

The strategic Importance of Sustainable Employability

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About hrpro.





° 2016

11 + 3 Organizations

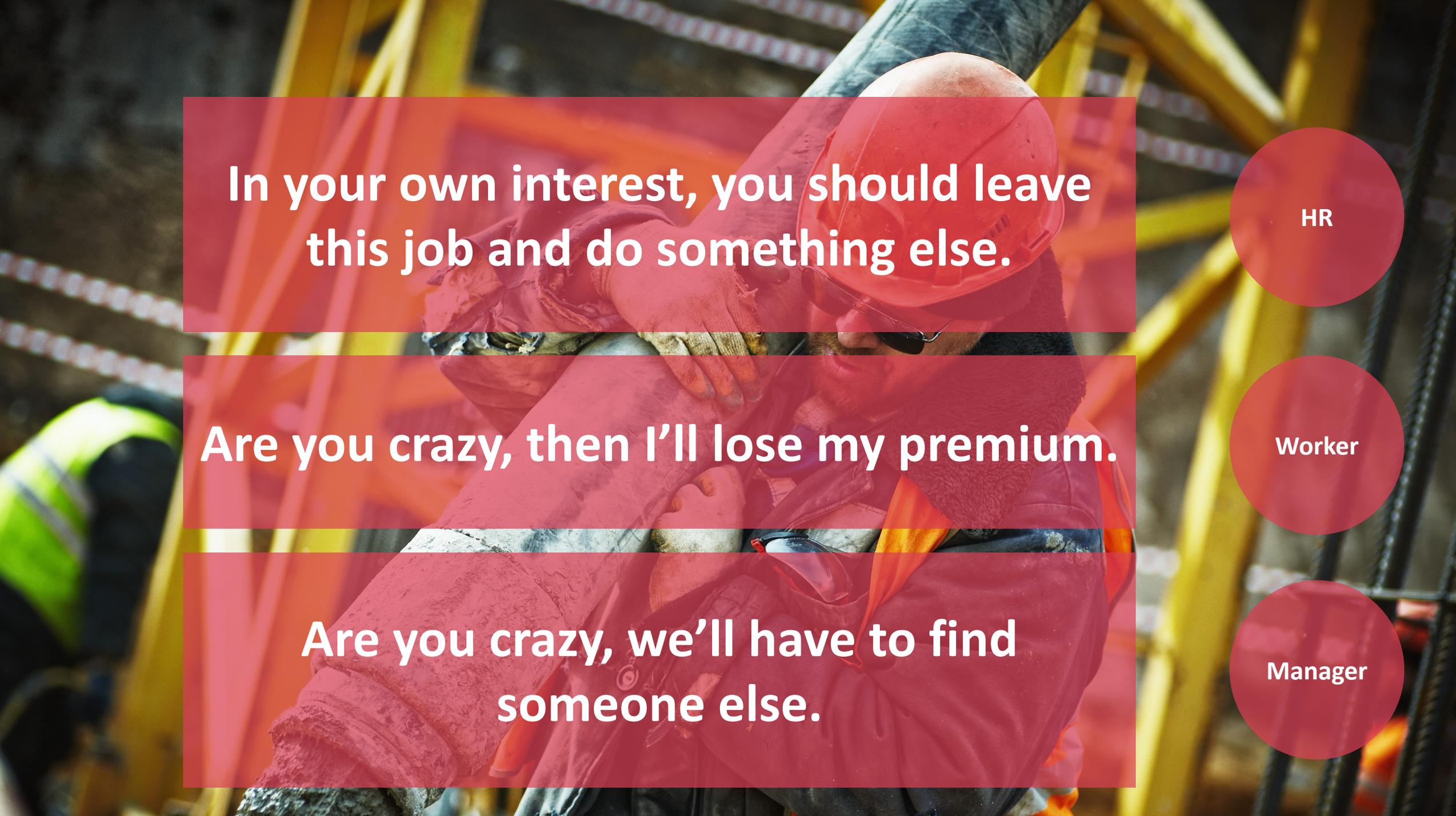
- Networking
- Professionalisation
- Impact

3500 HR professionals

Member of EAPM



A Story.

A construction worker wearing a red hard hat, safety glasses, and a red jacket is working on a large, dark pipe. The background shows yellow scaffolding and other construction elements. The scene is overlaid with three semi-transparent red rectangular boxes containing text.

**In your own interest, you should leave
this job and do something else.**

Are you crazy, then I'll lose my premium.

**Are you crazy, we'll have to find
someone else.**

HR

Worker

Manager

The Strategic Importance of Sustainable Employability

Sustainable Employability is a domain
where HR, Individual and the government
have a common interest.

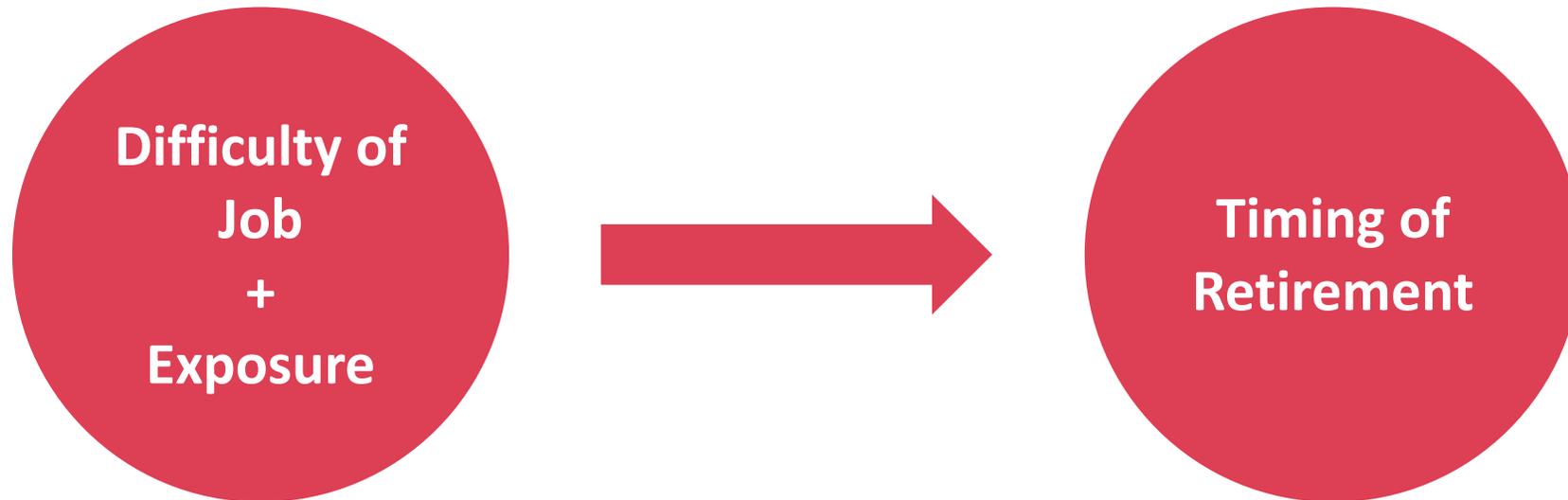
**It's on the Agenda in Belgium
but progress is slow,
and discussions are sometimes
counterproductive.**

Different views on how to tackle the topic.

Social Partners have different opinions.
Common ground is too small.

Government wants to push.

Example: Demanding Jobs



Criteria?
Under Debate.

Discussion on “**demanding jobs**” is one of repairing afterwards,

and not one of preventing problems or **leveraging our single most important resource: talent.**

We must admit that
everyone has a demanding job

or

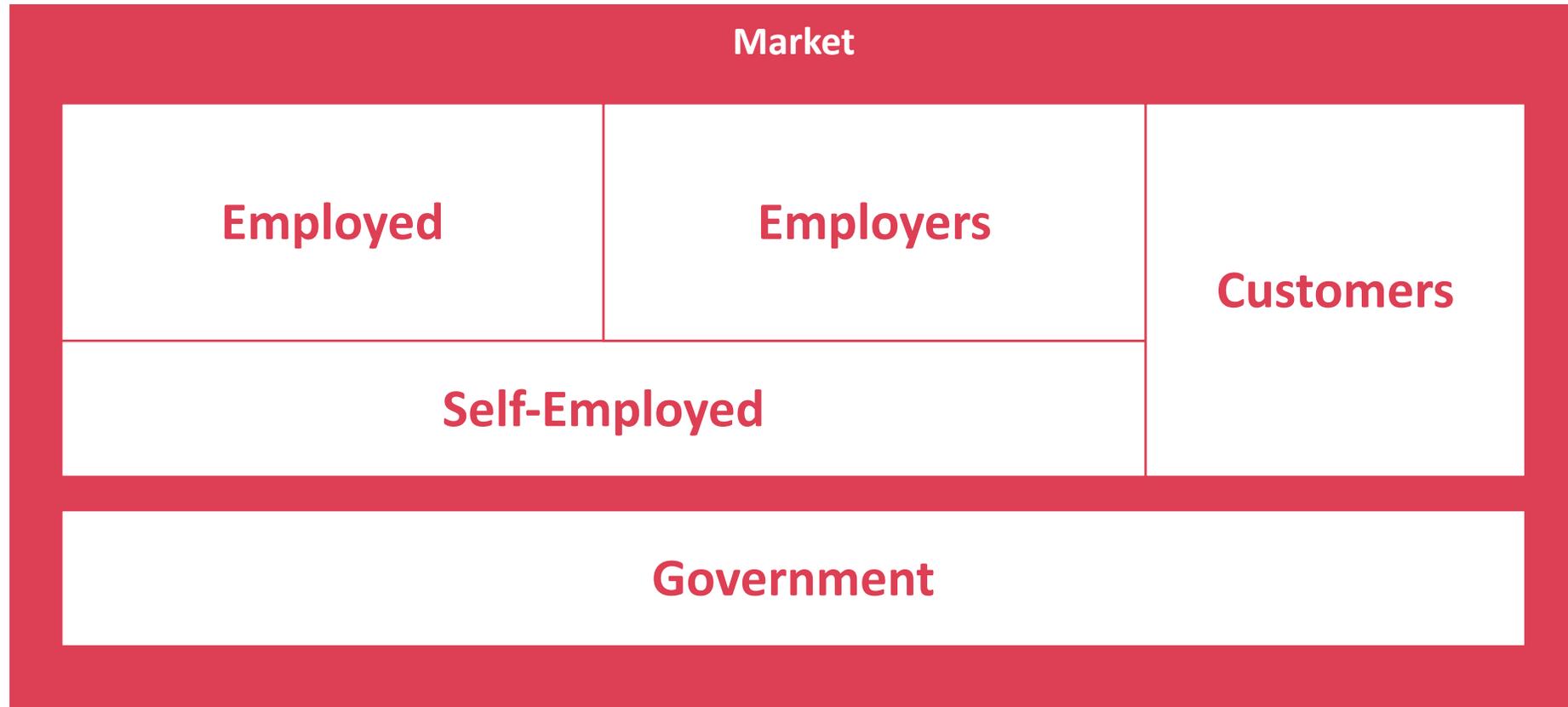
that the difficulty of a job is
a subjective notion.

Prevention
Learning – Mobility
Healthy Work
Shared responsibilities

**HR has a crucial role
to play in this discussion**
(or at least in the implementation).

The Role of HR.

The role of HR in the Talent Market



The Essence of HR

Creating the right conditions

Human behaviour

Motivation, Engagement

Competence Health

HR is about performance

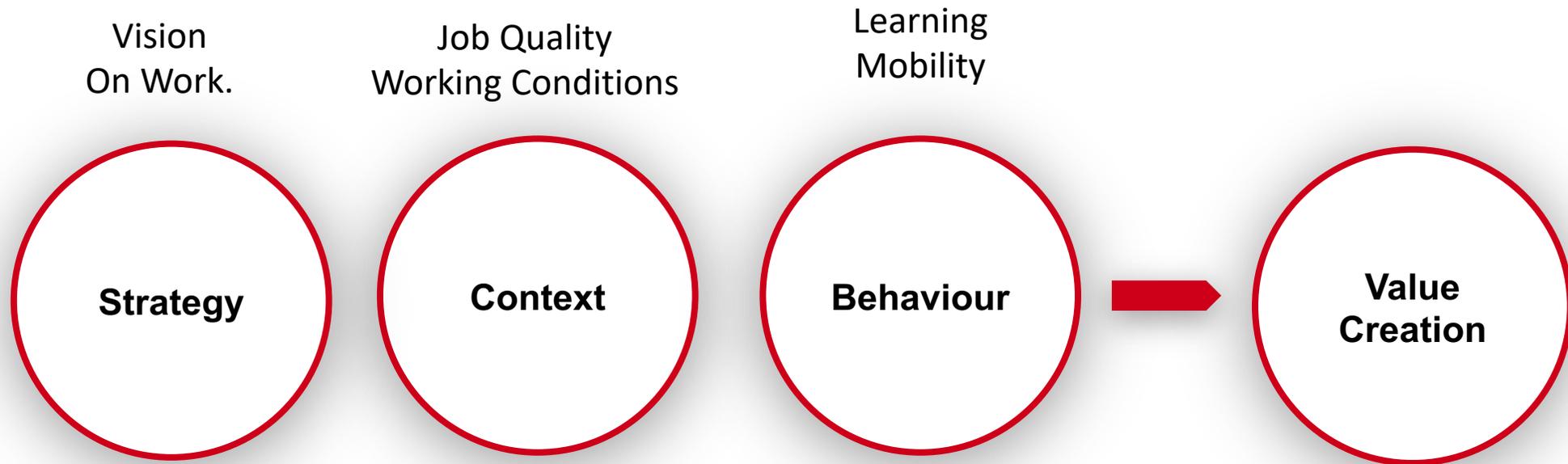
Making sure	people	are willing	and able	to perform
sustainably	in order to create value		for all stakeholders	

Long Term
Future-Oriented

The transfer of
behaviour into value.

Customer, Organisation
Person, Society

Levers for Sustainable Employability



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But there's some difficulty to put it on the agenda of the organization.

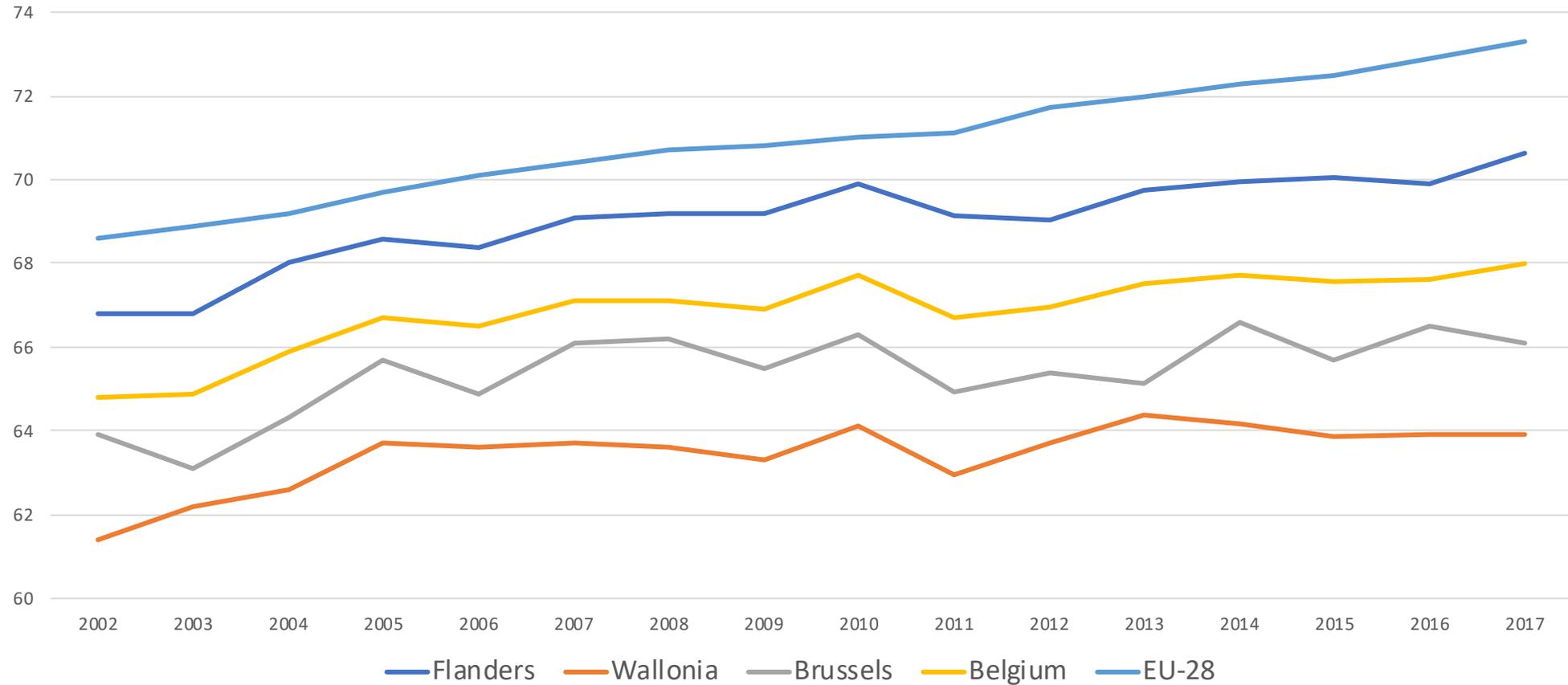
- Sustainable Employability is about **long-term**, in a context that is short-term thinking.
- HR depends on the **quality of leadership** within the organization.
- Many sustainable employability initiatives seem to be **in conflict** with or **not contributing** to the performance of the organization.
- There's a **lack of company-specific data** on the return on investments in sustainable employability.
- The **dwindling supply of talent** is in favour of Sustainable Employability Initiatives.

The Situation in Belgium

A labour Market with different Speeds

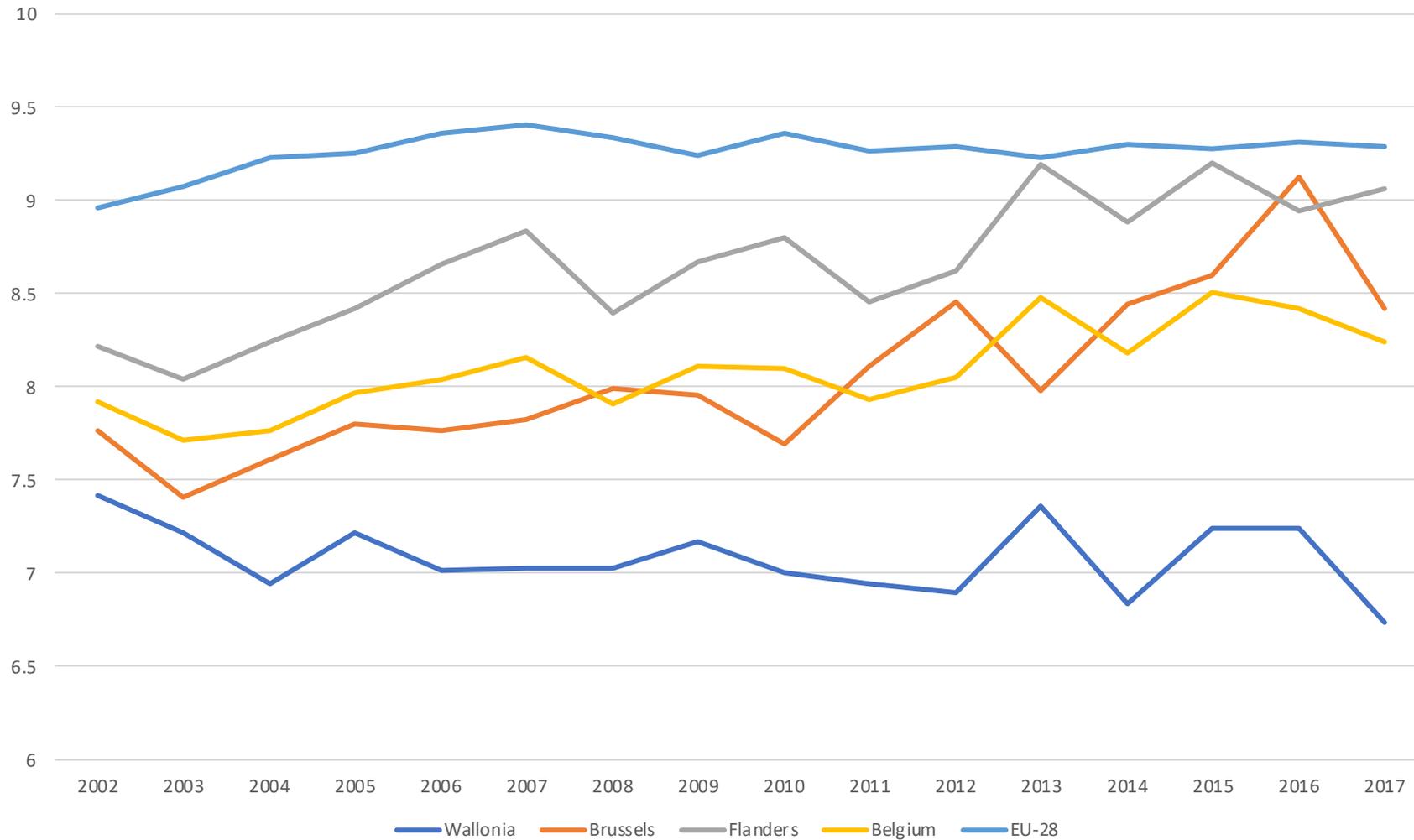


Evolution of the activity %



Source: Statbel - EAK, Eurostat - LFS (Bewerking Steunpunt Werk/Departement WSE)

Evolution of the Self Employed in Belgium



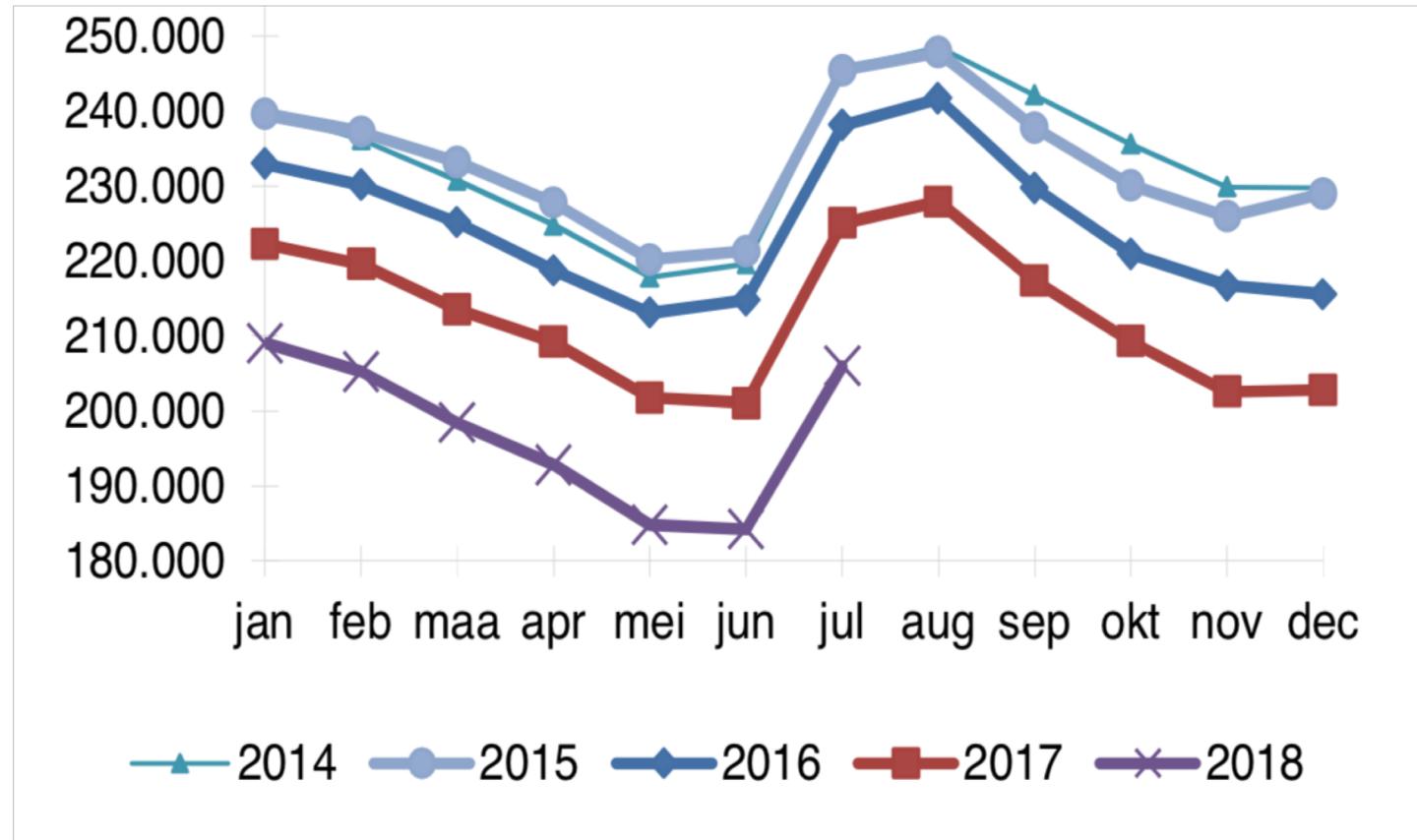
Source: Statbel - EAK, Eurostat - LFS (Bewerking Steunpunt Werk/Departement WSE)

Activity % goes up, but **lags behind the EU.**

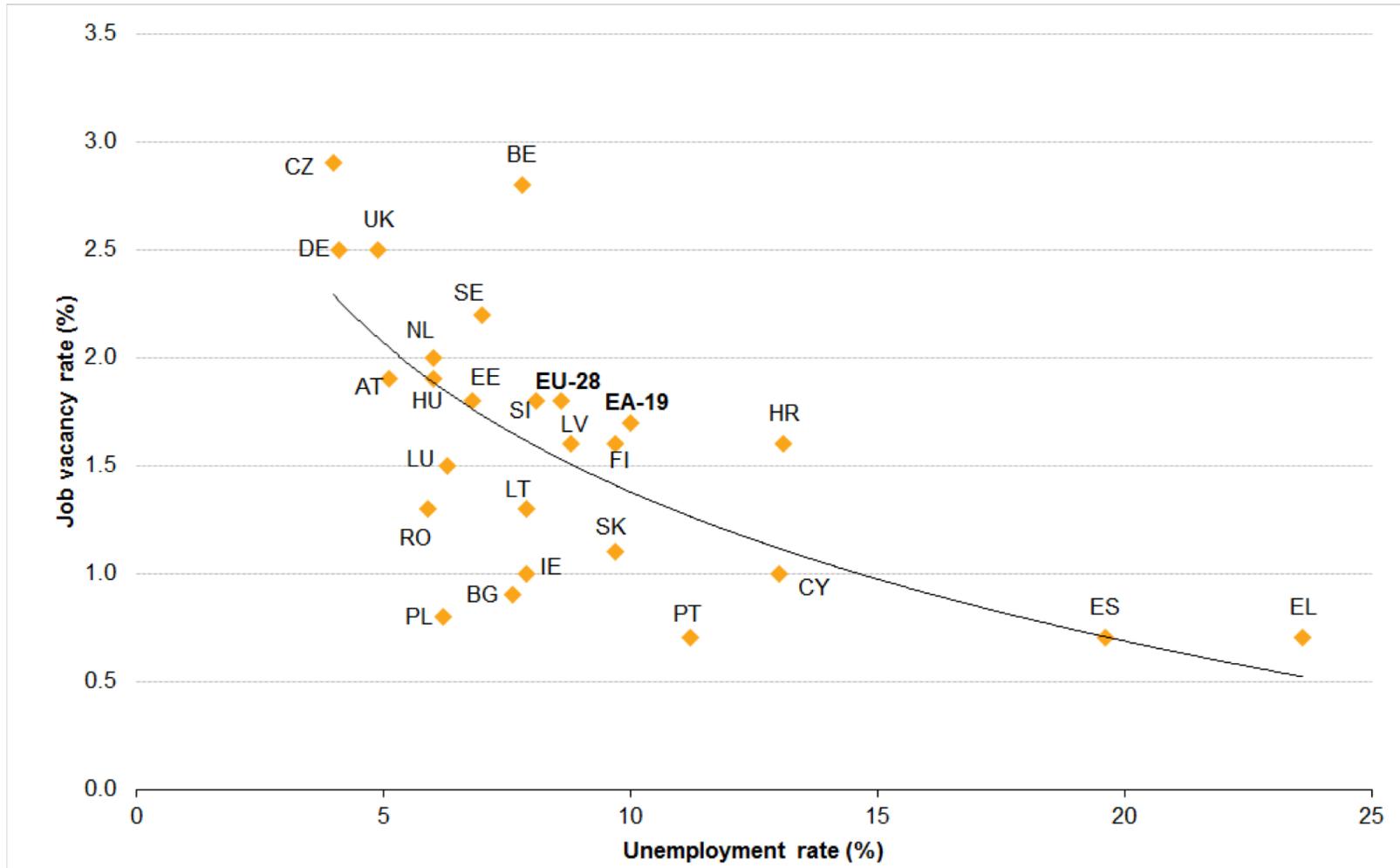
Different situations in North & South.

Limited but increasing
intercommunity mobility.

Unemployment Flanders (July 2018)



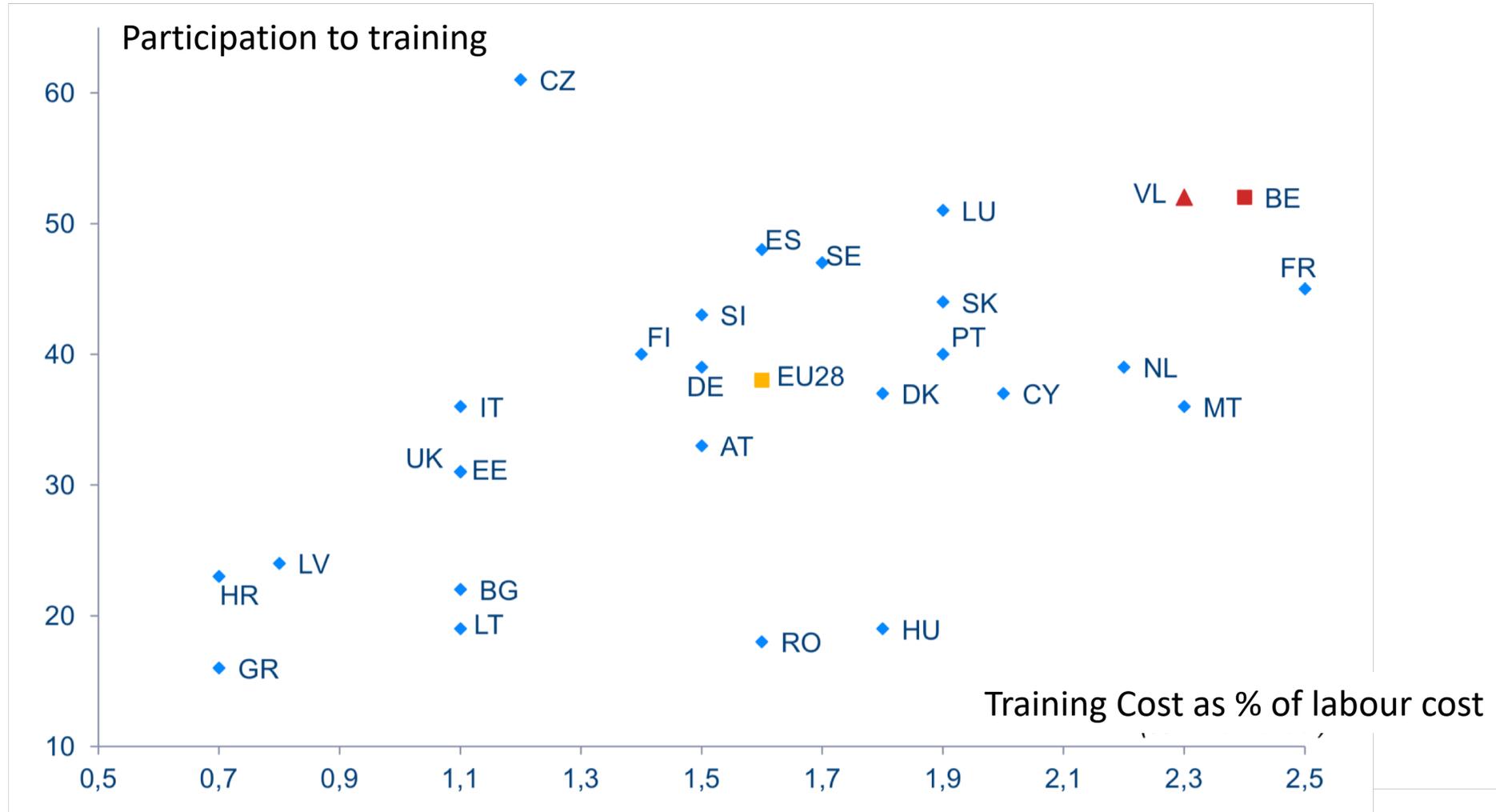
The Belgian Beveridge Challenge



We have no other choice then to **get everybody to work**, also those with a distance to the labour market.

(→ inclusive talent acquisition practices)

Formal Training Investments

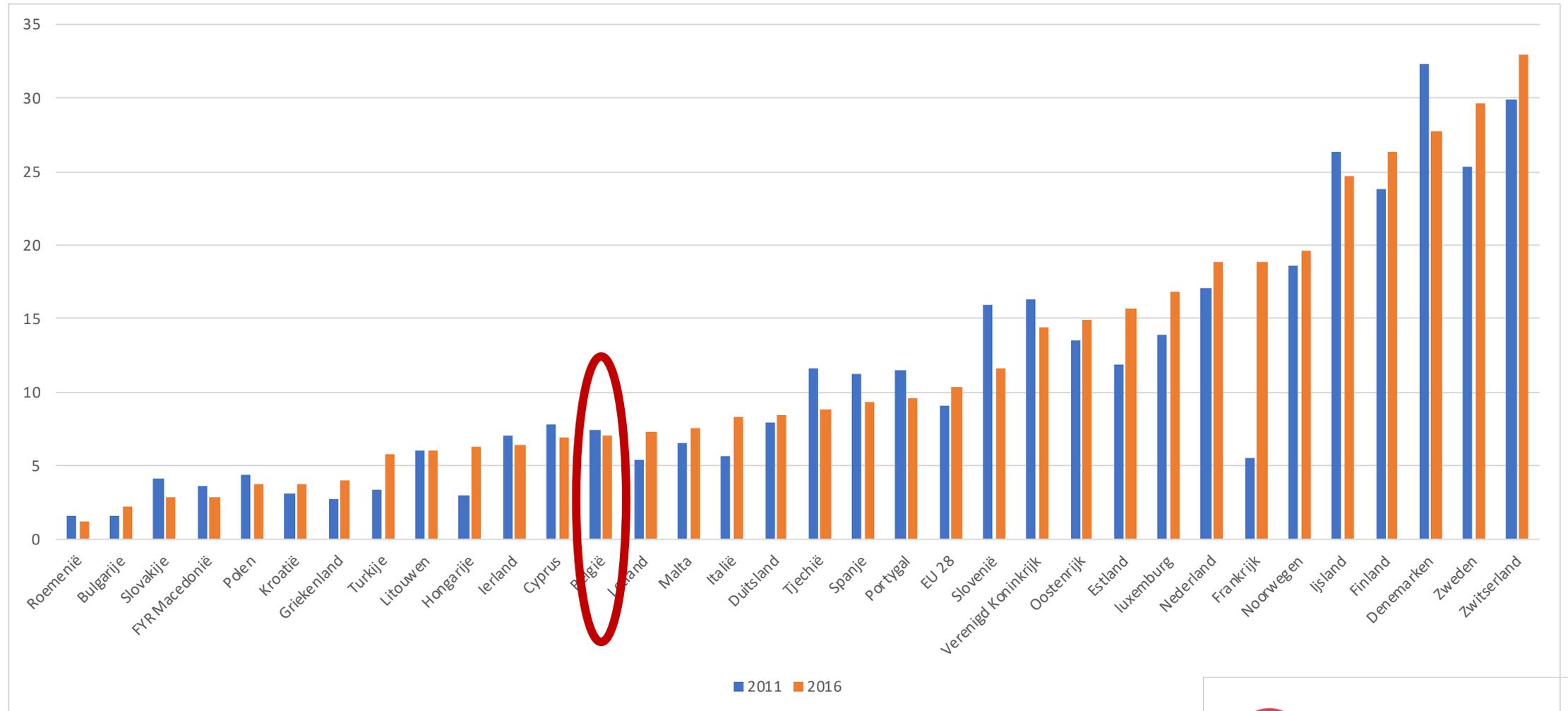


Bron: CVTS - FOD Economie / Eurostat (Bewerking Steunpunt WSE/Departement WSE) – Figures from 2010

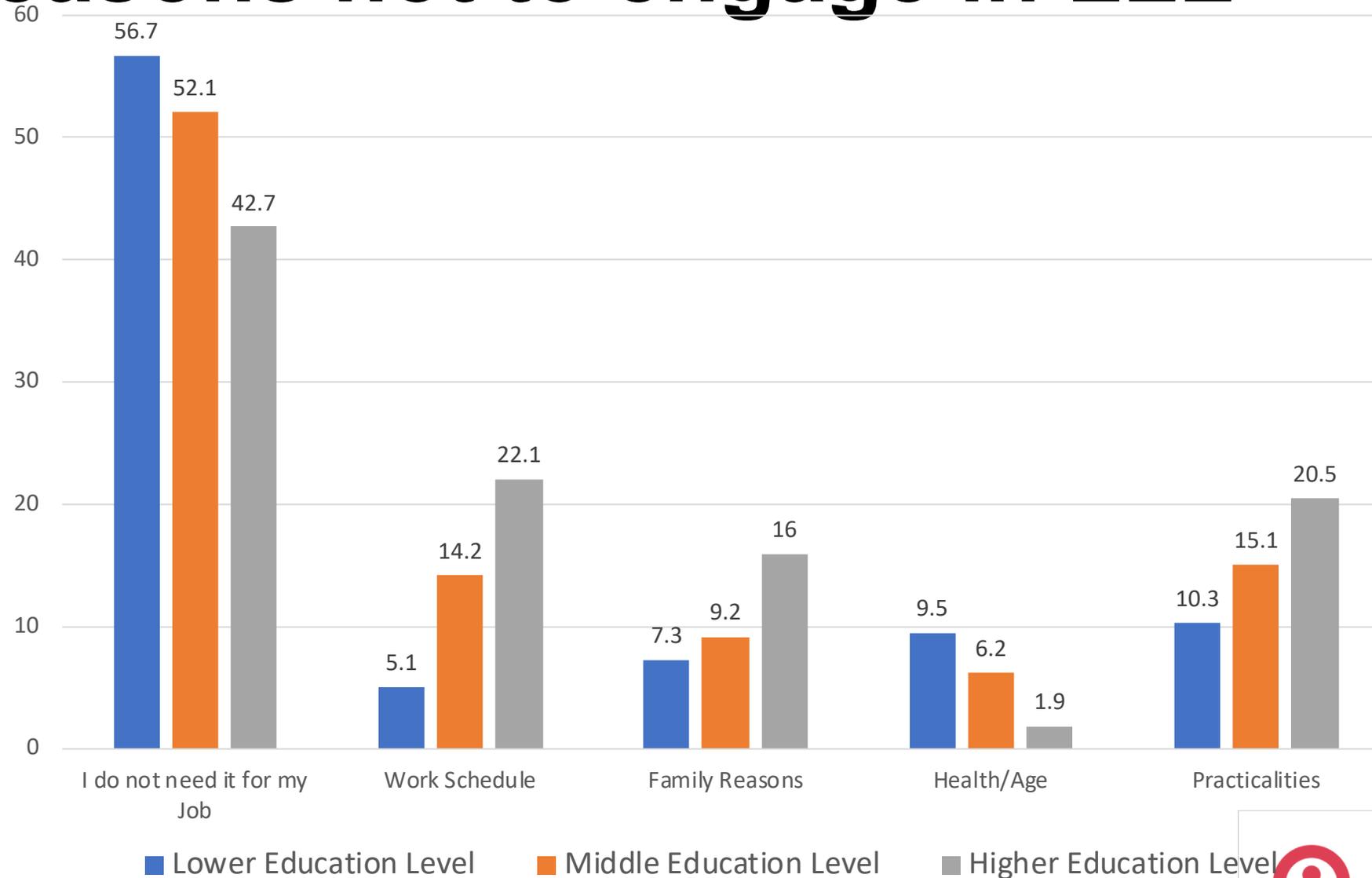
Belgian enterprises score well on average for their training investments.

How can we make sure the effort is more **evenly distributed**?

Participation to Life-Long-Learning



Reasons not to engage in LLL



Source: AES, FOD Economie (Bewerking Departement WSE/Steunpunt WSE), 2011 figures

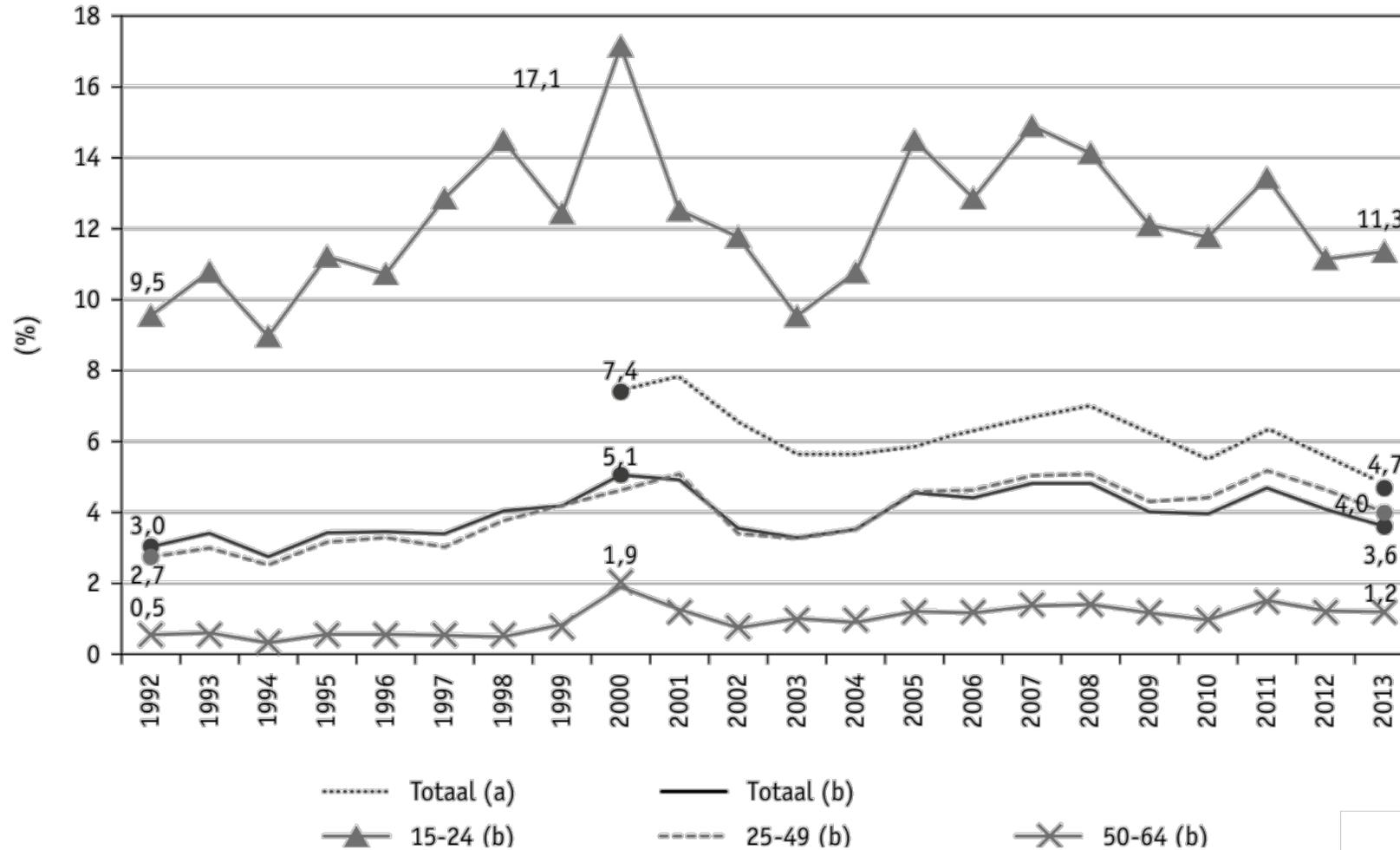


**People still see training as the
responsibility of the employer**

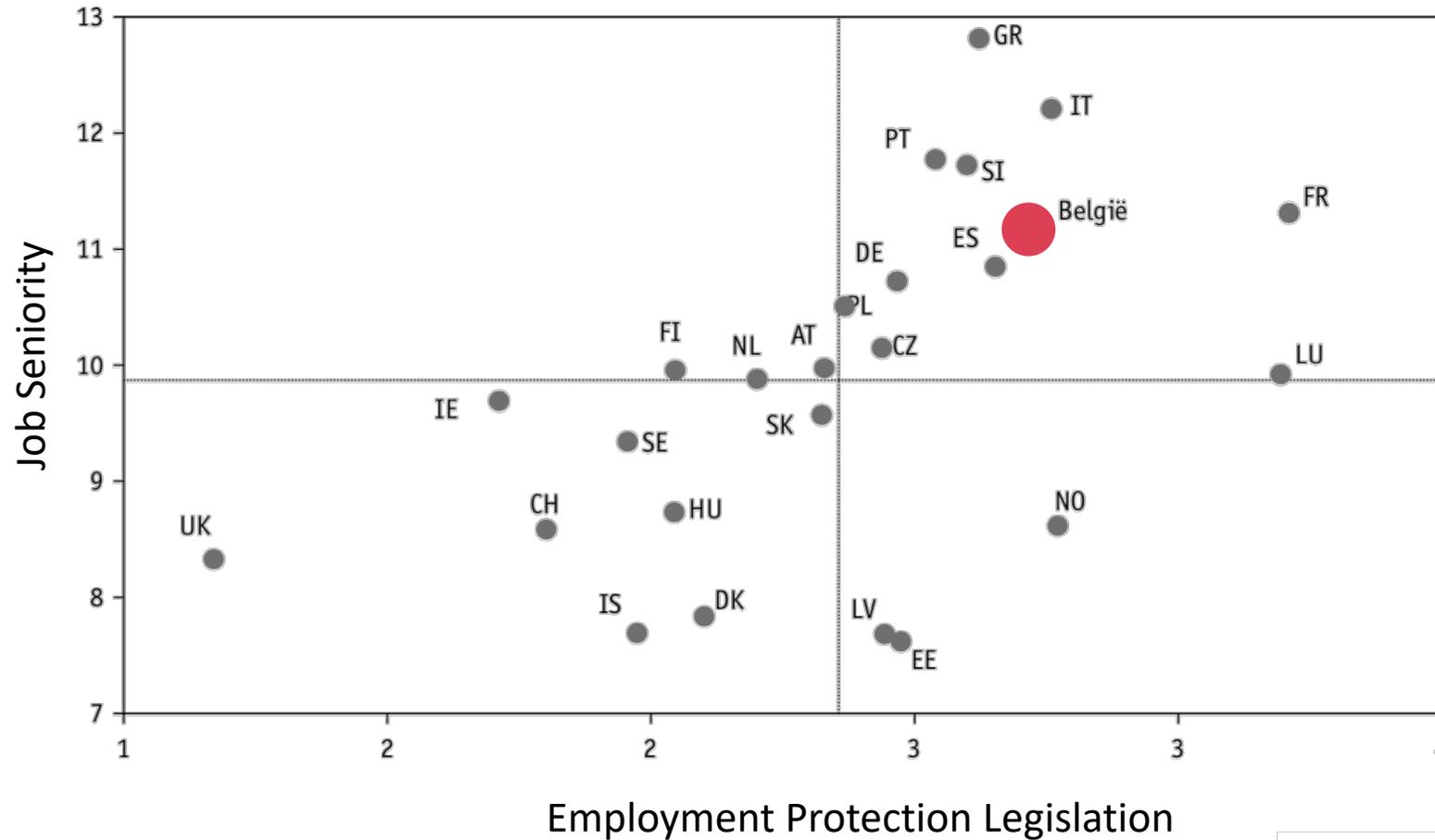
**How can we convince people that they should
invest in their development as well?**

LLL is the key to longer fruitful careers.

Mobility



Mobility and Protection



How can we convince people that **job mobility is a good thing?**

How can we convince management that it's a **good thing for people to leave?**

How can we **stimulate internal job mobility** as a development & retention tool?

Workability Indicators for the Flemish Labour Market

Workability Indicators		2004	2007	2010	2013	2016
		%	%	%	%	%
Mental Fatigue	 niet problematisch	71,1	71,2	70,2	70,7	65,8
	 problematisch	28,9	28,8	29,8	29,3	34,2
	 acuut problematisch	10,2	9,7	9,4	9,6	12,3
	N	10.247	9.516	8.751	15.629	10.948
Engagement	 niet problematisch	81,3	81,9	83,4	81,9	80,2
	 problematisch	18,7	18,1	16,6	18,1	19,8
	 acuut problematisch	8,0	7,9	7,5	8,1	8,5
	N	10.243	9.528	8.765	15.659	10.974
Learning Opportunities	 niet problematisch	77,4	80,1	81,8	82,0	82,5
	 problematisch	22,6	19,9	18,2	18,0	17,5
	 acuut problematisch	8,4	7,3	6,6	6,3	6,1
	N	10.986	8.911	8.174	15.428	10.929
Work-Life Balance	 niet problematisch	88,2	89,2	89,4	89,2	87,8
	 problematisch	11,8	10,8	10,6	10,8	12,2
	 acuut problematisch	3,1	2,4	2,3	2,7	3,2
	N	11.020	9.560	8.815	15.666	10.982

Mental Fatigue / Stress is one of the most important aspects of sustainable HR strategies.

How can we help people to stay / become more resilient?

Risk indicators for the Flemish Labour Market

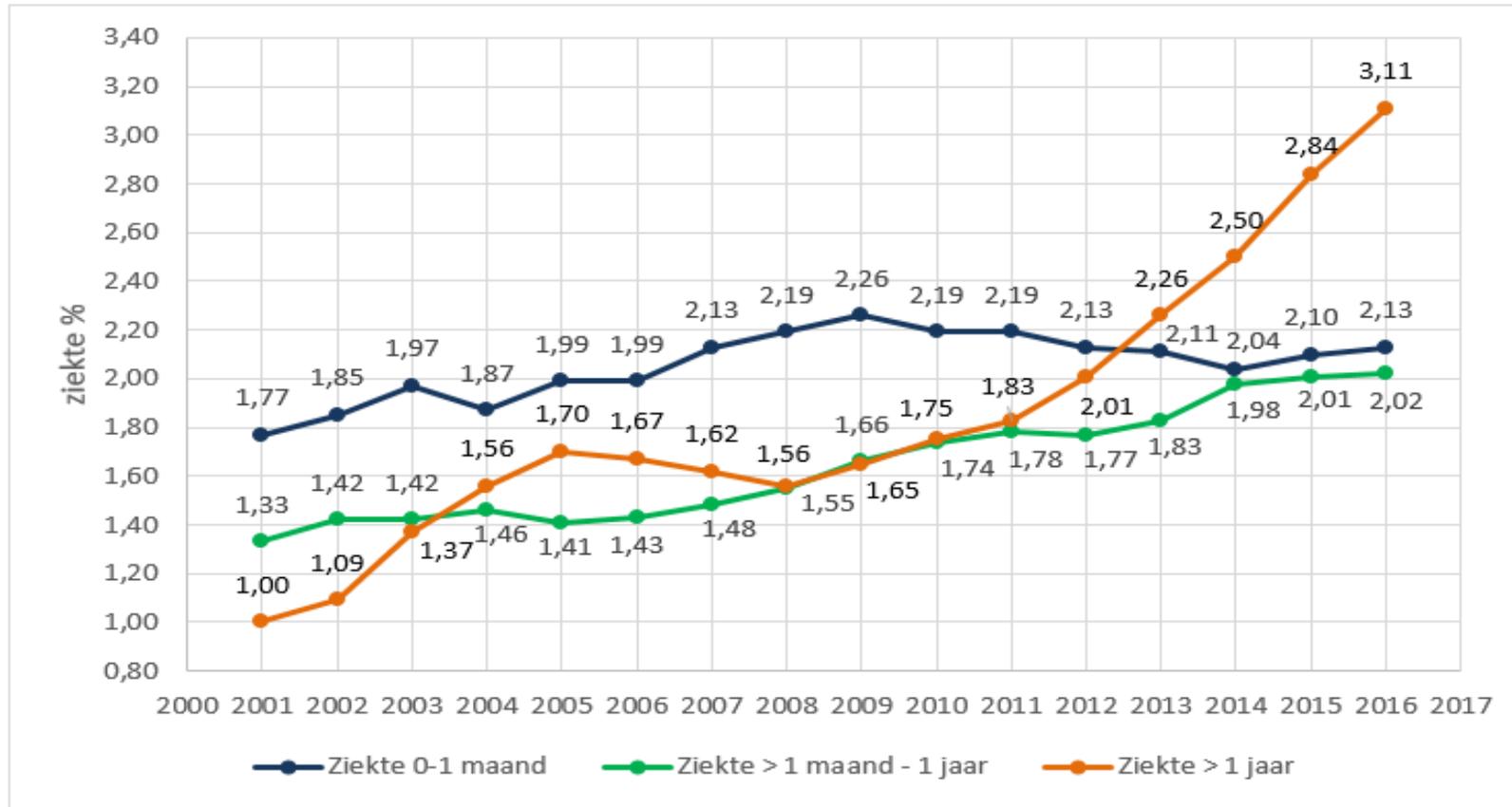
Risk Indicators		2004	2007	2010	2013	2016
		%	%	%	%	%
Workload	 niet problematisch	69,0	69,4	69,1	71,0	63,2
	 problematisch	31,0	30,6	30,9	29,0	36,8
	 acuut problematisch	12,8	12,5	12,3	11,1	16,3
	N	10.991	8.925	8.186	15.467	10.939
Emotional Stress	 niet problematisch	79,5	79,3	79,6	80,0	77,0
	 problematisch	20,5	20,7	20,4	20,0	23,0
	 acuut problematisch	4,0	4,3	4,1	4,0	5,0
	N	10.987	8.910	8.182	15.453	10.928
Task Variation	 niet problematisch	76,2	76,5	77,2	76,3	76,0
	 problematisch	23,8	23,5	22,8	23,7	24,0
	 acuut problematisch	11,5	10,5	10,5	10,3	10,5
	N	10.999	8.919	8.182	15.476	10.931
Autonomy	 niet problematisch	79,2	79,8	80,5	81,0	80,6
	 problematisch	20,8	20,2	19,5	19,0	19,4
	 acuut problematisch	7,3	7,5	6,5	6,4	6,2
	N	10.999	8.906	8.174	15.431	10.913
Leadership Support	 niet problematisch	83,9	84,0	85,2	85,6	85,7
	 problematisch	16,1	16,0	14,8	14,4	14,3
	 acuut problematisch	6,1	6,2	5,4	5,3	5,0
	N	10.977	8.911	8.190	15.442	10.925
Work Conditions	 niet problematisch	87,9	86,3	87,0	87,1	85,1
	 problematisch	12,1	13,7	13,0	12,9	14,9
	 acuut problematisch	4,5	5,3	4,4	4,5	5,7
	N	10.654	9.497	8.768	15.727	11.040

If someone is "satisfied" about the conditions
they are in ...

... but there's an increasing illness,
insufficient personal investment in learning ...

... what does this tell us.

Long Term Absenteeism on the rise.



How can we build work and work environments that are **a source of health?**

It's not about prevention after the facts, or absenteeism programs. It's about fundamental choices organisations and individuals must make.

How to go from here?

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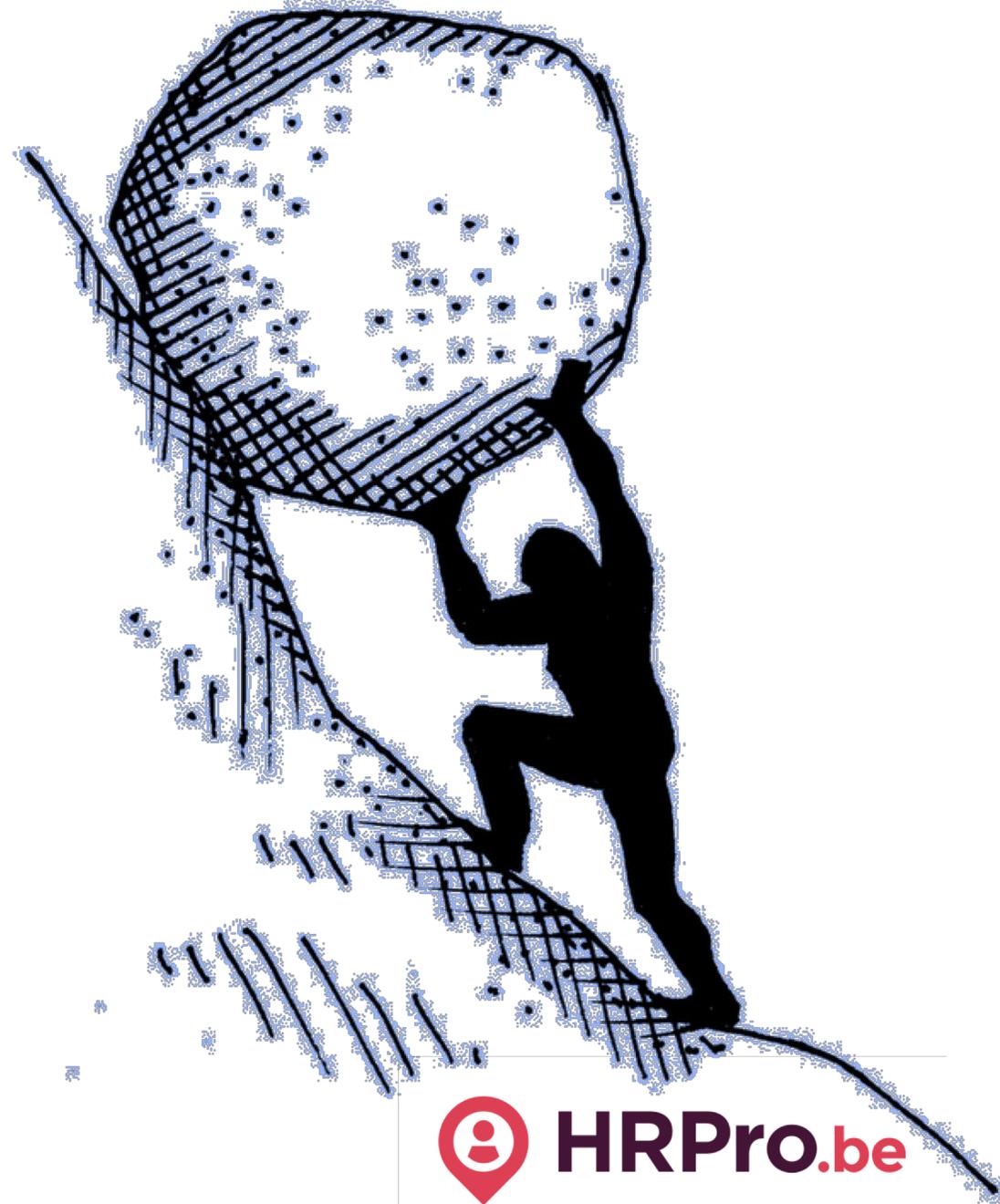
Customer, Organisation
Person, Society

Sustainable Employability is a domain where HR, Individual and the government have a **common interest.**

Conclusions

- The context is what the context is: scarce talent, too low mobility and participation, increasing issues of health.
- Sustainable Employability is strategic. It's a way to deal with the talent challenge.
- HR plays a key role in this, but it needs to step up its story.

- There is progress!
- But still not enough!



Part 2 of this presentation is about solving the problem.

Thank you!



Get in touch



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