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INSTITUT FÜR
BETRIEBLICHE
BILDUNGSFORSCHUNG

Optimal Human Resources Management in SME in times of demographic changes



■ optimale Personalarbeit in KMU
in Zeiten des demografischen Wandels

Berlin, 26. Februar 2016



Optimal Human Resources Management...



Subsidised by:



Supported by:



- Transnational network project with 24 SME
- Educational project on methods and instruments of human resources management
- Practical realisation of HR measures within SME
- with professional support of consultants and experts





Objectives of the project



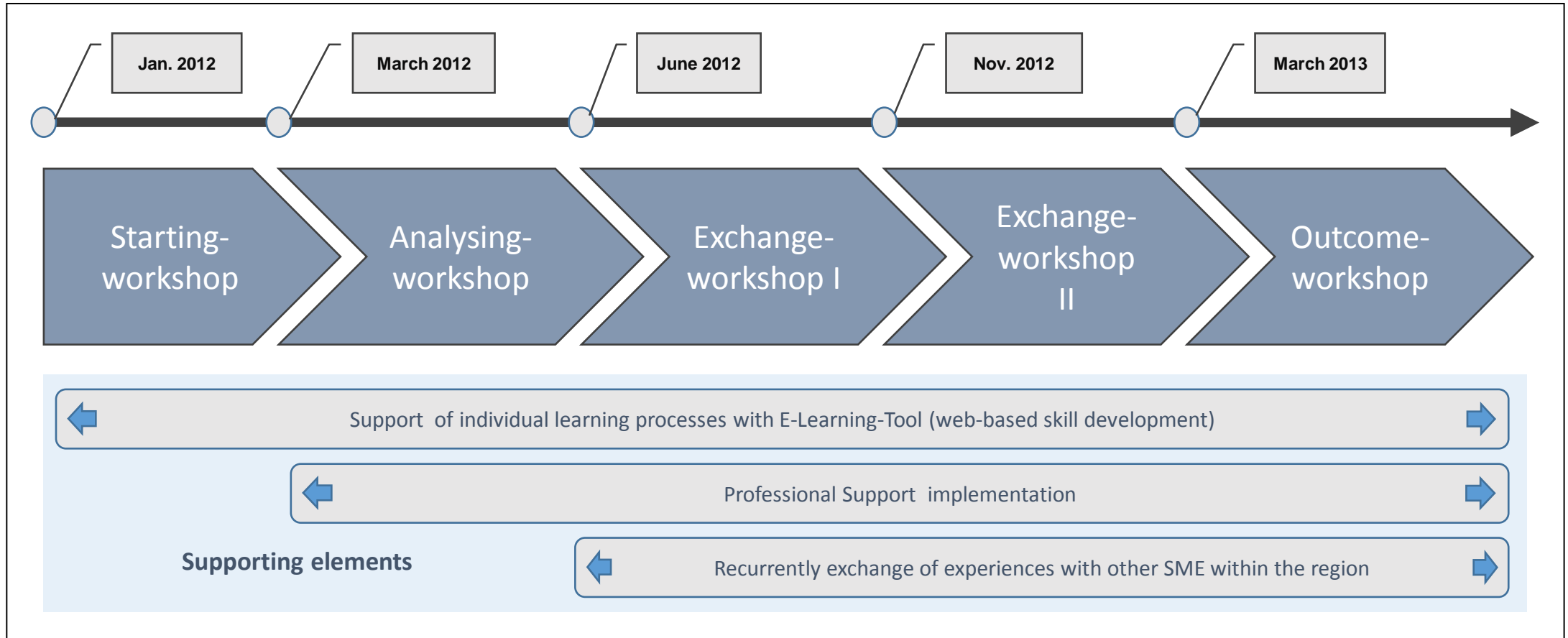
- Developing an awareness of the **challenges of demographic changes** and communication/distribution of knowledge and competencies on approaches and instruments
- Webbased support of individual learning processes (information, exchange, ...)
- Analysis of the operational situation within the enterprises concerning personnel structures, leadership, organisation of work, knowledge and competencies
- Development and implementation of preliminary and preventive measures concerning the mentioned factors
- Joint discussion, exchange of views and experiences regarding implementation problems

Challenges of demographic changes

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- Lack of potential candidates for apprenticeships
 - Looming shortage of skilled worker and professionals
 - Staff with high amount of over 55 years old (close retirement)
 - Age-mixed employees with different needs in enterprises



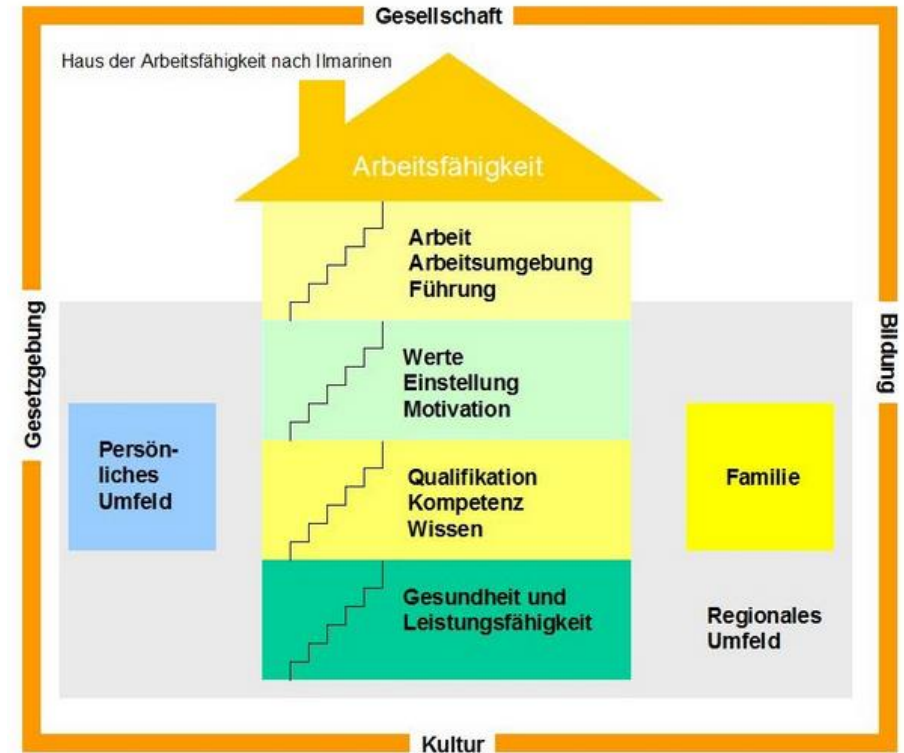
Project proceeding





Areas of activities

- Qualification, further education and development of competencies
- Work design and work organisation
- Recruitment and HR-management
- Health and occupational safety
- Corporate culture



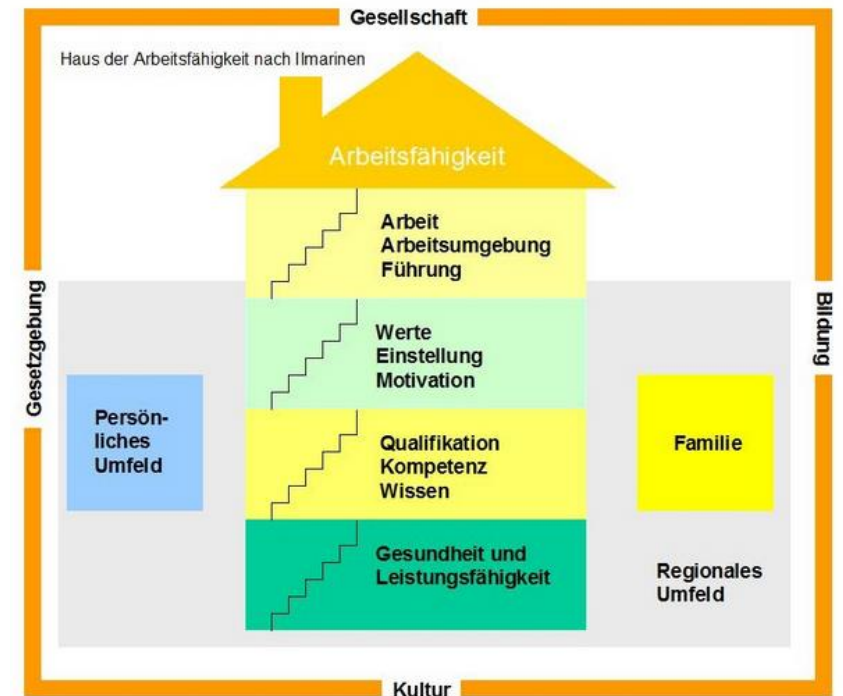
Ilmarinen; House of workability



Project content

Analysis of the

- development of population and regional labour market [O](#)
- demographic situations within SME
- Using the Work Ability Index ([WAI](#)) as initial point for awareness concerning the necessary changes within SME
- Developing operational measures to meet the needs of HRM concerning demographic challenges





3-Steps-Model

1. Carrying out analysis and evaluation of operational age and qualification structures (current situation and forecast)



2. Derivation of operational needs for action and prioritisation of fields of action within the enterprises



3. Development and implementation of measures concerning demographical challenges



Examples for implemented measures



- **Developing and implementing of (new) HR-Strategies** (new ways in recruitment; modern staff development; staff appraisals; sensitization of the whole management –awareness raising)
- **Enhancing employer attractiveness** (work life balance; corporate culture; flexible working-time models; childcare facilities)
- **Developing and implementing of an occupational (corporate) health management** (in-house exercises; health and safety measures; quality circles)