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AuZ – PP 11 – Alexander Frevel

## **Identification of SME Conditions and Qualification Needs and Creating SME Prototypes for Human Resources**

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## 1. Tasks

### ➤ Identification of SME conditions and qualification needs (WP 3, A2)

Analysis of SME conditions and identification of qualification needs in the fields of Human Resource Policy and Workplace Innovations through complementary and in-depth analyses of studies, projects, etc., written surveys and technical discussions.

### ➤ Creating SME prototypes for HR (WP 3, A3)

Definition and description of SME prototypes with comparable conditions to Workplace Innovations.

The results of this work will be deepened by an analysis of country-specific aspects (WP 4). This will identify the qualification needs and requirements for the further training of owners and employees of SMEs and whether/what country-specific qualification bottlenecks (skill shortages) can be identified.

## 2. Work Steps and Structure of the Report

- 1) The analysis of SME conditions and qualification needs was carried out as a first work step with an internet research and literature analysis for the two subject areas
  - a) Human Resource Policy (HR-Policy) and Organisational Development (OD) and
  - b) Workplace Innovation.→ See chapter 3, 4, and 5
- 2) Parallel to this, surveys were conducted on the status quo and desired HR-Policies for Workplace Innovations for different target groups and with varied question direction and depth of the elevation.  
→ See chapter 6
- 3) As a quintessence of the analyses, an approach for the development of SME prototypes was developed which is oriented towards the needs of the companies.  
→ See chapter 7
- 4) On this basis of results and conclusions, first theses and preliminary essences are formulated.  
→ See chapter 8

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### 3. What are the Differences between Human Resource Policy (HR) and Organisational Development (OD)?<sup>1</sup>

Both functions deal with people. Yet, there are theoretically some more differences than similarities between HR and OD. In practice, there should be a closer connection between both aspects, because HR-policy is realised in the structural and operational organisation of a company.

#### **What is “Human Resource Policy”?**

Historically, Human Resource Policy (HR) professionals were primarily concerned with the efficient management of the employment process (from recruitment to termination). HR also focused on helping the organisation comply with governmental regulations and in mitigating employment-related risks. Thus, HR found itself acting in a support role to the other business units. Consequently, HR’s culture was mostly transactional and utilitarian in nature. And, HR was and is very process-and-compliance-oriented in its thinking.

#### **What is “Organisational Development”?**

Organisational development (OD), on the other hand, was created as a way of applying behavioural science to help organisations improve individuals and systems. OD’s goal is to help people function better within an organisational context. At its heart, OD is supposed to represent purposeful and meaningful change for the better. An OD practitioner uses two primary tools in his or her work:

1. Assessments
2. Interventions

Organisational Development is a field of research, theory, and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organisational change and performance.

- OD is a process of continuous diagnosis, action planning, implementation and evaluation, with the goal of transferring knowledge and skills to organisations to improve their capacity for solving problems and managing future change.
- OD emerged out of human relations studies from the 1930s where psychologists realized that organisational structures and processes influence worker behaviour and motivation.
- Lewin's work in the 1940s and 1950s also helped show that feedback was a valuable tool in addressing social processes.

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<sup>1</sup> Source: <https://www.decision-wise.com/difference-between-human-resources-and-organization-development/>

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- More recently, work on OD has expanded to focus on aligning organisations with their rapidly changing and complex environments through organisational learning, knowledge management and transformation of organisational norms and values.

### **Key Concepts of Organisational Development Theory**

- Organisational Climate – defined as the mood or unique "personality" of an organisation.
  - Attitudes and beliefs about organisational practices create organisational climate and influence members' collective behaviour.
  - Climate features and characteristics may be associated with employee satisfaction, stress, service quality and outcomes and successful implementation of new programs. Climate features and characteristics include:
  - Leadership, openness of communication, participative management, role clarity, and conflict resolution, leader support and leader control.

- Organisational Culture – deeply seated norms, values and behaviours that members share.

The five basic elements of culture in organisations include:

- Assumptions
- Values
- Behavioural norms
- Behavioural patterns
- Artifacts

The subjective features (assumptions, values and norms) reflect members' unconscious thoughts and interpretations of their organisations.

The subjective features shape the behaviours and artifacts take on within organisations.

- Organisational Strategies – a common OD approach used to help organisations negotiate change, i.e. action research, consists of four steps.
  - Diagnosis
    - Helps organisation identify problems that may interfere with its effectiveness and assess the underlying causes
    - Usually done by OD enlisting the help of an outside specialist to help identify problems by examining its mission, goals, policies, structures and technologies; climate and culture; environmental factors; desired outcomes and readiness to take action.
    - Usually done through key informant interviews or formal surveys of all members.
  - Action planning
    - Strategic interventions for addressing diagnosed problems are developed.

- The organisation is engaged in an action planning process to assess the feasibility of implementing different change strategies that lead to action.
- Intervention
  - Change steps are specified and sequenced, progress monitored, and stakeholder commitment is cultivated.
- Evaluation
  - Assess the planned change efforts by tracking the organisation's progress in implementing the change and by documenting its impact on the organisation.

OD has more in common with leadership and management theory than it does with HR's risk-managing legacy. Here is a partial list of the different roles that were frequently handled by HR and OD in the past.

**Organisational Development sought to:**

- Improve organisational effectiveness while adhering to the organisation's culture and values
- Maximize employees' potential and help them amplify their contributions in furtherance of the organisation's success
- Assess what is happening within an organisation and then conduct an intervention to try and create positive change
- Align human behaviour with the organisation's strategy, structures, processes, business objectives, and so on
- Help promote the organisation's values throughout the workplace

**Human Resources are concerned with:**

- Managing the hiring, retention, and performance processes
- Mitigating employment-related risks
- Ensuring legal compliance
- Confirming there is "enough" equity and diversity
- Enforcing policies and procedures
- Reducing labour costs
- Promoting workplace health and safety

Although not comprehensive, this list should give one a pretty good feel for the basic historical differences that existed between these two functions.

Over the past several years, management experts have started advocating for a shift towards "strategic HR" – a focus on making HR a business partner that provides business solutions and strategies, not just compliance services. This advice has taken root in many companies, and the focus on creating a strategic HR department is now quite common. In

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fact, we see most companies talking about strategic HR as opposed to supporting an internal OD department.

### **Blurred Lines between Human Resources and Organisational Development**

HR professionals were always receptive to the contributions OD was making. With the “new mandate” that strategic advice has offered, it was natural that HR professionals would turn to OD as source of inspiration and solutions. Then, rather than having to rely on a few believing executives to advance OD’s cause, OD found itself being supported by thousands of HR professionals who started carrying the OD torch.

The upshot of this history is that a blurring of the lines has taken place between OD and HR. Now that the lines are blurred, the real question is what should the OD community do about it? Should we go back to a world with more rigid boundaries?

HR professionals have already shown they are ready to merge the two functions. But, is that necessarily the right answer? On one hand, the OD community could fight to keep its “turf.” Or, alternatively, OD practitioners could focus on teaching, promoting, and developing OD principles, which are then made available to all type of business professionals. In other words, instead of fighting to keep OD as a separate business function practiced by a select few, OD practitioners could fight to keep OD as a distinct and recognizable business discipline that is used by many.

In my view, the concept of strategic HR is here to stay, and I applaud that fact. Our goal should be to improve the people-side of business, regardless of who is helping to advance that cause. So, in my opinion, a battle over whether businesses should maintain inelastic boundaries between HR and OD is somewhat futile. Rather than trying to segregate things by who does what, the better course is to make sure that practitioners understand and appreciate when they are applying OD to solve a problem and what problems require an OD solution as opposed to an HR solution.

### **The Employee Experience: Attract, Retain, and Engage**

Organisation development has the power to dramatically improve companies and the well-being of their employees. For that reason alone, OD deserves real attention by business leaders. But, there is also a strong business case that supports OD. In today’s modern service economy, the ability to win is dependent more on how an organisation’s talent performs than on historical factors such as market share, access to raw materials, or logistical prowess. In the 21st century, winning organisations will be those that build an effective employee experience that helps them attract, retain, and engage the right talent.

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## 4. Human Resource Policy as a Critical Function<sup>2</sup>

Most companies succeed because of “the right people with the right competences at the right workplace” – which makes human resources management a critical function in all organisations. In addition to hiring the right kinds of people, HR executives train and coach employees to grow in their careers, and help them feel engaged and motivated. They also ensure that pay and benefits packages are competitive and affordable, and that policies and procedures comply with all applicable laws.

A human resources coordinator is responsible for handling hiring and employment services for a company, including recruiting and interviewing. He may also deal with payroll and benefits for employees. Depending upon the size of the organisation for which he works, an HR coordinator may be a one-man department, oversee staff as a manager, or report directly to senior management.

A human resources executive is typically required to have at least a bachelor's degree. The Society for Human Resource Management, or SHRM, recommends a liberal arts undergraduate degree or a degree that includes business, math, economics and behavioural and social sciences. Many employers prefer an advanced degree such as an MBA with a concentration in HR, or a master's degree with a concentration in organisational behaviour, organisational development, organisational psychology or human resources management.

Relevant work experience is the most important qualification. This typically includes eight to ten years of HR experience, either as a generalist in a senior role overseeing a division or large organisational unit, or as a specialist in a leadership role such as a director of compensation and benefits. Broad knowledge about all areas of human resources is also desirable. This includes selection and recruiting, training, leadership development and organisational design. Other areas of experience may involve employee relations, labour negotiation, health, safety and security, broad-based and executive compensation, benefits and international remuneration.

The focus of an HR executive and the issues that arise vary by industry. A large retailer with many part-time and seasonal employees, for example, differs from a manufacturing company with labour unions. A health care organisation with contract physicians will confront different issues than a university with tenured professors or a professional organisation with partners, such as a public accounting firm. Many employers prefer experience in the same or a similar industry to ensure the HR executive is familiar with the unique employment arrangements and challenges of their industry.

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<sup>2</sup> <https://work.chron.com/requirements-position-hr-executive-15430.html>

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## 5. Workplace innovation<sup>3</sup>

The way we organise and manage our workplaces is vital to the future of our economy and our ability to compete in this fast-changing world.

**Workplace Innovation** is about creating organisations in which all employees use and develop their knowledge, skills, experience and creativity to the full. Growing evidence shows that workplace innovation practices which empower employees to make day-to-day-decisions, challenge established practices, contribute ideas, and be heard at the most senior levels, lead to better business results, as well as enhanced workforce health and engagement.

**Leadership** is about the ability to engage, motivate, inspire and coach others to welcome responsibility; to contribute their thoughts and ideas and achieve outcomes that they never thought possible. Such leaders create an environment where everyone feels valued, where everyone works together to build a culture of trust, respect and transparency enabling continuous growth, success and an enhanced quality of working life.

*Source: Institute of Leadership & Management (ILM); Workplace Innovation Limited*  
<http://www.goodworkplaces.net/LWIP-What-is-Workplace-Innovation>

Workplace innovation can mean many things such as a change in business structure, Human Resources management, relationships with clients and suppliers, or in the work environment itself. It improves motivation and working conditions for employees, which leads to increased work ability, labour productivity, innovation capability, market resilience, and overall business competitiveness. All enterprises, no matter their size, can benefit from workplace innovation.

Workplace innovation

- improves performance and working lives, and encourages the creativity of employees through positive organisational changes
- combines leadership with hands-on, practical knowledge of frontline employees
- engages all stakeholders in the process of change.

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<sup>3</sup> This chapter doesn't correspond to the opinions of the author Alexander Frevel all times, however this could be a good way for a common understanding.



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## **Eight ideas for jumpstarting innovation within a department or company**

(see: European Workplace Innovation Network – EUWIN)

(1) Make innovation the new normal.

Business as usual keeps you in the game, while fostering a culture of creativity can put you ahead of the competition. In big and small ways, let workers know how much you value their ideas. Make innovation one of your company values. Talk it up during staff get-togethers and all-company meetings. Hold regular ideation sessions.

(2) Bring people together.

While it's possible for innovation to occur in a vacuum, more often than not it requires collaboration. Don't be afraid to promote socializing. One trend in workplace design is to create hubs where workers can hang out and hash out ideas. Think cozy corners or intimate conference rooms equipped with whiteboards, AV equipment, comfortable chairs and plenty of coffee.

(3) Simplify approval processes.

Some bureaucracy is a necessary check and balance, but too much red tape can smother innovation. Reduce the steps it takes to go from budding idea to implementation. You could assign one manager to shepherd the process to fruition, or create a fast track for especially promising proposals. The goal is to first allow good ideas to rise quickly to the top and then create clear pathways to implement them.

(4) Cut down on the workload.

Innovation can't take root if employees are weighed down by their daily tasks and the need to put in long hours. People are at their most creative when they're busy but not overwhelmed. Make sure your company or department is adequately staffed so workers have the mental space and energy to be inventive.

(5) Be available.

Are you and other managers frequently holed up in your corner offices? If so, it's time to be more visible and interact with your team. For your staff to be truly innovative, they need your cooperation, counsel and participation. Make sure you're accessible and approachable. Take it a step further and offer words of encouragement. Let them know you're available and happy to have them bounce ideas off of you.

(6) Cross pollinate.

The more variety and points-of-view your employees encounter, the more innovative they are likely to become. You can introduce workers to new concepts and ways of thinking with job rotation and ensuring teams incorporate people from different backgrounds and generations. Maximize diversity, and you maximize innovation.

(7) Reward innovation.

When you celebrate people who show creativity, other employees take notice and are encouraged to repeat or emulate their behavior. It's important to publicly recognize

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people on your team who demonstrate innovation and help make the company more competitive.

(8) Introduce new blood.

Even the best team needs an occasional outsider to bring in fresh perspectives. One way to do this is to hire new employees whose background differs from that of your existing staff.

Creativity is like a muscle: If you exercise it regularly, it becomes stronger. So remove the barriers and start boosting innovation in your workplace.

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## 6. Organisational Development and Change Processes<sup>4</sup>

The field of organisational development is more necessary than ever before.

Change is necessary, but change is hard. Therefore, organisations often need help identifying what changes are necessary and then doing the difficult work of successfully implementing the changes.

### **What is organisational development?**

The concept of organisational development emerged from the field of human relations in the 1930s and was introduced by Kurt Lewin who studied group dynamics. However, it was not until the 1950s that the idea became popular. It was in the 1950s when Richard Beckhard coined the term “organisation development.” Hence, Beckhard defined organisation development as “an effort (1) planned, (2) organisation-wide, and (3) managed from the top, to (4) increase organisation effectiveness and health through (5) planned interventions in the organisation’s “processes”, using behavioural-science knowledge.”

While this is the most often cited definition, the field itself has changed over time. Donald L. Anderson defines the meaning of organisational development as “the process of increasing organisational effectiveness and facilitating personal and organisational change through the use of interventions driven by social and behavioural science knowledge.” Combining multiple disciplines and fields of study, organisational development is essentially designed to make organisations better (more effective, productive, and enjoyable).

With the constant evolution of the business world, emphasizing organisational development is essential to keeping companies moving in the right direction at the right pace.

Today, organisational development involves everything from assessing the organisation’s culture and values and interviewing the employees to helping implement strategies to make recommended changes sustainable long-term. When corporations, businesses, schools, or government agencies are struggling, organisational development consultants are hired to help the organisations improve.

### **What is human resources organisational development?**

Organisational development and human resources are often lumped together. This is because both fields deal with people being satisfied within their workplace. Additionally, many of those in HR have been tasked with what is typically considered OD job requirements. However, the two fields are unique and separate.

Human resources are primarily focused on supporting the management team from recruitment to termination. Human resources also deal heavily with regulations and risk

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<sup>4</sup> <https://business.noodle.com/organizational-development-careers>

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concerns. Those in HR spend time reviewing manuals and making sure the management team and employees are following the required steps and responsibilities.

Whereas, organisational development is more focused on assessments and interventions. As Decision Wise claims organisational development is best defined as “a way of applying behavioural science to help organisations improve individuals and systems. OD’s goal is to help people function better within an organisational context.”

### **What is the primary function of organisational development?**

Organisational development is “a process of continuous diagnosis, action planning, implementation, and evaluation, with the goal of transferring knowledge and skills to organisations to improve their capacity for solving problems and managing future change.” The primary the primary function of organisational development is to help organisations effectively affect change. ...

### **Organisational Development Consultant**

Rather than working with a specific organisation long-term, an organisational development consultant is called upon to help a struggling company or business by offering organisational development theories and practices.

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## 7. Results from the Survey “SME Conditions & Qualification Needs”

In spring 2019 the survey “SME Conditions & Qualification Needs” was done by PP 11 (AZ – Arbeit und Zukunft e.V., Hamburg). The Questionnaire is attached as → annex 1.

The surveys were conducted on the status quo and desired HR-Policies for Workplace Innovations for different target groups and with varied question direction and differently depth of the elevation. In total three questionnaires were used:

- ① Questionnaire for **all members of Hanseatic Parliament and Baltic Sea Academy** (chambers, institutions related to SMEs and universities):  
What do you see as being the key challenges for HR-policy in companies?  
How do you support companies in HR?
- ② Questionnaire for **companies**  
*The survey should be supported by chambers, organisations and universities. Visiting the companies enables deeper contacts and thus tends to be helpful in initiating counselling and training services.*  
The contents are
  - a) structural data [needed for the construction/development of prototypes]
  - b) key challenges for HR-policy
  - c) range and depth of systematic approaches for <subject ...> ... and internal responsibilities.
- ③ Questionnaire/checklist for an **in-depth analysis** of **companies** provides a broader approach on different aspects of HR-Policy, especially work ability, and company’s organisation of working conditions.  
This checklist could a basic instrument to start consulting projects. It is also suitable for self-analyses by companies.

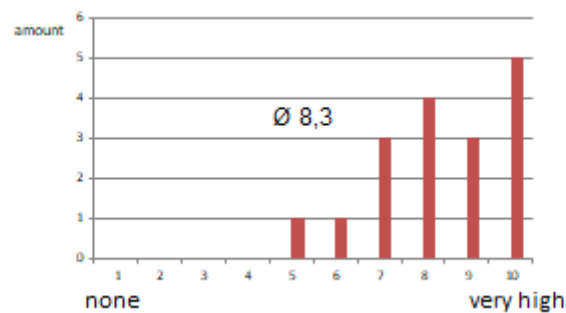
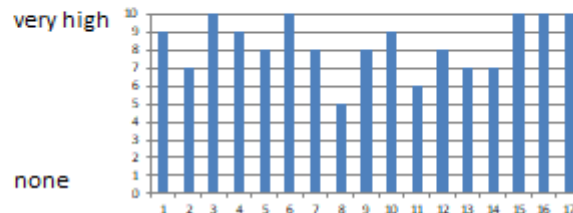
The results have been presented on the 2<sup>nd</sup> Workshop, May 2019 in Hamburg. Some results and condensed essentials are summarized as follows.

**Questionnaire 1** asked institutions (chambers, organisations, and universities): What do you see as being the most important key challenges for HR-policy in companies? How do you support companies in HR?

- A total of 17 organisations from 9 countries (plus 1 not stated) replied.
- On a scale of zero (none) to 10 (very high), the assessment of the relevance of Human Resource Policy topics is very high in the organisations with an average value of 8.3 (spread from 5 to 10)



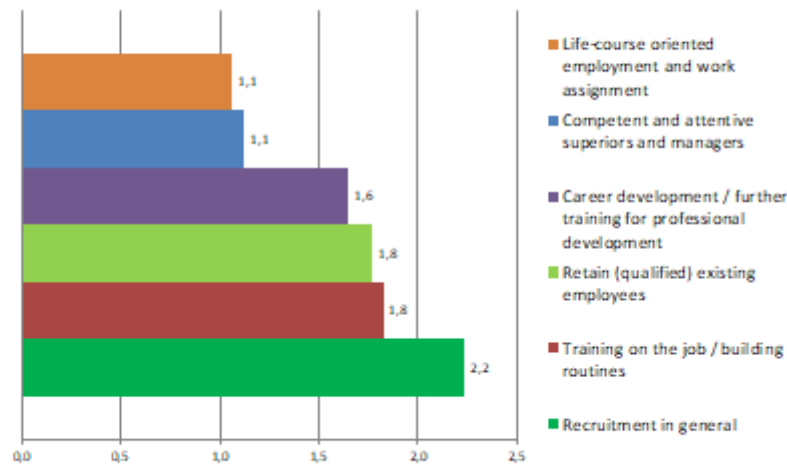
## What significance does the Human Resource Policy theme have in your organization?



- In the assessment of these organisations the estimate of Company's five (5) most important key challenges in HR-policy are:
  - Recruitment in general
  - Training on the job / building routines
  - Retain (qualified) existing employees
  - Career development / further training for professional development
  - Competent and attentive superiors and managers
  - Life-course oriented employment and work assignment
  - (Systematic) Knowledge Management



### Company's 5 most important key challenges in HR-policy – in the assessment of external organizations



- Usually, specific services for personnel development are offered. Fundamental or basic offers to supporting HR-policy in general are not identified. The offered support for companies is spread widely ...:
  - Capacity building through international cooperation/projects
  - Annual training
  - To members: One-to-one advice
  - Information, training, consulting
  - Assisting international relations
  - Information and consulting, support in searching for candidates, training
  - Coaching and Workshops
  - Vocational training for company employees, qualification exams, legal and tax advice
  - Legal consultancy, pedagogical courses, vocational courses
  - Individual Personal-Coaching, Craft-specific regional specialist for labour exchange exclusively for members of the chamber, network maintenance with national players such as EURES
  - Educational and experience exchange trainings and seminars for the companies
  - Information and training
  - Thematic training oriented towards the needs of companies or their employees
  - Training, Information, Consulting, Advice
  - Social guaranties, training, good interrelations among colleagues, good working conditions

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- Education, information, further development courses, consulting, development projects (including supervising of bachelor / masters theses), support for work ability, assessments of work satisfaction etc.
  - ... But the content of offered services does not meet the Human Resource oriented topics accurately. Some examples:
    - Further development of apprentice education and training, including improved economic support from the Government
    - Expansion of professional knowledge, digitalization, technological innovation. Finding suitable professionals for this.
    - Dual students should remain in the company as far as possible, be broadly and deeply supported by the company in terms of their specialist knowledge.
    - Digitization, further qualification, competence development
    - Qualification examinations, vocational training
    - Work experience
    - Labour law, employee retention and acquisition, increasing the attractiveness of workplaces in craft companies
    - Conformity with the qualification criteria
    - Professional development and further training
    - Competence, Up-to-date, Targeted to user
    - Confidentiality, work with clients, specific knowledge
    - Social guaranties
    - Knowledge, work ability, R&D

Two comments bring it aptly to the point:

*Today, hundreds of thousands of small businesses face daily labor force shortages, skills shortages and bureaucratic regulations, which are made especially for large companies. Small businesses do not have the staff to work on their solutions, therefore, the importance of targeted services in this area is much greater. The organisations representing them do not receive adequate support for this, there are no such projects either in Brussels or at national level.*

*Flat hierarchies promote motivation and the spirit of innovation in companies; classic company hierarchies function less and less; are less and less productive and less innovative; the company boss at the same level with his employees as team player and yet the ultimate responsible person is increasingly a model for the future in personnel policy.*

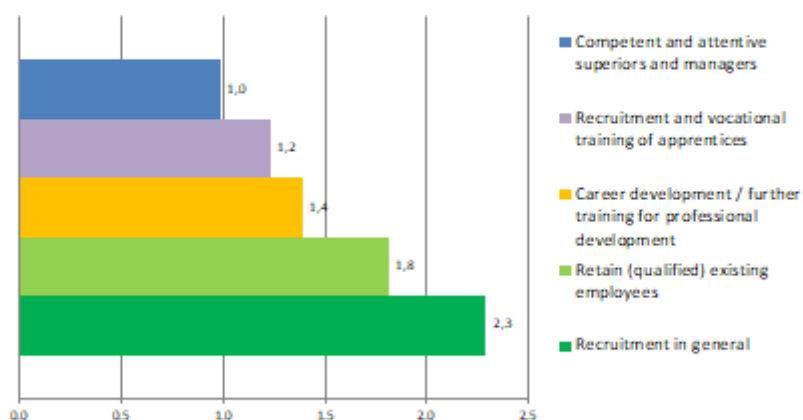


**Questionnaire 2** asked companies: What do you see as being the most important key challenges for HR-policy in your company? Do you have a systematic approach for ... (several topics of HR)?

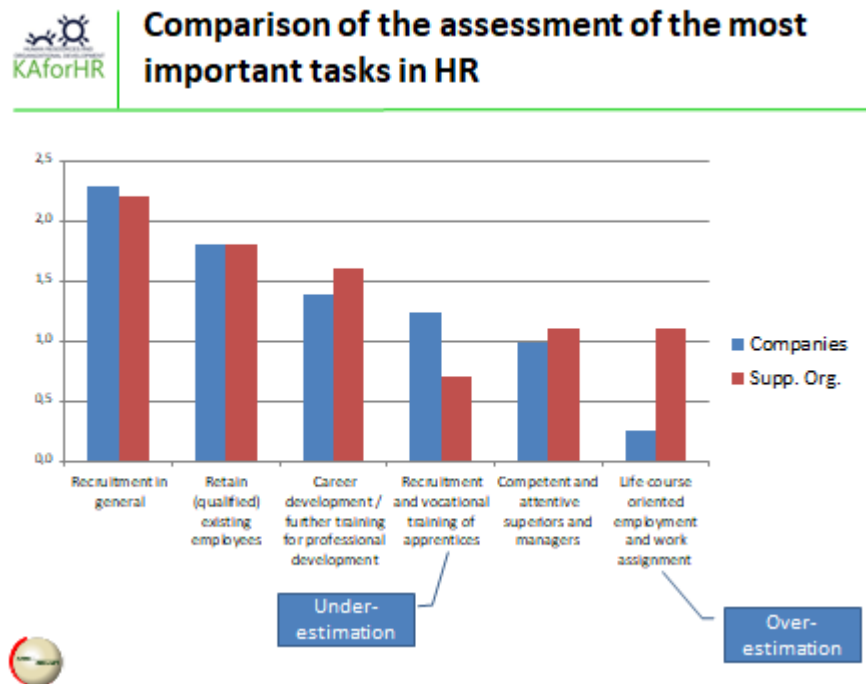
- A total of 69 companies from four countries (Finland, Germany, Latvia, Poland plus 2 not stated) replied.  
Usual aspects (variables) like branch, number of employees, annual turnover ... do not discriminate satisfactorily.
- About 40% have a personnel management, 20% have a personnel development, and 17% name the existence of organisational development.
- In the assessment of these organisations the estimate of Company's five (5) most important key challenges in HR-policy are:
  - Recruitment in general
  - Retain (qualified) existing employees
  - Career development / further training for professional development
  - Recruitment and vocational training of apprentices
  - Competent and attentive superiors and managers



### Company's 5 most important key challenges in HR-policy



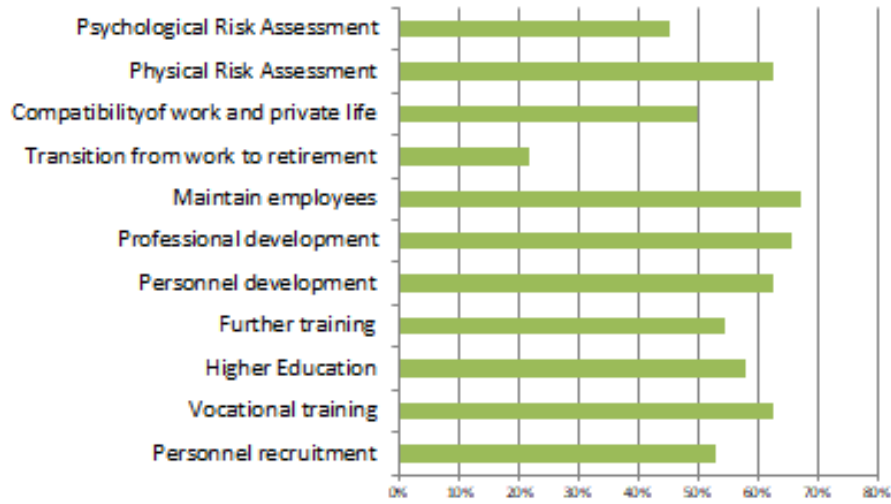
- Compared with the assessments from the organisations there is no complete agreement in the topics and in the weighting.
   
 The "classical" topics like recruitment and retaining personnel predominate among companies, whereas supporting organisations (chambers, associations and universities) overestimate the importance of newer topics like Life-course oriented employment.



- The questions about the existence of various partial aspects of systematic HR-Policy are answered positively by more than half of the companies in almost all cases.



## YES, we have a systematic approach for ...



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## 8. Creating SME Prototypes

According to the EU definition, around 99% of all companies are small and medium-sized enterprises (SMEs), offering a wide and colourful diversity. In the project application, it was considered necessary to develop prototypes with comparable conditions for the realisation of Workplace Innovations and supportive HR-policy to support these SMEs. The underlying objective was to use a “search-model” to enable individual SMEs to (quickly) identify a suitable type for them and thus determine which Workplace Innovations and HR-Policy approach are particularly important and beneficial for them, later on being able to implement these.

The analysis of the economic structures in the Baltic Sea region as well as the identification of the conditions and qualification needs showed, however, that SMEs in the various sectors or areas of activity differ only marginally in terms of HR-policy and Workplace Innovation and their realisation conditions.

- In every company, "mandatory tasks" are generally valid, essentially independent of the branch and the size of the enterprise. All statutory tasks for safe work-place design must be fulfilled.
- In every company, the basic requirements for personnel policy are to be fulfilled, i.e. hiring people, creating the right fit between work requirements and work ability, health, qualification capacities (coping possibilities), training and further training and giving the employees opportunities for personal development.

If anything, there are clearer differences between smaller and larger enterprises, especially due to the existence of specialised employees in thus fields of action. Owner-managed small enterprises have the same need for suitable working conditions as larger enterprises. As the number of employees increases, so does the amount of work involved in standardisation, administrative regulations and differentiated management using specialised staff, e.g. for systematic personnel development, for planning and implementing further training, for planning work processes, etc. But planning, preparing, designing well, involving people in the development of the company is what every company does – more or less.

So – what are the differences between the companies with regard to the design of working conditions and personnel policy?

In our opinion, there are no suitable (discriminatory) criteria for a typological differentiation of companies in these fields of action. A serious difference can only be found in the financial and the human resources to transfer good ideas into target-oriented innovations. But: not every idea has to be expensive and innovations are realised when the benefits outweigh the costs.

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In this respect, it is helpful to have some aspects of "good" HR policy and "good" Workplace Innovations as inspiration.

### **What is "good" HR policy?**

Ideally speaking, a personnel policy is "good" if the employees' ability to work (see "Model/Concept of Work Ability") and productivity can be maintained at a sufficiently high level throughout the entire period of the employment phase, i.e. if they can enter the profession well, if there are favourable development opportunities and if they can retire healthily.

### **What is "good" work design?**

A job that is oriented at the same time to the needs of the company and the possibilities of the people should fulfil the principles of humane work design.

- Work should be feasible and should not be harmful. Accident prevention and ergonomic workplace equipment are required.
- Work should be bearable in the long term and should not impair health.
- Work should be reasonable. Social norms and values of groups must be observed as well as changing needs in different phases of life in order to maintain mental and psychological well-being.
- Work should promote personality and contribute to satisfaction. This happens when the work is comprehensible, manageable and meaningful ("Sense of Coherence"<sup>5</sup> according to Antonovsky<sup>6</sup>) and thus creates a task orientation and a motivation arising from the task and the requirements themselves. The concept of work psychology is based on the fact that people also realise themselves in their work activity and that well-designed work is a means of developing personality. For this reason, the humane design of work also includes consideration of gender, age, culture and life situations.

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<sup>5</sup> Applied to the workplace meaningfulness is considered to be related to the feeling of participation and motivation and to a perceived meaning of the work. The meaningfulness component has also been linked with Job control and with task significance. Job control implies that employees have more authority to make decisions concerning their work and the working process. Task significance involves "the experience of congruence between personal values and work activities, which is accompanied by strong feelings of identification with the attitudes, values or goals of the working tasks and feelings of motivation and involvement". The manageability component is considered to be linked to job control as well as to access to resources. It has also been considered to be linked with social skills and trust. Social relations relate also to the meaningfulness component.

The comprehensibility component may be influenced by consistent feedback at work, for example concerning the performance appraisal.

<sup>6</sup> Antonovsky, A. Unraveling The Mystery of Health - How People Manage Stress and Stay Well, San Francisco: Jossey-Bass Publishers, 1987

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Based on these principles, there can be no prototypical categorisation of criteria for a differentiation of SMEs.

The participatory form of a self-determined description chosen here is not intended to prescribe, but to provide indications of possibilities. The companies should have the opportunity to reflect on their current status and to develop goals for their desired development.

### **Instructions for small and medium-sized enterprises for HR-policy and the realisation of Workplace Innovations**

Accordingly, human resource-specific prototypes for SMEs cannot be created and cannot provide actual facilitation for the implementation work of individual SMEs.

Nonetheless, to provide the individual SMEs with effective support for the implementation of Workplace Innovations and ideas for supportive HR-Policy, an SME-specific "**finding-model**" was developed instead of a prototype-based "search-model". With this instrument, SMEs can easily analyse the status quo of their company and quickly find out which type of Workplace Innovation and HR-policy activities are particularly important for the respective company. Based on the particularly relevant Workplace Innovations found in this way, the individual SMEs can then use the corresponding best practices and support measures of the project (or also additional best practices) for realisations in their company.

The self-analysis tool for SMEs to find the relevant Workplace and HR-Policy Innovation areas of their enterprise consists of three analysis charts which the SMEs can use in paper form or online. The results may be used by the company itself or as basic information for consulting processes. The instrument is also available for free on the "Information & Cooperation Workplace Innovations" promotion platform developed in the project.

The tool is also very well suited for consultants to make an initial assessment together with an SME. The self-analysis tool has proven to be very useful during trials by the companies involved in the project as well as by consultants from project partners when working with other SMEs.

### **Self-analysis of existing – and desired – HR-Policies for Workplace Innovations**

An increasing number of organisations are becoming aware of the challenges and concrete effects of demographic change, especially regarding the need for creating innovations in age- and gender-adjusted workplaces and in life-course oriented human resource development.

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The questionnaire (see annex 1) contains a Quick-Check which allows an initial self-assessment of the human resource policy in a company, looking at essential structural characteristics such as age, gender, competence, health, corporate culture etc.

The analysis will give a clearer picture of the status quo and company's needs regarding human resource policy.

Participants answer a couple of statements regarding the most important organisational structural data and processes to help shaping the HR policy in their organisation.

There may be a need for action in those aspects which have been answered in low-value ranges (<5). It may be necessary to look more closely at the issues involved to determine what can be done concretely, for example by carrying out an in-depth analysis of the age and qualification structure, or a comprehensive risk assessment.

Individual solutions for single persons are helpful for the person concerned, but often do not help to install collective solutions. It makes sense to develop a pro-active strategy for coping with the consequences of demographic change, changes in the labour market, dynamic market developments and technological innovations. That requires clearance in goals and actions, for example, for ageing-appropriate working life and promoting work ability of the employees. The measures should be coordinated with each other. Regular monitoring of successes helps to optimise in continuous improvement processes.

→ See annex 1: Questionnaires "Analysis of existing – and desired – HR-Policies for Workplace Innovations", part 3: In-depth analysis of companies / Quick-Check

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## 8. Preliminary Essentials / Theses

Subject to the - warmly welcome - additions and references from the project partners and further in-depth analyses, the following initial summary conclusions can be formulated:

- There are noticeable differences between the companies which are more dependent on the size of the enterprises than on the branch or the location. This applies to both the HR-Policy and Workplace Innovation topics dealt with here.  
For example the variations range from
  - + "Of course do we manufacture with CAD-CAM supported 3-D printers and some customers send us the CAD drawings directly."
  - "I don't know how to use those frightening digital technology like electronic mail."
  - + "We take care that competences are retained when employees leave the company (knowledge management). This is fully implemented and evaluated in our company."
  - "We have never thought about taking into account the changes in the physical, mental and social competences of our ageing employees and we don't have a concept to offer appropriate activities and career paths."
- In all Baltic Sea bordering countries we have a similar demographic development. The fact that we are ageing on average in statistical terms is important for pension policy on the one hand, but on the other hand it is connected with the fact that the trend towards longer working lives is on the increase - and with it the need to make working conditions age-appropriate and to promote the work ability of employees.  
In the longer term, the demographic "de-juvenation" is the most serious problem because
  - a) social immigration is not universally accepted and
  - b) the fight for qualified junior staff will increase in companies.This can lead to the loss of jobs as a result of the forced abandonment of companies; but it can also lead to companies being called upon to make working conditions more attractive. Then it will be decided whether the quality of work or the level of salary will be improved, i.e. whether small companies or larger companies will win.
- Skill shortages are – more or less – not country specific.  
All companies are equally affected by the need to design working conditions in such a way that as many people as possible can be employed and that they have a beneficial career path in order to be able to retire as healthily as possible.  
Although there will be great differences in the ability to cope with the challenges, which are particularly socially connected with the availability of suitable qualification offers and operationally connected with the capital resources. SMEs must compensate for their disadvantages of scale with imagination, flexibility and speed of adaptation.



- 
- Coping with the consequences of demographic change can only be achieved by investing in people (skills), in good working conditions and in the demand- as well as in benefit-oriented application of new (digital) technology.  
At least three subject areas are therefore suitable:
    - Recruiting, retaining and promoting employees (professional life course)
    - Digitisation to relieve from heavy and/or difficult work and to increase productivity
    - *And in general:* creative innovation processes for beneficial workplaces and supportive HR-Policies.

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Annex 1: Questionnaire “Analysis of existing – and desired – HR-Policies for Workplace Innovations”

PP 11 (Arbeit und Zukunft e.V.), Alexander Frevel

## **Analyse der vorhandenen – und erwünschten – Personalpolitik (Human Resource (HR-) Policy) zur Arbeits(platz)innovation**

Hamburg, Februar 2019

### **Vorbemerkungen**

Um die wesentlichen angestrebten Ergebnisse des Projekts

- Aufbau der Wissens-Allianz Personalressourcen und Organisationsentwicklung ( Knowledge Alliance “Human Resources and Organisational Development”)
- und Aufbau des Kompetenzzentrums “Personalpolitik für/in kleinen und mittleren Unternehmen (KMU)” (Center of Competence “HR for SME”)

mit den operativen Aufgaben

- Entwicklung und Erprobung einer Qualifizierung von Dozentinnen und Dozenten sowie Beratern/Beraterinnen (train the trainer) zur Förderung von Kompetenzen im Handlungsbereich Personalpolitik und Organisationsentwicklung (Arbeitspakete AP 2.3, 2.4)
- Identifizierung von entsprechenden Bedingungen und Qualifikationsbedarfen in KMU (AP 3.2), länderspezifischen Aspekten von Qualifikationsmängeln und Fachkräftebedarfen (AP 4.1), und Qualifikationsprofile für ein neues duales Studienprogramm (AP 5.2)
- Strukturierung von KMU-Typologien für das Personalwesen (AP 3.3)
- Unterstützung der konzeptionellen Entwicklung für drei Trainingsprogramme (AP 4) (Beschäftigte und Co-Unternehmer, Digitalisierung und Arbeitskräftepotentiale, Innovationsprozesse – AP 4.2, 4.3, 4.4)
- Unterstützung bei der Entwicklung von Modulen für einen dualen Bachelor-Studiengang “Business Administration for SMEs”/“Management 4.0” (AP 5)

in zielführender Weise erreichen zu können,

ist eine gehaltvolle Analyse der Ausgangssituation und der betrieblichen Bedarfe erforderlich, insbesondere bezüglich der Qualifikationsbedarfe in Personalpolitik und menschengerechter Arbeitsgestaltung.

Beigefügt erhalten Sie **drei Erhebungsbögen**, die mit allen Projektpartnern abgestimmt wurden:

- ① Fragebogen für **alle Mitglieder des Hanse-Parlaments und der Baltic See Academy**:  
Was sind die wesentlichen Herausforderungen für Personalpolitik in Betrieben?  
Wie unterstützen Sie Betriebe diesbezüglich?
- ② Fragebogen für **Unternehmen**  
*Die Erhebung sollte von Kammern, Organisationen oder Universitäten unterstützt werden. Der Besuch von Unternehmen ermöglicht vertiefende Kontakte und könnte hilfreich sein, Qualifizierungs- und/oder Beratungsleistungen anzubieten.*  
Die Inhalte sind:
  - a) Strukturdaten [die u.a. für die Konstruktion einer KMU-Typologie benötigt werden]
  - b) zentrale Herausforderungen der Personalpolitik
  - c) Reichweite und Tiefe systematischer Ansätze für das Thema ... und die internen Verantwortlichen dafür.

- ③ Der Fragebogen (Checkliste) für eine vertiefte Analyse betrieblicher Stärken oder Schwächen offenbart einen breiten Ansatz verschiedener Aspekte von Arbeitsfähigkeit und Arbeitsorganisation/Arbeitsbedingungen.  
Er sollte/könnte beim Ausfüllen von Projektpartnern oder Beratungspersonen unterstützt werden.  
Er ist auch für eine Selbsteinschätzung von Betrieben geeignet.

**➔ Bitte senden Sie keine Papierversion. Die (online) Dateneingabe soll bitte von den Unternehmen selbst oder den Partnern im Projekt KAforHR vorgenommen werden.**

**Alle Daten werden ausschließlich für Erhebungen im Rahmen des Projekts verwendet und an keine Dritten weitergegeben. Die Anonymität von Personen und Betrieben/Organisationen wird garantiert. Die Vorschriften zum Datenschutz werden eingehalten.**

**Bitte erledigen Sie die Erhebung/Datenerfassung mit den zielgruppengemäßen Fragebögen bis spätestens 15. April 2019.**

#### **Beschlossene Vereinbarungen:**

- Fragebogen ① sollte von allen Partnerorganisationen des Hanse-Parlaments und der Baltic Sea Akademie sowie assoziierten Organisationen ausgefüllt werden; Zielgröße: 30 Rückmeldungen.
- Fragebogen ②: Jeder Partner von KAforHR liefert ca. 30 ausgefüllte Bögen; andere HP-Partnerorganisationen sind herzlich eingeladen zur Mitwirkung – je mehr Daten wir erhalten, desto aussagekräftiger werden die Ergebnisse sein..
- Fragebogen ③ sollte in Zusammenarbeit mit der örtlichen Organisation von den direkt beteiligten drei Unternehmen ausgefüllt werden.  
Hier gilt dasselbe wie vorher genannt: weitere Partnerorganisationen sind herzlich zur Beteiligung eingeladen.
- Und, wenn Sie mögen: Kommentare zur Einsatzfähigkeit, zur Anwendung und zum Nutzen der Fragebögen sind herzlich willkommen.

Für Antworten, Kommentare oder Nachfragen kontaktieren Sie bitte

Alexander Frevel  
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Behringstrasse 28 a (Haus 1)  
D-22765 Hamburg / Deutschland  
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Phone: +49 172 422 4223

**① → Fragebogen für alle Mitglieder des Hanse-Parlaments und der Baltic Sea Academy plus damit verbundenen Einrichtungen**

Name und Adresse der Organisation .....

.....

.....

Webadresse .....

*(für mögliche Nachfragen) – freiwillige Angaben*

Name der ausfüllenden Person .....

Mailadresse und/oder Tel. Nr. ....

1. Welche Bedeutung haben personalpolitische Themen in Ihrer **eigenen Organisation**?  
→ Bitte kreuzen Sie eine Ziffer von Null (keine/irrelevant) bis zehn (absolut wichtig) an.

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

2. Was sind Ihrer Ansicht nach die **fünf wichtigsten Themen** für die Personalpolitik in Unternehmen? Bitte priorisieren Sie die Themen nach Wichtigkeit *mit Ziffern von 1 (wichtigstes Thema) bis 5.*

	Rang
Gewinnung von Beschäftigten (Rekrutierung) generell	
Gewinnung und Ausbildung von Auszubildenden	
Qualifizierung bei der Arbeit / Aufbau von Routine	
Eingliederung, Mentoring und organisatorische Einbindung von neuen Beschäftigten	
Berufliche Karrieren, Weiterbildung zur beruflichen Entwicklung	
(qualifiziertes) Personal im Betrieb halten	
(Systematisches) Wissensmanagement	
Alter(n)sgerechter Personaleinsatz	
Alter(n)sgerechte Arbeits(platz)gestaltung	
Lebensphasenorientierte Beschäftigung und Arbeitsaufgaben	

Maßnahmen zur Unterstützung der Lebensbalance (Vereinbarkeit)	
Kompetente und achtsame Vorgesetzte und Manager	
Übergang in die Rente	
Arbeits- und Gesundheitsschutz, Gesundheitsmanagement	
Extraleistungen, Sondervergütungen oder Gratifikationen	
Generationenkonflikte	
Jahresgespräche zu Leistung und Entwicklung; Anerkennende Dialoge zwischen Vorgesetzten und Mitarbeitern	
Arbeitgeber-Markenbildung („Branding“)	
Anderes, und zwar:	

**3.** Welche Art von Unterstützung (Information, Qualifizierung, Beratung, ...) in Themenbereich Personalpolitik bietet Ihre Organisation Betrieben an?

**4.** Was sind dabei die wichtigsten Themen in Ihren Angeboten?

**5.** Haben Sie weitere Hinweise zum Thema Personalpolitik?

## ② → Fragebogen für Betriebe

Diese Erhebung sollte/könnte von Kammern, Organisationen oder Universitäten unterstützt werden (aufsuchende Analyse).

Für mögliche Nachfragen – freiwillige Angaben

Name und Adresse der Organisation .....

.....

.....

Webadresse .....

.....

Name der ausfüllenden Person .....

.....

Mailadresse und/oder Tel. Nr. ....

.....

### 1. Strukturdaten (Bitte ausfüllen oder ankreuzen)

<b>Land</b>	
<b>Ort</b>	
<b>Branche</b>	
<b>Überwiegend tätig ... (Anteile in %)</b>	
lokal	%
regional	%
national	%
international	%
<b>Kundenstruktur (Anteile in %)</b>	
Privatkunden (Einzelhaushalte)	%
Gewerbliche Kunden	%
Dienstleistungen (tertiärer Sektor)	
Öffentliche Auftraggeber	%
Andere, und zwar:	%
<b>Umsatz pro Jahr</b>	
< 200.000 Euro	<input type="checkbox"/>
< 500.000 Euro	<input type="checkbox"/>
< 1.000.000 Euro	<input type="checkbox"/>
≥ 1.000.000 Euro	<input type="checkbox"/>
<b>Anzahl der Beschäftigten (letztes Geschäftsjahr)</b>	
davon: Qualifiziertes Personal (Berufsabschluss)	
Angelernte	
Ingenieure, Techniker	
Angestellte (Verwaltung, Büro)	
Vorgesetzte/Manager	
Forschung und Entwicklung	
Andere (Beruf)	
Weitere Bemerkungen	

<b>Haben Sie eine Personalabteilung?</b>	
• Personalmanagement	Ja <input type="checkbox"/>
• Personalentwicklung	Ja <input type="checkbox"/>
• Organisationsentwicklung	Ja <input type="checkbox"/>
<b>Gibt es einen Betriebsrat oder eine andere Form betrieblicher Interessenvertretung der Beschäftigten?</b>	Ja <input type="checkbox"/>
<b>Wenn ja: Welche Art von Interessenvertretung haben Sie?</b>	

2. Was sind Ihrer Ansicht nach die **fünf wichtigsten Themen** für die Personalpolitik in ihrem Unternehmen? Bitte priorisieren Sie die Themen nach Wichtigkeit *mit Ziffern von 1 (wichtigstes Thema) bis 5.*

	Rang
Gewinnung von Beschäftigten (Rekrutierung) generell	
Gewinnung und Ausbildung von Auszubildenden	
Qualifizierung bei der Arbeit / Aufbau von Routine	
Eingliederung, Mentoring und organisatorische Einbindung von neuen Beschäftigten	
Berufliche Karrieren, Weiterbildung zur beruflichen Entwicklung	
(qualifiziertes) Personal im Betrieb halten	
(Systematisches) Wissensmanagement	
Alter(n)sgerechter Personaleinsatz	
Alter(n)sgerechte Arbeits(platz)gestaltung	
Lebensphasenorientierte Beschäftigung und Arbeitsaufgaben	
Maßnahmen zur Unterstützung der Lebensbalance (Vereinbarkeit)	
Kompetente und achtsame Vorgesetzte und Manager	
Übergang in die Rente	
Arbeits- und Gesundheitsschutz, Gesundheitsmanagement	
Extraleistungen, Sondervergütungen oder Gratifikationen	
Generationenkonflikte	
Jahresgespräche zu Leistung und Entwicklung; Anerkennende Dialoge zwischen Vorgesetzten und Mitarbeitern	
Arbeitgeber-Markenbildung („Branding“)	
Anderes, und zwar:	



**3. Haben Sie einen systematischen Ansatz für ... | ... und wer ist dafür verantwortlich ...?**

	Ja	Inhaber	Geschäfts- führung	Personal- management	Qualifizierte Angestellte, und zwar (Funktion):	Niemand / weiß nicht	Das benötigen wir nicht
Personalbeschaffung							
Berufliche Ausbildung							
Weiterbildung							
(Aufstiegs-) Fortbildung							
Personalentwicklung							
Berufliche Entwicklung							
Erhaltung des vorhan- denen Personals							
Übergang von der Arbeit in die Rente							
Vereinbarkeit Arbeit und Privates							
Physische Gefährdungs- beurteilung							
Psychische Gefährdungs- beurteilung							

### ③ Vertiefte Analyse in Betrieben / Quick-Check

Diese Erhebung sollte/könnte von Kammern, Organisationen oder Universitäten unterstützt werden (aufsuchende Analyse).

Sie kann später auch genutzt werden für Analysen zur Vorbereitung spezifischer Beratung und/oder Qualifizierung (beratende Qualifizierung, qualifizierende Beratung).

Ein Einsatz als Selbstanalyse-Instrument von Unternehmen ist ebenfalls möglich.

Eine wachsende Zahl von Organisationen spürt die Herausforderungen und konkreten Folgen des demografischen Wandels, insbesondere bezüglich erforderlicher Innovationen bei der Gestaltung alters-/alters- und geschlechtergerechter Arbeitsbedingungen und in Bezug auf eine Lebensphasen-orientierte Personalpolitik.

Dieser Analysebogen enthält einen **Quick-Check**, der eine erste Einschätzung zum Stand der Personalpolitik im Betrieb unter Beachtung von zentralen Strukturmerkmalen wie Alter, Geschlecht, Kompetenz, Gesundheit, Unternehmenskultur etc. ermöglicht.

Die Erhebung wird hier verwandt, um eine Einschätzung zur aktuellen Situation und zu den Bedarfen von Betrieben im Aufgabenbereich Personalpolitik zu erhalten.

Bitte bearbeiten Sie alles vollständig. Im Quick-Check schätzen Sie die Aussagen realistisch zum Stand Ihrer aktuellen Beschäftigung mit den Aufgaben und Strukturen im Betrieb ein. Sie können die Aufgaben der Personalpolitik klar erfassen. Es mögen sich neue Aufgaben insbesondere in den Themen stellen, die von Ihnen im roten oder orangen Bereich beantwortet wurden. Um herauszufinden, welche konkreten Maßnahmen ergriffen werden können, sind gegebenenfalls vertiefende Erkundungen durchzuführen, zum Beispiel eine Altersstrukturanalyse, eine Einschätzung der künftigen Qualifikationsbedarfe oder eine aussagefähige Gefährdungsbeurteilung.

Individuelle Lösungen für einzelne Personen helfen individuell, führen aber nicht unbedingt zur Realisierung kollektiver Verbesserungen. Es ist zielführend, eine pro-aktive Strategie zu haben, um die Folgen des demografischen Wandels, der Veränderungen des Arbeitsmarktes, der dynamischen Marktentwicklung und der technischen Innovationen bewältigen zu können. Das erfordert die Klärung von Zielen und Aufgaben, zum Beispiel die Gestaltung altersgerechter Arbeitsanforderungen oder die Förderung der Arbeitsfähigkeit von Beschäftigten. Die Maßnahmen sollten aufeinander abgestimmt sein. Eine regelmäßige Einschätzung der Wirkungen unterstützt kontinuierliche Verbesserungen.

*Für mögliche Nachfragen – freiwillige Angaben*

*Name und Adresse der Organisation* .....

.....

.....

*Webadresse* .....

*Name der ausfüllenden Person* .....

*Mailadresse und/oder Tel. Nr.* .....

**1. Strukturdaten** (Bitte ausfüllen oder ankreuzen)

<b>Land</b>	
<b>Ort</b>	
<b>Branche</b>	
<b>Überwiegend tätig ... (Anteile in %)</b>	
lokal	%
regional	%
national	%
international	%
<b>Kundenstruktur (Anteile in %)</b>	
Privatkunden (Einzelhaushalte)	%
Gewerbliche Kunden	%
Dienstleistungen (tertiärer Sektor)	
Öffentliche Auftraggeber	%
Andere, und zwar:	%
<b>Umsatz pro Jahr</b>	
< 200.000 Euro	<input type="checkbox"/>
< 500.000 Euro	<input type="checkbox"/>
< 1.000.000 Euro	<input type="checkbox"/>
≥ 1.000.000 Euro	<input type="checkbox"/>
<b>Anzahl der Beschäftigten (letztes Geschäftsjahr)</b>	
davon: Qualifiziertes Personal (Berufsabschluss)	
Angelernte	
Ingenieure, Techniker	
Angestellte (Verwaltung, Büro)	
Vorgesetzte/Manager	
Forschung und Entwicklung	
Andere (Beruf)	
Weitere Bemerkungen	

<b>Haben Sie eine Personalabteilung?</b>	
• Personalmanagement	Ja <input type="checkbox"/>
• Personalentwicklung	Ja <input type="checkbox"/>
• Organisationsentwicklung	Ja <input type="checkbox"/>
<b>Gibt es einen Betriebsrat oder eine andere Form betrieblicher Interessenvertretung der Beschäftigten?</b>	Ja <input type="checkbox"/>
<b>Wenn ja: Welche Art von Interessenvertretung haben Sie?</b>	

2. Was sind Ihrer Ansicht nach die **fünf wichtigsten Themen** für die Personalpolitik in ihrem Unternehmen? Bitte priorisieren Sie die Themen nach Wichtigkeit *mit Ziffern von 1 (wichtigstes Thema) bis 5.*

	Rang
Gewinnung von Beschäftigten (Rekrutierung) generell	
Gewinnung und Ausbildung von Auszubildenden	
Qualifizierung bei der Arbeit / Aufbau von Routine	
Eingliederung, Mentoring und organisatorische Einbindung von neuen Beschäftigten	
Berufliche Karrieren, Weiterbildung zur beruflichen Entwicklung	
(qualifiziertes) Personal im Betrieb halten	
(Systematisches) Wissensmanagement	
Alter(n)sgerechter Personaleinsatz	
Alter(n)sgerechte Arbeits(platz)gestaltung	
Lebensphasenorientierte Beschäftigung und Arbeitsaufgaben	
Maßnahmen zur Unterstützung der Lebensbalance (Vereinbarkeit)	
Kompetente und achtsame Vorgesetzte und Manager	
Übergang in die Rente	
Arbeits- und Gesundheitsschutz, Gesundheitsmanagement	
Extraleistungen, Sondervergütungen oder Gratifikationen	
Generationenkonflikte	
Jahresgespräche zu Leistung und Entwicklung; Anerkennende Dialoge zwischen Vorgesetzten und Mitarbeitern	
Arbeitgeber-Markenbildung („Branding“)	
Anderes, und zwar:	

**3. Haben Sie einen systematischen Ansatz für ... | ... und wer ist dafür verantwortlich ...?**

	Ja	Inhaber	Geschäfts- führung	Personal- management	Qualifizierte Angestellte, und zwar (Funktion):	Niemand / weiß nicht	Das benötigen wir nicht
Personalbeschaffung							
Berufliche Ausbildung							
Weiterbildung							
(Aufstiegs-) Fortbildung							
Personalentwicklung							
Berufliche Entwicklung							
Erhaltung des vorhan- denen Personals							
Übergang von der Arbeit in die Rente							
Vereinbarkeit Arbeit und Privates							
Physische Gefährdungs- beurteilung							
Psychische Gefährdungs- beurteilung							

## Quick-Check

<u>Themen</u>	0 – das Thema berührt uns nicht / ... ist irrelevant	1 – Wir haben noch nie darüber nachgedacht 2 – Wir haben uns mal damit beschäftigt	3 – Wir haben begonnen nachzudenken 4 – Wir beschäftigen uns aktiver damit	5 – Wir haben die Planung begonnen 6 – Wir haben ein Konzept	7 – Wir haben die Umsetzung begonnen 8 – Das ist teilweise realisiert	9 – Das ist vollständig realisiert 10 – ... & und in den Wirkungen beurteilt					
<b>Personalrekrutierung und -entwicklung</b>											
Wir kennen die Strukturdaten der Beschäftigten unserer Organisation nach Alter, Geschlecht und Qualifikation.	0	1	2	3	4	5	6	7	8	9	10
Wir berücksichtigen die Alters- und Geschlechterzusammensetzung bei unseren personalpolitischen Entscheidungen.	0	1	2	3	4	5	6	7	8	9	10
Wir beachten die besonderen Stärken der verschiedenen Geschlechter und Altersgruppen in unserer Einstellungs- und Personalentwicklungs-politik.	0	1	2	3	4	5	6	7	8	9	10
Wir fördern die Vereinbarkeit von Beruf und Familie/ Privatleben und haben Konzepte zur Beachtung besonderer Bedarfe in verschiedenen Lebensphasen.	0	1	2	3	4	5	6	7	8	9	10
Wir versuchen Fach- und Führungskräfte (durch entsprechende Anreize) an unsere Organisation zu binden.	0	1	2	3	4	5	6	7	8	9	10
Wir beachten die Veränderungen von körperlichen, geistigen und sozialen Kompetenzen bei älter werdenden Beschäftigten und haben eine Konzeption für altersgerechte Tätigkeiten und Berufsverläufe.	0	1	2	3	4	5	6	7	8	9	10
Wir haben keine Probleme, Nachwuchskräfte zur Ausbildung sowie erfahrene Fachkräfte für unser Haus zu gewinnen.	0	1	2	3	4	5	6	7	8	9	10
Wir haben ein gutes Image in der Region und werden als attraktiver Arbeitgeber wahrgenommen.	0	1	2	3	4	5	6	7	8	9	10
Wir haben keine Entgeltunterschiede zwischen den Geschlechtern bei gleicher Tätigkeit.	0	1	2	3	4	5	6	7	8	9	10

<u>Themen</u>	0 – das Thema berührt uns nicht / ... ist irrelevant	1 – Wir haben noch nie darüber nachgedacht 2 – Wir haben uns mal damit beschäftigt	3 – Wir haben begonnen nachzudenken 4 – Wir beschäftigen uns aktiver damit	5 – Wir haben die Planung begonnen 6 – Wir haben ein Konzept	7 – Wir haben die Umsetzung begonnen 8 – Das ist teilweise realisiert	9 – Das ist vollständig realisiert 10 – ... & und in den Wirkungen beurteilt					
<b>Arbeitsorganisation und Arbeitsgestaltung</b>											
Wir setzen unsere Beschäftigten entsprechend ihren Fähigkeiten und ihrer Gesundheit ein.	0	1	2	3	4	5	6	7	8	9	10
Die Tätigkeiten und Arbeitsabläufe sind so gestaltet, dass sie auch von älteren Beschäftigten bis zur Regelaltersgrenze ausgeübt werden können.	0	1	2	3	4	5	6	7	8	9	10
Wir beziehen unsere Beschäftigten in die Gestaltung ihres Arbeitsplatzes und der Arbeitsabläufe mit ein, z. B. durch Förderung von Verbesserungsvorschlägen.	0	1	2	3	4	5	6	7	8	9	10
Wir versuchen die Arbeitszeit unserer Beschäftigte flexibel zu gestalten (Teilzeit, Arbeitszeitkonten etc.) und unterschiedliche Lebenssituationen (Erziehungs-/Pflegezeiten o. ä.) zu berücksichtigen.	0	1	2	3	4	5	6	7	8	9	10
<b>Qualifizierung und Kompetenz / Berufliche Entwicklung</b>											
Wir kennen die Stärken und Schwächen unserer Beschäftigten und versuchen, alle durch entsprechende Qualifizierung kontinuierlich auf dem aktuellen Wissensstand zu halten.	0	1	2	3	4	5	6	7	8	9	10
In unserer Organisation bieten wir Beschäftigten aller Altersgruppen eine berufliche Perspektive.	0	1	2	3	4	5	6	7	8	9	10
Wir bieten allen Beschäftigten unabhängig vom Alter, Geschlecht und Status an, ihre Kompetenzen zu erweitern, z. B. durch Seminare oder innerbetriebliche Lernsituationen.	0	1	2	3	4	5	6	7	8	9	10
Wir unterstützen neue Beschäftigte beim Einstieg durch eine organisierte Willkommenskultur.	0	1	2	3	4	5	6	7	8	9	10

<u>Themen</u>	0 – das Thema berührt uns nicht / ... ist irrelevant	1 – Wir haben noch nie darüber nachgedacht 2 – Wir haben uns mal damit beschäftigt	3 – Wir haben begonnen nachzudenken 4 – Wir beschäftigen uns aktiver damit	5 – Wir haben die Planung begonnen 6 – Wir haben ein Konzept	7 – Wir haben die Umsetzung begonnen 8 – Das ist teilweise realisiert	9 – Das ist vollständig realisiert 10 – ... & und in den Wirkungen beurteilt					
Der Wiedereinstieg in die Arbeit nach einer längeren Auszeit (Krankheit, Familie, Pflege o.ä.) wird an den Bedürfnissen und Möglichkeiten der Person orientiert.	0	1	2	3	4	5	6	7	8	9	10
Wir achten darauf, dass Weiterbildungsmaßnahmen inhaltlich, methodisch und didaktisch auf die unterschiedlichen Lernbedürfnisse und Fähigkeiten der Beschäftigten abgestimmt sind.	0	1	2	3	4	5	6	7	8	9	10
Wir stellen sicher, dass in unserer Organisation bei Veränderungen in den Tätigkeiten und vor dem Ausscheiden von Beschäftigten die Kompetenzen erhalten bleiben.	0	1	2	3	4	5	6	7	8	9	10
<b>Führung und Organisationskultur</b>											
Wir fördern ein Betriebsklima, das auf die Wertschätzung der verschiedenen Beschäftigtengruppen (Ältere und Jüngere, Frauen und Männer, ...) ausgerichtet ist.	0	1	2	3	4	5	6	7	8	9	10
In unserer Organisation werden alle Beschäftigten von den Vorgesetzten gerecht behandelt.	0	1	2	3	4	5	6	7	8	9	10
Wir haben eine offene Kommunikations- und partizipative Kooperationskultur.	0	1	2	3	4	5	6	7	8	9	10
Die Beschäftigten werden als unsere wichtigsten innerbetrieblichen Berater für Arbeit und Innovation wahrgenommen.	0	1	2	3	4	5	6	7	8	9	10
Wir führen regelmäßige Entwicklungsgespräche mit allen Beschäftigten.	0	1	2	3	4	5	6	7	8	9	10
Wir haben ein Generationen- und Diversity-Management-Konzept und sensibilisieren unsere Vorgesetzten diesbezüglich.	0	1	2	3	4	5	6	7	8	9	10
Unsere Vorgesetzten fördern den Dialog zwischen älteren und jüngeren, weiblichen und männlichen Beschäftigten und diversen Nationalitäten.	0	1	2	3	4	5	6	7	8	9	10



<u>Themen</u>	0 – das Thema berührt uns nicht / ... ist irrelevant	1 – Wir haben noch nie darüber nachgedacht 2 – Wir haben uns mal damit beschäftigt	3 – Wir haben begonnen nachzudenken 4 – Wir beschäftigen uns aktiver damit	5 – Wir haben die Planung begonnen 6 – Wir haben ein Konzept	7 – Wir haben die Umsetzung begonnen 8 – Das ist teilweise realisiert	9 – Das ist vollständig realisiert 10 – ... & und in den Wirkungen beurteilt					
<b>Gesundheitsförderung und Arbeitsschutz</b>											
In unserer Organisation treten im Branchenvergleich keine gehäuften gesundheitlichen Probleme oder Unfallschwerpunkte auf.	0	1	2	3	4	5	6	7	8	9	10
In unserer Organisation haben wir eine alters- und geschlechter-sensible Gefährdungsbeurteilung. Gegenstand ist auch, ob Tätigkeiten oder Teiltätigkeiten mit zunehmendem Alter oder aufgrund der Dauer von Belastungen gesundheitskritisch sind.	0	1	2	3	4	5	6	7	8	9	10
Wir überprüfen regelmäßig die physischen, psychischen, mentalen und sozialen Belastungen (Anforderungen) sowie die individuellen und organisatorischen Beanspruchungen und Ressourcen (Bewältigungsmöglichkeiten) der Arbeit.	0	1	2	3	4	5	6	7	8	9	10
Wir bieten unseren Beschäftigten Unterstützung zur Erhaltung und Förderung ihrer Gesundheit, Arbeitsfähigkeit und ihres Wohlbefindens.	0	1	2	3	4	5	6	7	8	9	10
Wir haben ein funktionierendes Betriebliches Gesundheitsmanagement.	0	1	2	3	4	5	6	7	8	9	10
Das Betriebliche Eingliederungsmanagement nach Krankheit (BEM) ist geregelt und Beschäftigte mit Kapazitätseinschränkungen erhalten nach Möglichkeit einen angepassten Zuschnitt von Tätigkeiten und Arbeitsanforderungen.	0	1	2	3	4	5	6	7	8	9	10