Yale University
 - Executive MBA, University of Rochester NY / Berne University
- **Further Activities**
 - Consulting
 - Family, Sports and Traveling