

# Personnel Development in the Social Sector

## Dossier No. 2: Age-appropriate personnel development



## Dear Readers,

The social sector faces major challenges. On the one hand, it is a growth industry, because the demand for social services is growing in line with the demographic development. On the other hand, demographic change also means a drop in the overall supply of labour which makes it increasingly difficult for companies in the social sector to find qualified staff in sufficient numbers.

To counter these consequences effectively, the Federal Ministry of Labour and Social Affairs (BMAS) together with the Federal Association of Non-statutory Welfare (BAGFW) have developed the "rückenwind" programme for social sector employees. Since 2009, this programme has supported personnel development projects in the not-for-profit social sector with funding from the European Social Fund (ESF) and the BMAS. Over the course of six funding rounds, 131 projects were set in motion which follow a wide range of approaches to personnel recruitment and retention and also to the establishment of sustainable personnel management.

The aim of this series of dossiers on "Personnel development in the social sector" is to contribute towards publicising a good selection of the valuable approaches from the sponsored projects and to highlight possible actions for social sector companies, providers and associations. The topics of the six dossiers are guided by the various sections supported by this programme. All interested parties will thus have an opportunity to get a multi-layered insight into the "rückenwind" programme and its projects. The dossiers are published on our website [www.bagfw-esf.de](http://www.bagfw-esf.de).

This second dossier is dedicated to age-appropriate personnel development. The following pages give you an introductory overview of the topic. This is followed by the more detailed presentation of three "rückenwind" projects that approach the topic in different ways – from a management programme for older caregivers, through to the establishment of consulting structures for demographic issues and finding and promoting talent in social facilities and services. In addition, the dossier also contains a selection of further links and literature on the topic.

We hope you enjoy this booklet and take inspiration from it!

Dr Gerhard Timm  
BAGFW Director

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# In conversation

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Mario Heller is the Head of Human Resource Department, Training and Education at the General Secretariat of the German Red Cross (DRK) and represents his association in the steering group of the “rückenwind” programme.

**Mr Heller, age-appropriate personnel development is becoming increasingly important in the social sector. How is the topic being dealt with in the “rückenwind” programme?**

The “rückenwind” programme is tackling the issue in three of its six main sections of support. Because, if we ask ourselves, which personnel policy strategies we can use to respond to the consequences of demographic change, one of the answers is to do everything we can in order to retain our employees for as long as possible. But this will only be successful if they constantly develop as part of age-appropriate personnel development that depends on the employee’s stage of life. This considers the employee’s individual situation, whether this is from a family, professional or health perspective. Appropriate approaches can then be taken accordingly. Starting with workplace design and the organisation of working hours, through to health promotion, the retention of competencies and the development of alternative careers and professional transitions. These approaches must be adapted by the services and facilities and flexibly adjusted to the internal conditions – the “rückenwind” programme provides the perfect opportunity to do precisely this.

**What strategies is the DRK implementing in order to establish age-appropriate personnel development and what is the role of “rückenwind”?**

Our initial and primary focus is on retaining employees for longer periods. Various DRK “rückenwind” projects are trialling individual approaches intended to help achieve this. This includes projects to promote healthcare, to shape alternative careers and management development programmes. All in all, the role of the “rückenwind”

programme cannot be overstated: anyone wishing to systematically and professionally establish personnel development in the social sector is generally breaking new ground and is often starting from scratch. This is a huge task which has deterred many from even attempting to start. In this respect, project support, as has been enabled by “rückenwind” provides an urgently needed boost to activities. I am certain that, without this programme, we would not have reached the stage that we are at now.

**How do you ensure that the results of the “rückenwind” projects are permanently implemented and that they are transferred across associations, even after the end of the support programme at the end of 2014?**

It is important that we link the individual projects together and adopt an integrated approach. That’s why we have started holding systematic and regular discussions on the continuation of the project results and on agreeing to a coordinated approach. The relevant personnel policy stakeholders and committees will be involved in the process of continuing and disseminating the project results. A comprehensive professionalisation of employees will also take place in the area of human resources. The results and approaches established in the “rückenwind” projects will then be integrated in this area, as well as in a new federal agency management development programme, and their adoption will be promoted. This will establish important bases for the constant and sustainable improvement of personnel development. Personnel development must be increasingly seen as a management task in the future.

# Great leaps by age-appropriate personnel development

The number of older employees is constantly increasing, while that of younger employees is falling. Winners in demographic change will be companies that are able to maintain the productivity of employees until they reach retirement age.

According to current forecasts, the number of 20 to 64 year-olds will fall by about 7.5 million by 2030.<sup>1</sup> At the same time, employees in Germany are getting older: Every second employee is currently already between 35 and 49 years of age,<sup>2</sup> by 2020 every third employee will be over 50 years of age.<sup>3</sup> As a result of this development, the demographic change will also impact on personnel structures in social facilities and services. In order to ensure the employability of staff, it will become increasingly important to respond to the challenges of demographic change with age-appropriate personnel measures. In addition to considering the needs of older employees, it is also essential to keep a close eye on the process of ageing at the workplace and the various phases of life and career stages of employees.

A recently published study by the Centre for European Economic Research (ZEW) shows that demographic development has a positive effect on operational processes: the productivity of an operation can increase by over 0.5 percent if the number of 45 to 50 year-olds in the workforce increases by one percent.<sup>4</sup> According to the study, the increase in the number of older

employees also benefits younger staff members.<sup>5</sup> According to the investigation, the existence of age-appropriate workplaces in a company increases the productivity of employees between 45 and 50 years of age by two percent,<sup>6</sup> as older employees are significantly more productive if their workplace is equipped appropriately for their age and they can perform age-appropriate activities, such as less physically demanding work for example<sup>7</sup>. Mixed-age teams should therefore be considered as part of future personnel development measures. This promotes knowledge transfer between young and old, such as through mentoring programmes or tandem learning.

Demographic change will cause a constant increase in demand for personnel services. This trend is contrasted by a lack of qualified experts and managers, especially in the social sector, which will only increase in the future. It is therefore becoming increasingly important not just to recruit qualified employees, but to retain these employees with age-appropriate personnel management. A starting point is an age structure analysis in order to select strategies and instruments in line with the phases of life and career stages of employees. It is also important to promote loyalty among young employees by supporting the targeted development of their competencies and their career planning. Flexible working conditions and various working time models should also be implemented in order to ensure the employability of staff.

<sup>1</sup> cf. Statistisches Bundesamt (2011): Demografischer Wandel in Deutschland, Bevölkerungs- und Haushaltsentwicklung im Bund in den Ländern, Heft 1, Wiesbaden, p. 8

<sup>2</sup> Destatis, STATmagazin, 13.01.2009

<sup>3</sup> Institute for Employment Research (IAB)

<sup>4</sup> cf. Wifo/PWC: Studie: Fachkräftemangel: Stationärer und ambulanter Bereich bis zum Jahr 2030, Frankfurt am Main, 2010, p. 10

<sup>5</sup> cf. Göbel, Christian/ Zwick, Thomas (2010): Which personnel measures are effective in increasing productivity of old workers?, ZEW Discussion Paper No. 10-069, Mannheim

<sup>6</sup> cf. Bundesministerium für Arbeit und Soziales (2012), p. 14

<sup>7</sup> cf. Göbel/ Zwick 2010, p. 13



The social economy sector is characterised by a high proportion of female employees; in 2010 74 % of employees in the healthcare and nursing sector were women.<sup>8</sup> The compatibility of family, care and career must therefore be promoted even more strongly by an intelligent working time distribution. Opportunities are provided by “work-life balance” concepts, such as part-time work or sabbaticals, which give employed women more flexibility and facilitate their re-entry into their profession. In addition to the reduction of working hours, measures aimed at making the time and place of performance more flexible, such as variable time account models or flexitime, have also proven to be successful.

Prevention is becoming increasingly important for the maintenance and promotion of the health of employees. The classic elements include an ergonomic workplace design and health courses, such as spine training, relaxation techniques or courses for healthy eating, movement, etc. The introduction of health circles as part of operational health management can also represent a good opportunity to minimise existing work stresses and introduce new processes in the field of health.

Moreover, measures in the area of the qualification and development of older workforces are also important. These allow older employees to take on new tasks that are suited to their phase of life. It also gives these employees a feeling of

appreciation, which can be linked to increased motivation.

Social sector companies must adapt to the upcoming personnel policy changes and raise awareness of the different phases of life and career stages of their employees among management. The implementation of systematic age management and corresponding consulting structures helps to meet these developments in a positive way. It is important that the measures are selected and applied individually and specific to every facility. Blanket measures should be avoided. Only the implementation of age-appropriate personnel development allows the challenges of demographic change to be sustainably managed.

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Jana Stahlschmidt is a personnel consultant at conQuaesso®. The sociologist, specialising in labour, career and organisation, supports companies in recruiting qualified specialists and managers in the healthcare and social sectors. She is the author and co-author of various specialist publications, which focus on personnel development as well as the use of web2.0 instruments to recruit personnel and increase employee loyalty.

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<sup>8</sup>cf. Bundesagentur für Arbeit (2011): Der Arbeitsmarkt in Deutschland. Arbeitsmarktberichterstattung, Gesundheits- und Pflegeberufe, Nürnberg, p. 6

## Practical examples:

# New perspectives for older caregivers

### Project

PEPP: Professionalisierungsprogramm zur Förderung der Managementkompetenz in Diensten der ambulanten Pflege

### Term

01/07/2009 - 30/06/2012

### Region

Bavaria, Hesse, Mecklenburg-Vorpommern, Saxony, Schleswig-Holstein

### Field

geriatric care

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There is a large gap between the formal qualifications to be demonstrated and the current requirements for the management of services in outpatient care.

A gap that will increase the longer this qualification dates back. Besides professional leadership ability, these days more and more management competencies are required which were not previously part of the caregiver career path. PEPP, a project by the DRK, has started down a promising path to enable particularly older qualified caregivers, who have taken on a management function or are preparing to take on such a role, to learn this alongside their work. In this case, the daily routine in the service is used as the primary learning location, as is appropriate for the learning behaviour of older employees: The project participants take on an impending management task in their service in order to perform this independently within a period of one year. Nursing schools support this activity with innovative, practical offers that promote the development of management competencies. This includes behavioural training units in the fields of management, negotiation and sales as well as a corporate simulation and management coaching. A position for personnel development consulting at the central nursing school of each region will also be established, which coordinates the programmes, develops new services for the schools and supports the services to establish systematic personnel development on site.

### Action strategies:

- Eight months practical project for participants in managing a service provider in four regions
- Accompanying five two-day management training courses
- Overarching three one-day leadership coaching courses
- Use of self-learning materials and online coaching

- The results (model for leadership development, training concept and modules for management competencies, PD tools for outpatient care services, new PD services for the nursing schools such as coaching, simulations, assessments, portfolios, etc.) will be transferred to the associations and the nursing schools.

### Recommendations:

- Age-appropriate learning and social forms should be supported. The workplace and participating groups provide the central learning location.
- Management boards should be involved as principals for practical projects and mentors.
- Participants and management must reach agreements on the objectives to be achieved in the qualification (including the project work).
- A systematic approach is not restricted to training courses, rather it develops the overall system and the interaction of employees, services and education and training centres in personnel and management development.

*“After a certain point, technical knowledge is no longer enough – we must support our leaders in their transition to confident and capable managers.”*

Mario Heller, Project Manager

## Practical examples:

# Establishing consulting structures for demographic issues

Everyday working life in social organisations is being increasingly characterised by ageing workforces, high turnover rates and a lack of qualified employees.

DemografiePARITÄT develops consulting structures, qualification measures and a toolkit in order to manage these and other requirements resulting from demographic change at a structural level. Consultants from the various specialist groups at the Paritätische North Rhine-Westphalia are also qualified to provide member organisations with information and advice on the increasing number of demographic issues. The facilities and services also have access to two process consultants that identify the individual need for action together with the responsible individuals. The focus is on the areas of age structure, healthcare, work organisation, knowledge and qualification as well as corporate culture. For example, customised measures are prepared for the issues of how to prevent age-related deterioration of health, or the challenge of finding new areas of responsibility for older employees.

The consulting structures are complemented by training measures for specialists and managers and the provision of a toolkit with tools for demography-based personnel development. For example, offers include guidelines for managing personnel development discussions and concepts for the efficient induction of new employees.

### Action strategies:

- Training of specialist consultants at the Paritätische North Rhine-Westphalia with regard to demographic issues and the training of process consultants
- Process consulting in five pilot facilities
- Qualification offers for managers on demography-based personnel development tools and on issues relating to age-appropriate workplace design

- Training offers for managers relating to the shaping of the second half of professional careers
- Provision of a toolkit for social facilities and services

### Recommendations:

- Smaller facilities have the opportunity of cooperating with other facilities in personnel development measures.
- Only a comprehensive understanding of personnel development, which also includes personnel marketing or the individual employability of staff, will help resolve urgent problems such as the lack of qualified staff and health concerns.
- An organisation's age structure analysis should be compared with the social structure of its immediate environment and individually differentiated according to function groups, gender, etc.
- Intensive external support is beneficial when introducing personnel development tools. Facilities may also make use of additional individual funding instruments.

*“We believe in personnel management that focuses on individual life events and phases. The topic of age is one of many.”*

Stefan Rieker, Project Manager

**Project**  
DemografiePARITÄT

**Term**  
01/09/2010 - 31/08/2013

**Region**  
North Rhine-Westphalia

**Field**  
cross-sectoral

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## Practical examples:

# Supporting individual career planning

**Project**  
TAFF – Talente in der AWO finden und fördern

**Laufzeit**  
01/08/2010 - 31/07/2013

**Region**  
Schleswig-Holstein

**Term**  
cross-sectoral

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What skills do employees in social facilities and services have? How can both young professionals as well as experienced personnel be integrated into a targeted career planning?

These are questions that the personnel development project "TAFF – Talente in der AWO finden und fördern" is seeking to answer. Regardless of the age and experience of employees, the active involvement in understanding their own abilities and potentials and planning their own careers is always extremely important. TAFF promotes the development of efficient and committed and qualified employees and managers as well as individuals seeking to reach that level. The participants are supported in working intensively on their competencies and strengths and ongoing development. They are also motivated to address their specific personal development issues. Individually coordinated development paths are documented over many years in an independently developed competence passport that aligns to the employee's relevant phase of life and career stage. These steps can be taken towards a specialist/expert career as well as towards a management career.

### Action strategies:

- Application of the developed competence model for talent identification (identification of potential based on self- and third party assessment)
- Implementation of an employee loyalty measurement
- Participation in a workshop to identify personal development paths (Development Center)
- Preparation of an individual development plan with each participant
- Introduction of a competence passport
- Regular feedback discussions
- Separate individual modules (hospitality, mentoring, softskills training, management training, one-on-one coaching) strengthen personnel planning

- Seminars for managers on personnel promotion and leadership topics (incl. the skills relating to development- and resource-based actions)
- Cross-sectoral cooperation and networking between day care centres and aged care facilities

### Recommendations:

- A strategic personnel needs analysis and planning is a solid start to the project.
- The involvement and qualified support of managers is an important component in the project. They will be trained in the individual project topics.
- The orientation towards the individual career stages and phases of life is not only much appreciated by employees, it also allows personal objectives to be precisely formulated and implemented.
- Integrated and systematic assistance and consulting for both the participants and managers by the project team provides valuable support.
- Participant surveys and a comparison group as part of the employee loyalty measurement allows employees to feel involved.

*"TAFF identifies the various career stages and phases of life of our employees and provides the foundation for age-appropriate personnel development."*

Maria Kölpfen, Project Manager





Practical examples:

# Other approaches

Several other projects in the “rückenwind” programme deal with the issue of age-appropriate personnel development. Below we have listed some interesting approaches for you. Please visit the website of the ESF-Regiestelle (programme managing authority) for further information about projects and latest developments in the “rückenwind” programme: [www.bagfw-esf.de](http://www.bagfw-esf.de).

## Project

Erfahrung zählt! Berufsbegleitende Qualifizierung älterer Fachkräfte in den erzieherischen Hilfen.

## Contact

Bundesverband katholischer Einrichtungen und Dienste der Erziehungshilfen e. V. (BVKE)  
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## Supporting individuals re-entering the labour market

How can the entry/re-entry/career change by employees in the labour market be shaped successfully? This is the issue that is addressed by the BVKE's trainee programme of qualification seminars “Erfahrung zählt!”. After an introduction into the current topics and trends in their work area, the participants identify their existing competencies and their training requirements under professional guidance and prepare a project for the transfer of learning and practical experience to their institution.

For more information: <http://www.bvke.de/85028.html>

## Project

CHRONOS – Den demografischen Wandel gestalten/Teilprojekt BELEV

## Contact

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## Enable healthy working

In order to keep employees healthy, motivated and efficient in professional life for as long as possible, BELEV developed a concept for the systematic promotion of health based on the three principles of salutogenesis (derivation, sense of coherence and fields of application). The focus is on the actions of executives and management, team structures, work organisation and the individual empowerment of employees.

For more information: [www.diakonie-wuerttemberg.de/chronos](http://www.diakonie-wuerttemberg.de/chronos)

## Project

Das vitale Unternehmen der Zukunft. Intergenerative Personalentwicklung in der Sozialwirtschaft.

## Contact

Internationaler Bund e. V.,  
Verbund Württemberg  
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## Interaction of generations

The intergenerative personnel development approach by the IB in Baden-Württemberg focuses on the competencies and the practical knowledge of its older employees. The transfer of knowledge between all age groups is promoted; a requirement in order to appoint and make use of mixed-age teams in a targeted manner. The objective – establishing respectful and productive cooperation of the generations – is permanently ensured by measures such as the training of multipliers in generation management.

For more information: [www.ib-rueckenwind.de](http://www.ib-rueckenwind.de)

# More on the topic

## **BGW-Age Structure Analysis 3.0**

What does the age structure of an organisation look like and how will it develop? Some initial answers to this question can be found using the online tool “Altersstrukturanalyse 3.0” (Age Structure Analysis 3.0) provided by the Berufsgenossenschaft für Gesundheitsdienst und Wohlfahrtspflege (BGW). The application provides an overview of the demographic situation of a company based on data relating to the age of employees. A detailed age structure analysis is also possible.

For more information:

[www.bgw-online.de/DE/Arbeitssicherheit-Gesundheitsschutz/Demografischer-Wandel/Altersstrukturanalyse.html](http://www.bgw-online.de/DE/Arbeitssicherheit-Gesundheitsschutz/Demografischer-Wandel/Altersstrukturanalyse.html)

## **“PflegeZukunft kompetent gestalten” toolkit**

An overview of the assistance for demographic management in healthcare and nursing facilities is offered by a toolkit that was created on behalf of the Federal Ministry of Economics and Technology. In addition to practical examples and additional information, it presents numerous tools relating to the fields of employee recruitment, professional development/qualification, corporate health promotion/checks, work organisation and corporate culture.

For more information:

[www.iegus.eu/images/Aktuelles/Handlungskatalog\\_PflegeZukunft\\_web\\_neu.pdf](http://www.iegus.eu/images/Aktuelles/Handlungskatalog_PflegeZukunft_web_neu.pdf)

## **“Erfahrung ist Zukunft” initiative**

The “Erfahrung ist Zukunft” (Experience is Future) initiative identifies the challenges of demographic change and promotes a new attitude towards old age and ageing. Increasing the appreciation and integration of the potentials of older employees is an important field of action. The initiative’s internet portal offers articles on topics such as “mixed-age workforces” or “50 plus managers”, provides information on employment opportunities in old age and presents programmes such as “Re-entry prospects”. “Erfahrung ist Zukunft” was initiated by six federal ministers, unions and employees as well as various trade and social associations.

For more information:

[www.erfahrung-ist-zukunft.de/DE/Arbeitswelt/arbeitswelt.html](http://www.erfahrung-ist-zukunft.de/DE/Arbeitswelt/arbeitswelt.html)

## Site notice

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[www.bagfw-esf.de](http://www.bagfw-esf.de)