

# Learning partnerships for younger and older employees at Sartorius AG, Göttingen



**Holger Möhwald, Göttingen, Germany**

Professional Training Facts 2006

Track 4 “Ageing, working, learning”

15th November 2006, Fraunhofer IAO, Stuttgart, Germany

**15th November 2020**



Age: 71 years

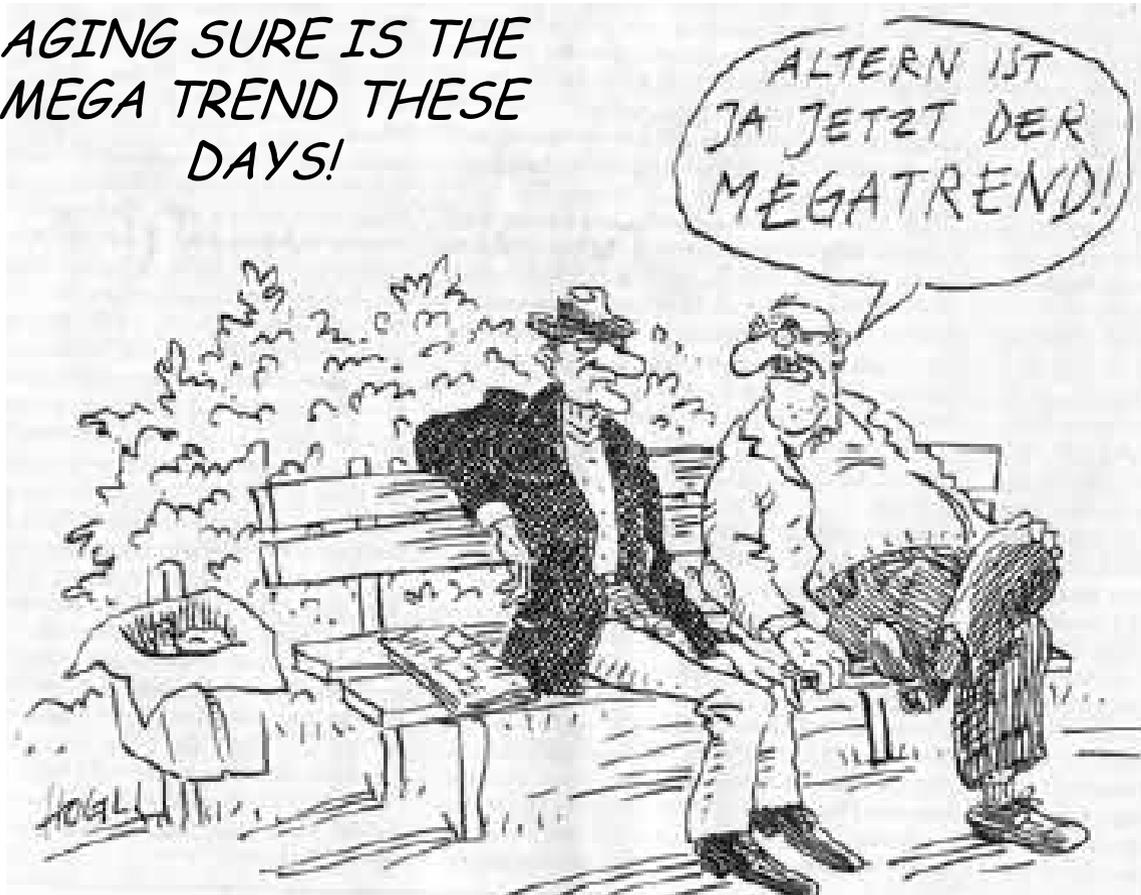
Employer: Messtechnik AG, Göttingen, Germany

Profession: Measuring technology engineer

Work experience: 44 years

- No suitable young professionals on the market
- Flexible profession-leaving model for Herbert S.
- Learning partnerships with younger employees
- Age-friendly working environment

*AGING SURE IS THE  
MEGA TREND THESE  
DAYS!*



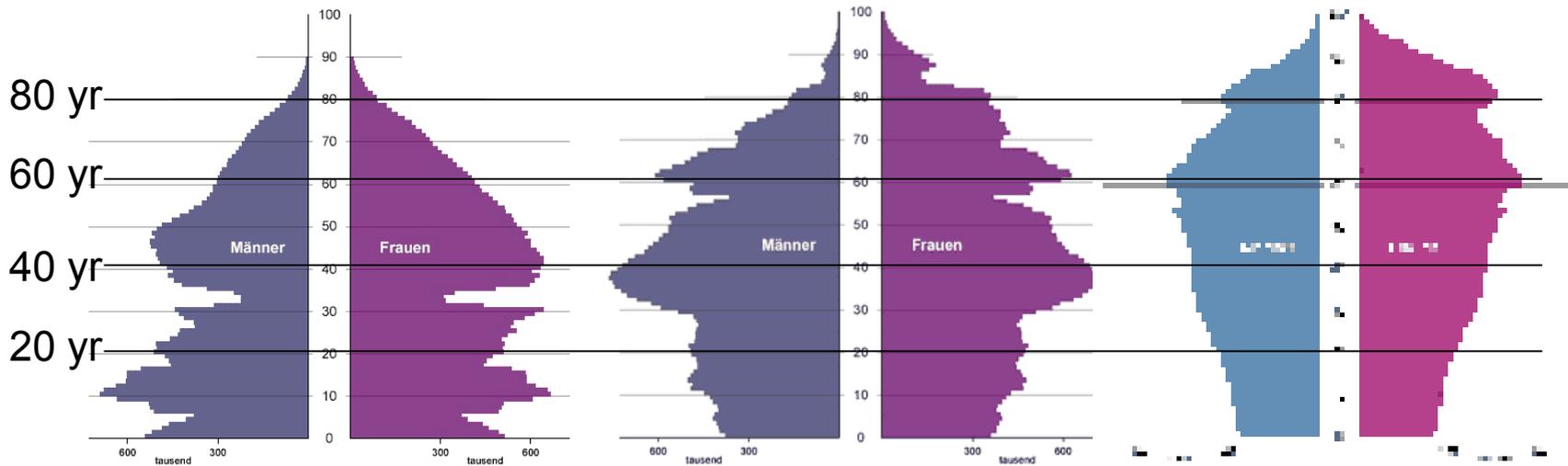
# Underlying Statistical Facts

The changing age pyramid in Germany

Age Structure in 1950

Age Structure in 2001

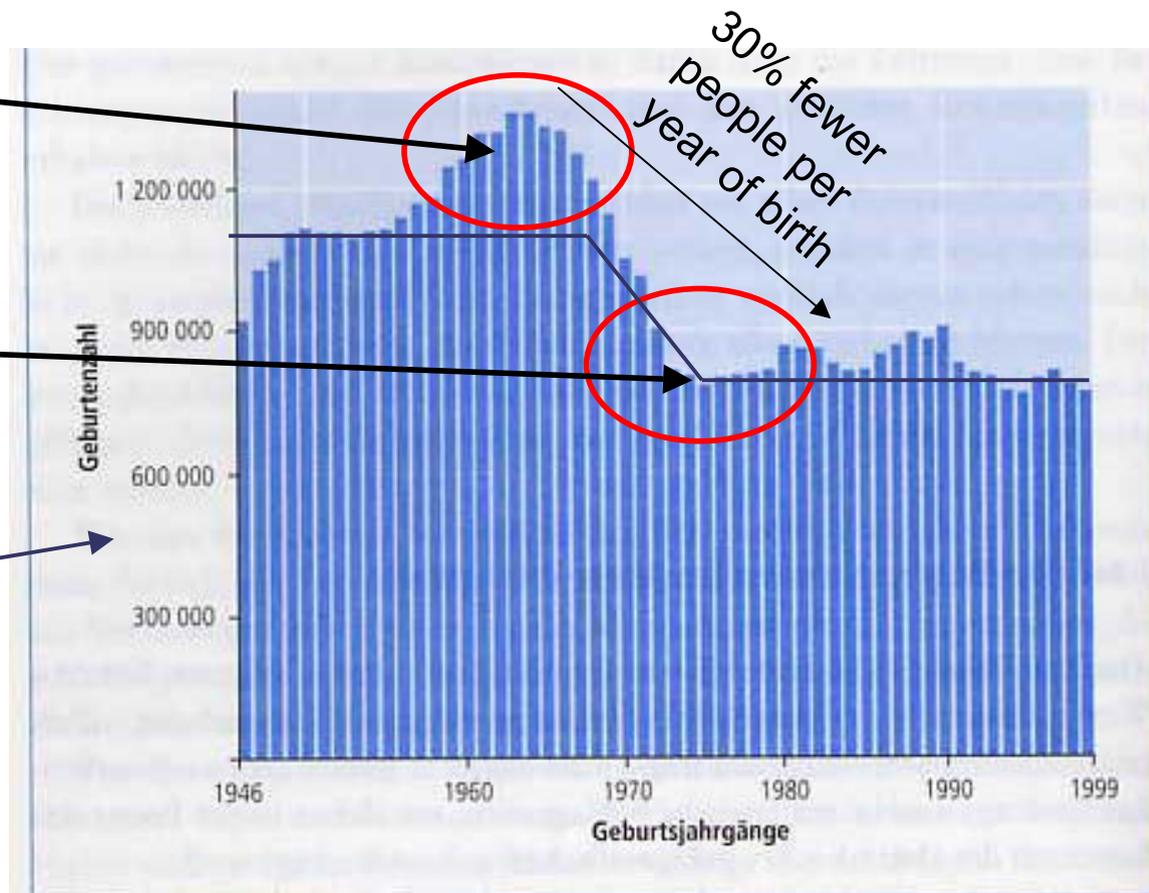
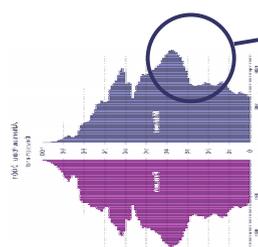
Age Structure in 2050



# Dramatic Decline in the Birth Rate

People who are 40 years old today

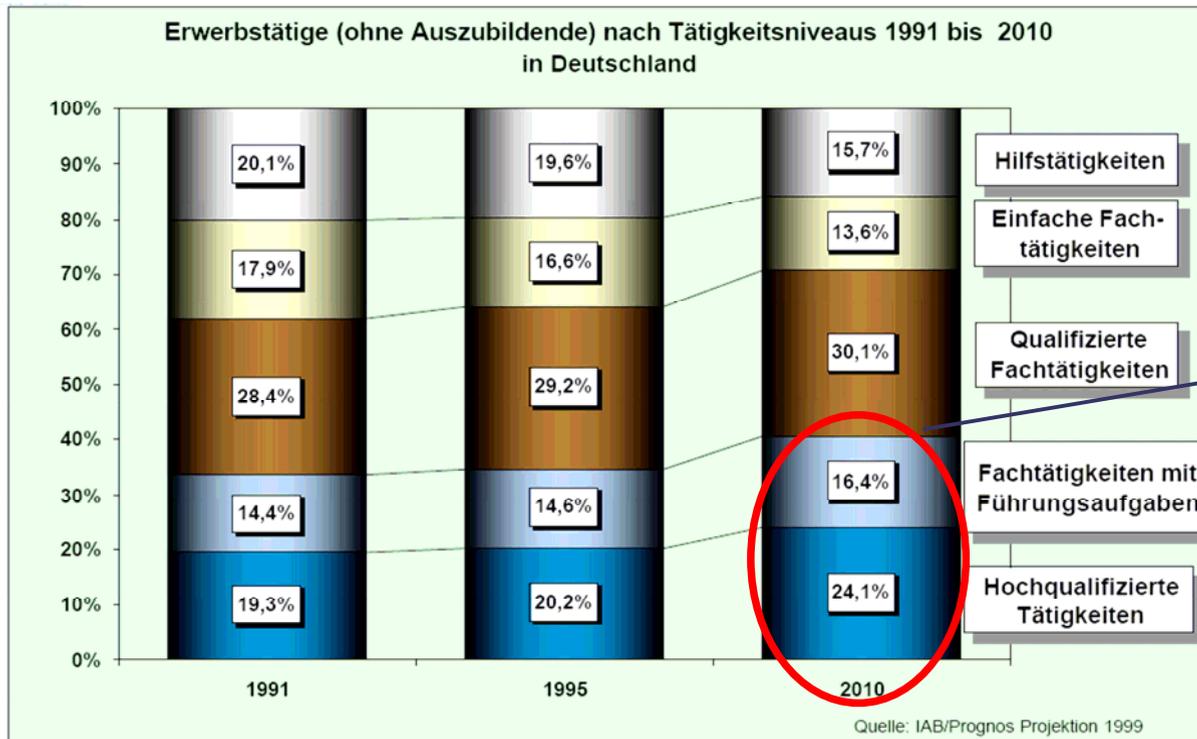
People who are 30 years old and younger today



Quelle: eigene Darstellung nach Daten des Statistischen Bundesamtes

# Employment Statistics by Qualification

Number of employed in Germany. 2005: 38.92 million.; 2010: around 37.5 mill.



Increase from 1995 to 2010 by around 5.7% = 2.0 mill. more people

Aus: Reinberg, A., Hummel, M.: Steuert Deutschland langfristig auf einen Fachkräftemangel zu? IAB-Kurzbericht Nr. 9 / 7.7.2003

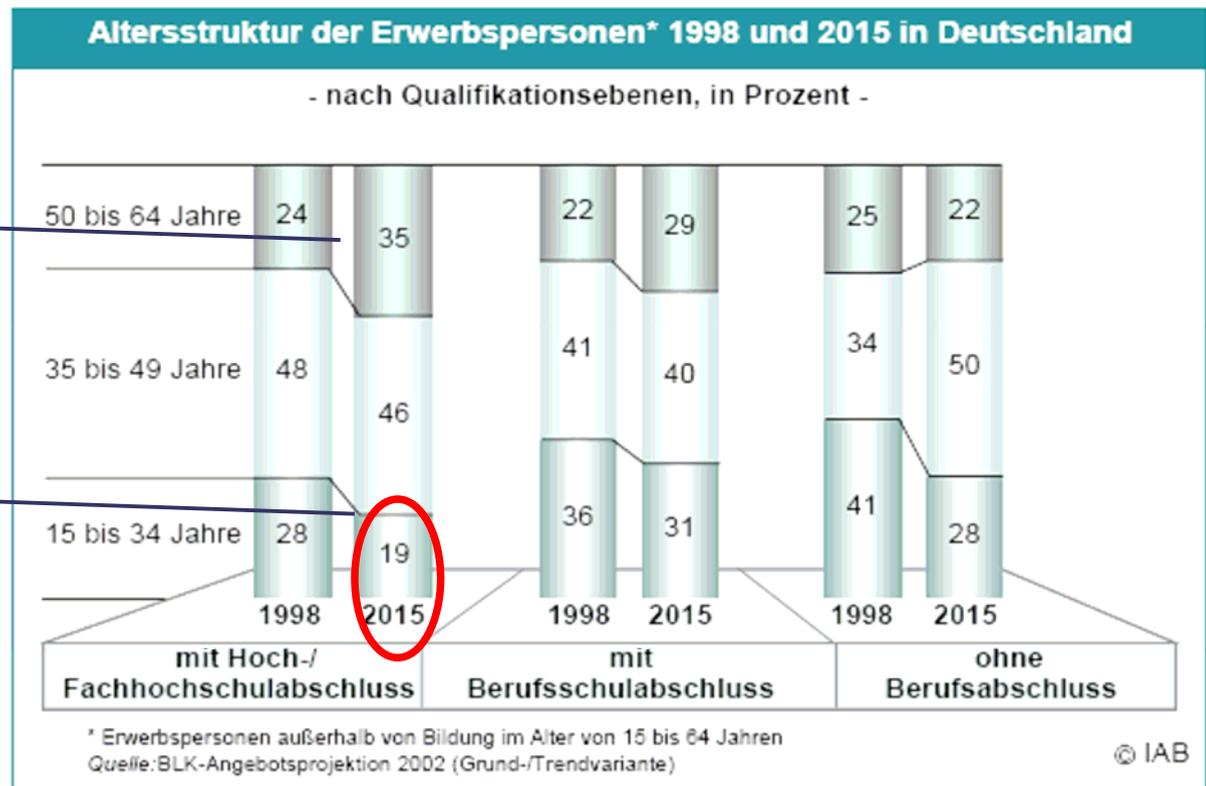
# Age structure of employed persons



Number of employed in Germany in 2005: 38.92 mill.; 2015: about 37.0 mill.

Increased by  
11%

Dropped by  
9%



Change in + distribution:

0

-

7

## Adecco: Qualified workers are rare: “There is a trend towards a shortage of qualified workers in the Federal Republic”

IT, health care,  
engineering and  
financial sector,  
commercial and  
and technical  
trades

Qualifizierte Bewerber sind trotz 4,38 Millionen Arbeitslosen schwer zu finden. "Eine paradoxe Situation", sagt Uwe Beyer. "Auf der einen Seite haben wir es noch immer mit einer hohen Arbeitslosenquote zu tun, auf der anderen Seite zeichnet sich bereits heute ein Mangel an Fachkräften ab." Die Suche nach qualifizierten Mitarbeitern gestaltet sich immer schwieriger. "All unsere spezialisierten Dienstleistungsbereiche wie IT, das Gesundheits-, Ingenieurs- und Finanzwesen sowie der kaufmännische und technisch-gewerbliche Bereich bestätigen diese Entwicklung." Ihre Suche reiche von hoch qualifizierten Führungskräften bis hin zu Facharbeitern.

### Nachfrage in allen Branchen

Die Anfrage der Kundenunternehmen bei Adecco ist groß. Im Gesundheitswesen werden laut Beyer ständig Einsteiger, Umsteiger und Wiedereinsteiger für den Pflegebereich, sowie Controller und Laboranten gesucht. Unternehmen aus dem Maschinenbau,

inzeige



Uwe Beyer

Elektrotechnik oder der Automobilbranche fragen vor allem Konstrukteure, Techniker und Ingenieure an. Qualifiziertes Personal für Finanz- und Bankensektor sowie IT-Experten sind ebenfalls rar am Arbeitsmarkt.

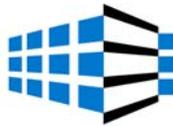
### Vielseitige Einsätze über einen festen Arbeitsvertrag

Die beruflichen Möglichkeiten bei einem Personaldienstleister für Arbeitnehmer sind bekanntlich vielfältig. "Über die verschiedenen Einsätze bei unseren Kundenunternehmen bieten wir unseren Mitarbeitern die Möglichkeit, weitere Qualifikationen zu erlangen und somit besser ausgebildet zu sein als sie das mit einer immer gleich bleibenden Tätigkeit sind", erklärt Beyer.

Alle Mitarbeiter erhalten einen festen Arbeitsvertrag und können in unterschiedlichen Branchen und Unternehmen anspruchsvollen Tätigkeiten nachgehen. Der einzige Unterschied zu einem "normalen" Arbeitsverhältnis sei, dass nicht in den Räumen von Adecco gearbeitet werde, sondern in unterschiedlichen Einsätzen bei den Kundenunternehmen. Über einen Personaldienstleister haben Mitarbeiter die Chance, Erfahrungen in verschiedenen Branchen zu sammeln, in den unterschiedlichen Einsätzen neue anspruchsvolle Tätigkeiten wahrzunehmen und ihr "Wunschunternehmen" zu finden.

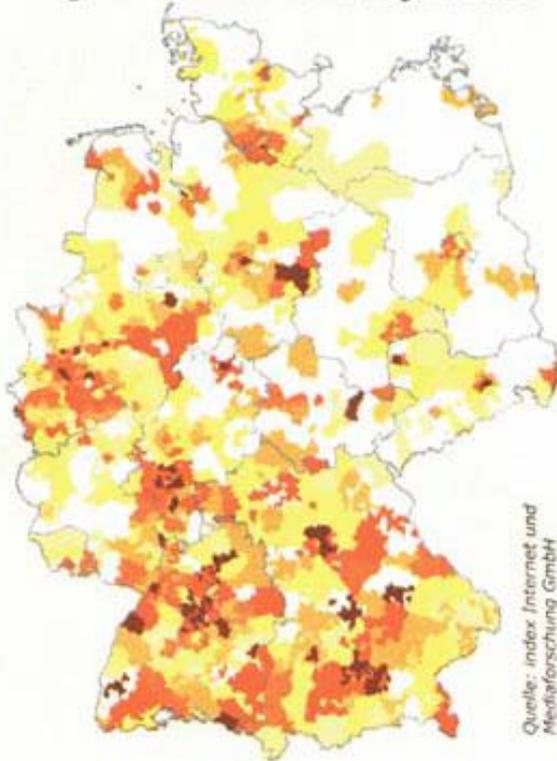
Adecco

# Shift in Demand for Engineers

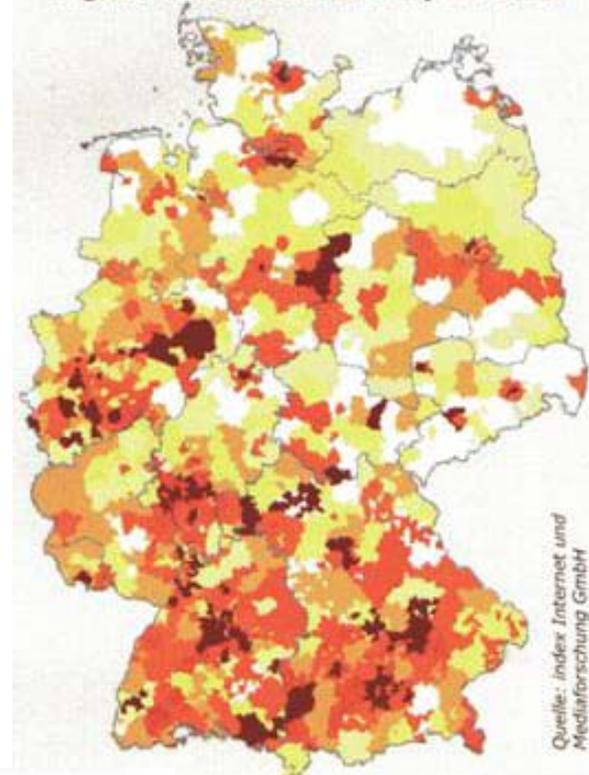


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Ingenieurbedarf im 1. Halbjahr 2005



Ingenieurbedarf im 1. Halbjahr 2006



Ausgeschriebene Stellen für Ingenieure:

6-10  
51-100

11-25  
101-250

bis 5  
26-50  
> 250

# Significance for Companies



What does this development mean for companies with a demand for more highly qualified staff?

Lack of qualified personnel = shortage of skilled labor

Loss of know-how, expertise, interruption in technological progress, innovation stops

Companies compete for qualified employees



# Costs to Hire New Employees

Direct costs for the actual hiring of personnel, 15 short-listed applicants:

• Hourly wage for employees for in-house preparations and to hold interviews with applicants	80 € x 60 h = 4,800 €
• Concrete job offer advertisements	up to 12,000 € (national newspaper)
• Or headhunter or human resources consultant	10-40% of annual salary (5' - 20' €)
• Man hours for interviews with applicants plus contract negotiations	80 € x 60 h = 4,800 €
• Applicants' travel expenses	approx. 10,000 €
• Assessment Center for 10 applicants with organization, trainers and observers	approx. 25,000 €

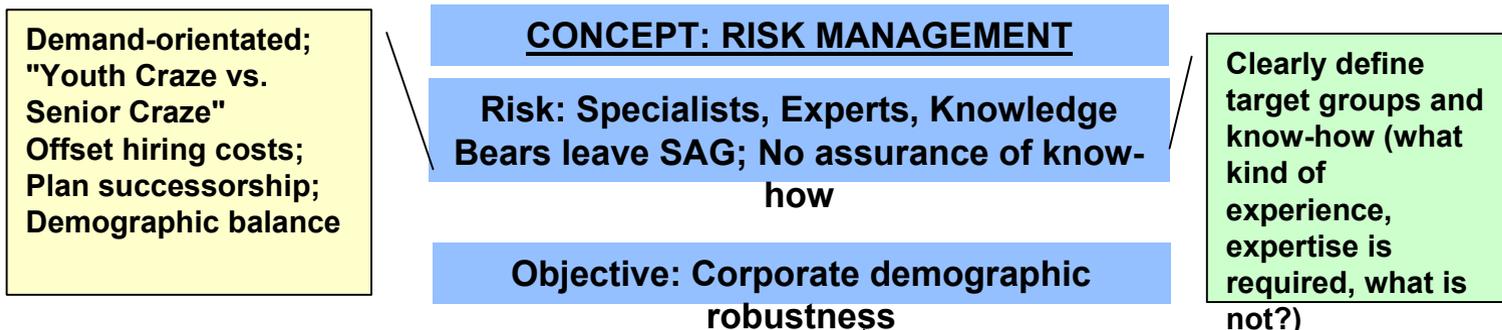
Indirect costs for the actual hiring of personnel

- Intensified marketing at colleges/universities
  - Road shows
  - Image ads (Young Professionals)
  - Cooperation
- Personnel tradeshow
- Intensifying social benefits and perks (to make employer more attractive)

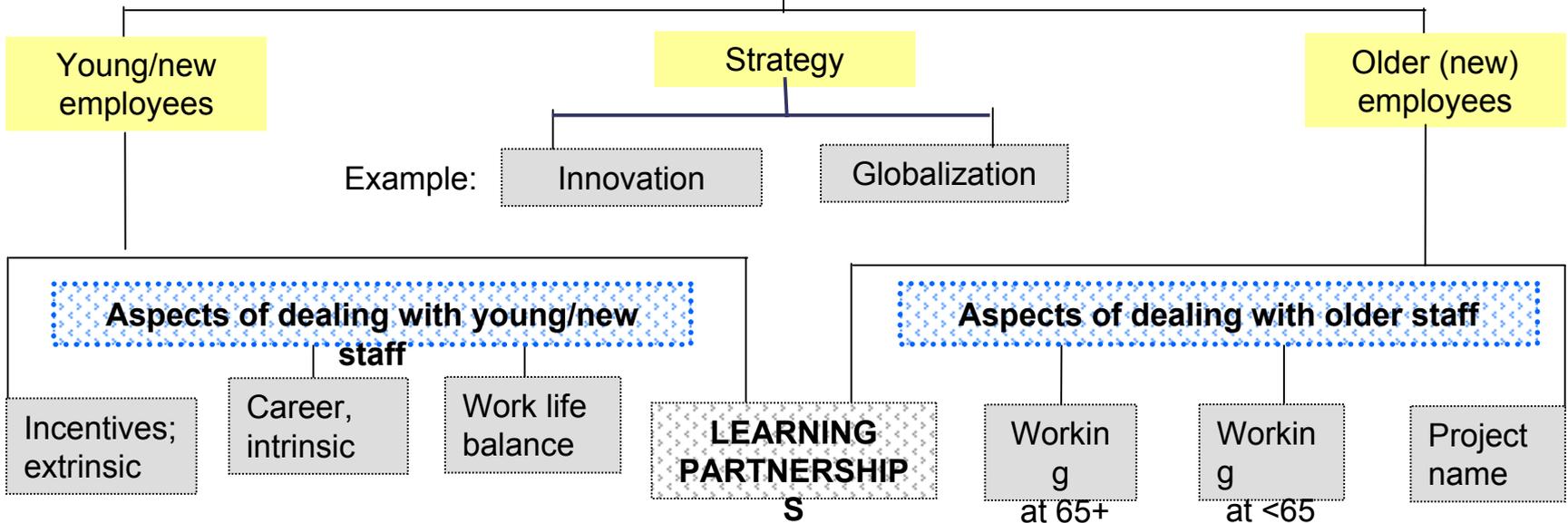
Until the new employee is hired, the outlay in "shortage professions" is

**100,000 EUR**

per position occupied.



**Where can companies start to achieve demographic robustness?**

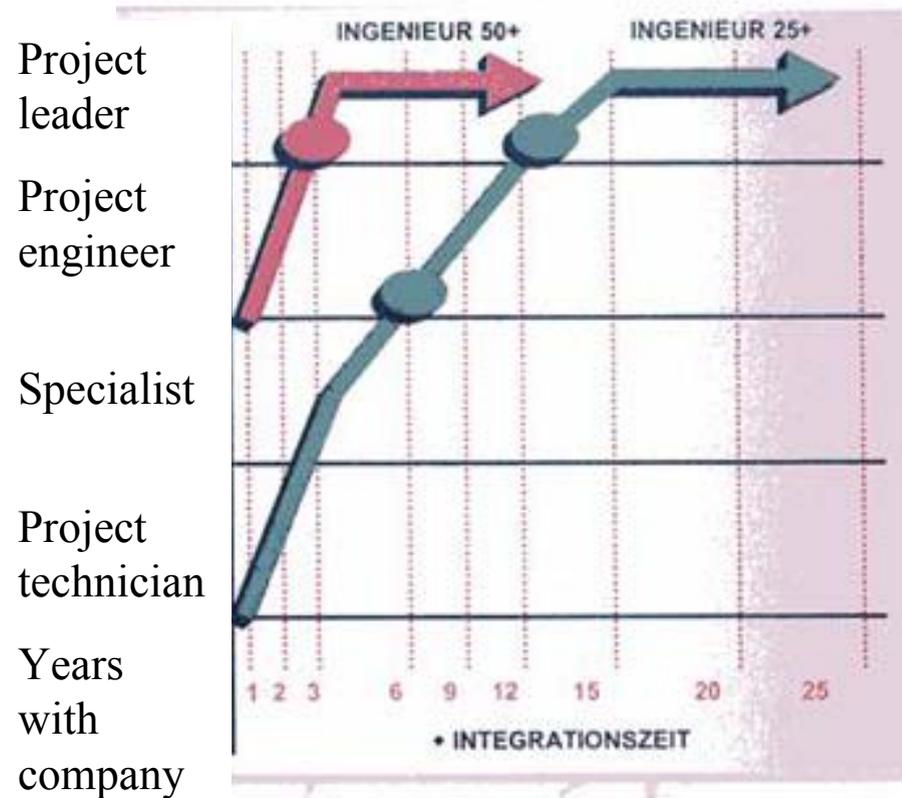


# Hiring Older Staff is Profitable



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## Profitability



Source: Otmar Fahrion, Fahrion Engineering

## What do older workers really want?

### The person who usually wants to work longer ...

- ... Has higher professional education
- ... Pursues continuing professional and corporate education
- ... Sees ongoing personal development potential in profession
- ... Is confident of being able to keep pace with new challenges

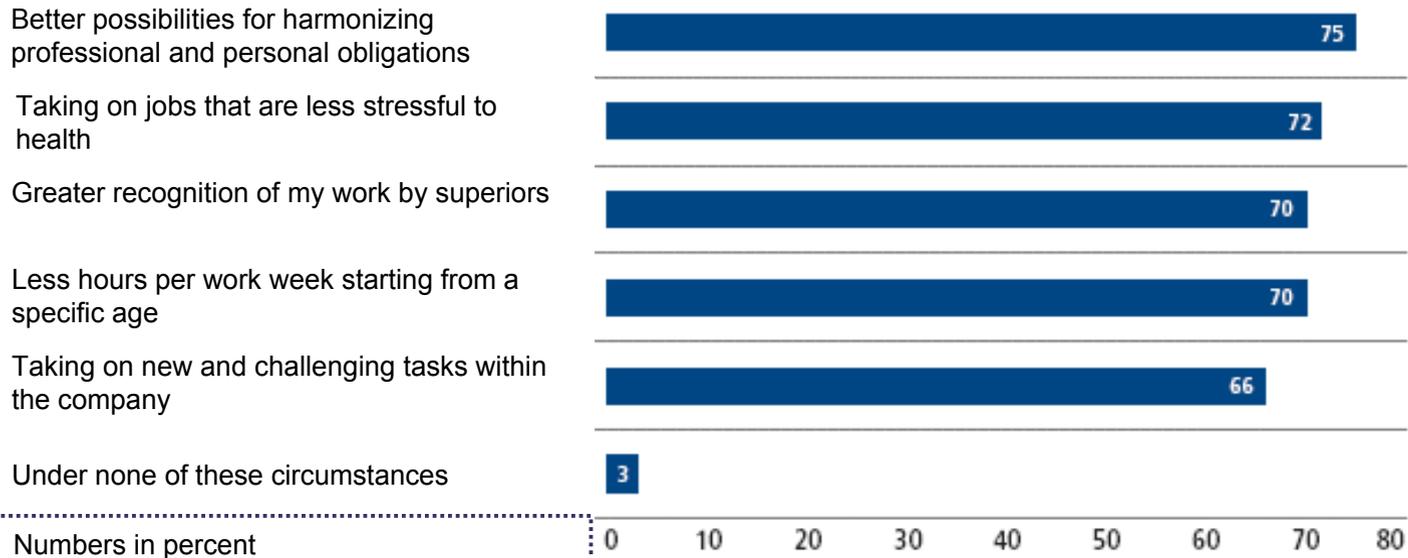
### Reasons for working longer:

- 59% because they need the money
- 53% because they enjoy work
- 39% because they don't want to just sit around doing nothing
- 8% because their employer needs them

# Work-leaving Models

## What conditions do older workers actually expect?

Requirements that have to be met at current workplace / employer so that those surveyed can imagine working up to the age of 65:



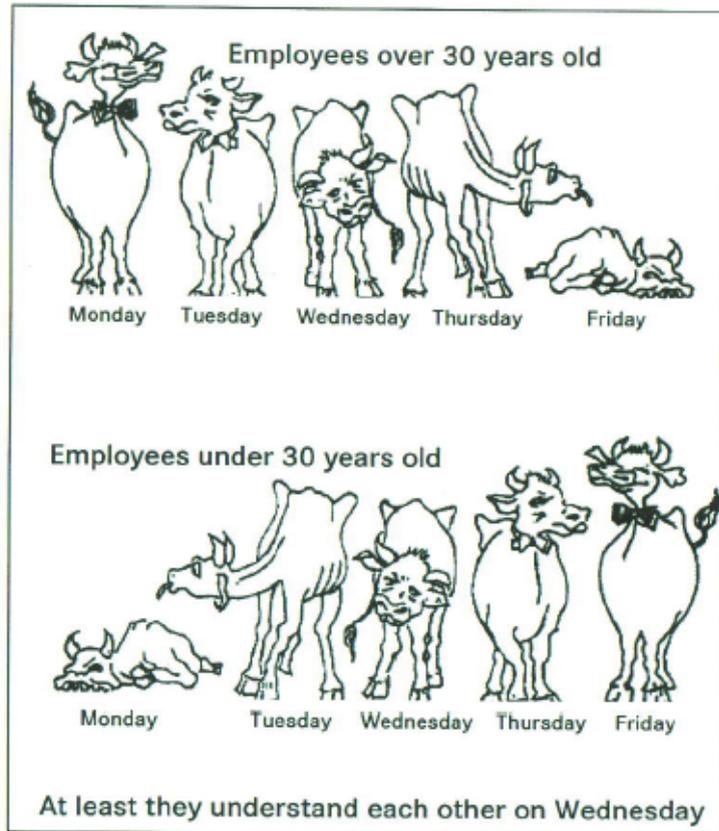
Source. Bertelsmann Foundation

# Learning Partnerships



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## Objectives of cross-generational knowledge transfer



## Objectives of cross-generational knowledge transfer

### Objectives:

- To initiate and stabilize experience sharing between older and younger employees
- To utilize potentials of all age groups
- To reinforce attitude towards the knowledge and competencies of the others
- To initiate and foster mutual learning processes
- To share knowledge and mutually benefit from one another

## Definition of a learning partnership at Sartorius AG

- Two or more clearly defined learning partners
- Significant age differences between learning partners (old and young)
- Learning partnership can be assigned to a specific project or subject
- Situational learning based on real problems, not pre-defined learning places or times
- Bi-directional learning: knowledge transfer in both directions
- Voluntariness is an imperative prerequisite for a successful learning partnership ("Learning partnerships rely on idealism and personal attitude")



## Success Drivers in Learning partnerships

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Fostering and funding a lifetime of learning

Motivating older employees by valuing their experience

Utilizing previously untapped performance potentials

Accelerating the pace of knowledge transfer; means younger employees are thereby better prepared earlier, saves costs on long new hire orientation

Enabling systematic knowledge transfer between corporate generations

Expanding corporate knowledge by bi-directional transfer (1+1=3)

Proactive management of demographic trends



Many Thanks for Your Attention!!!