

Service public fédéral
Personnel et Organisation

Belgian Federal Public Service Project « Vitafase »

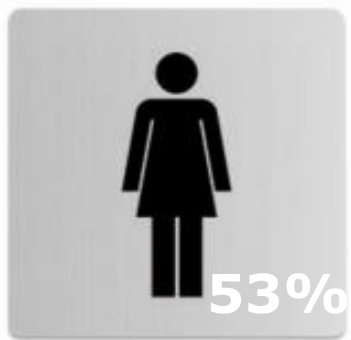
**Federal Public Service Personnel
and Organisation**

Kathleen Vanmullem

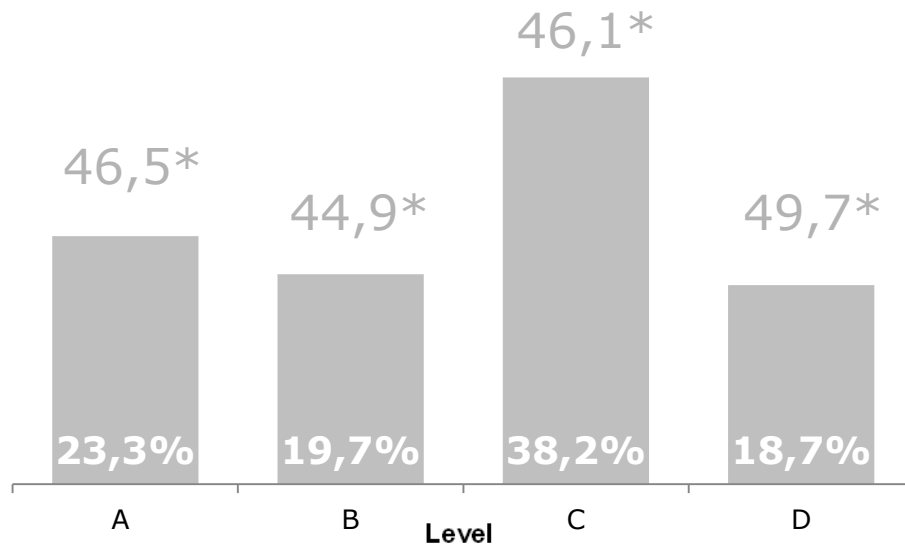
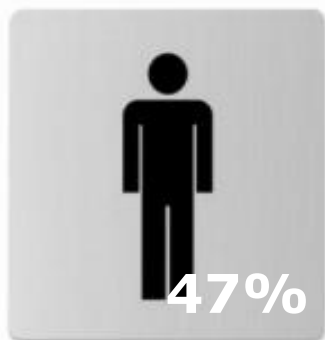
81 000 employees

Federal public service

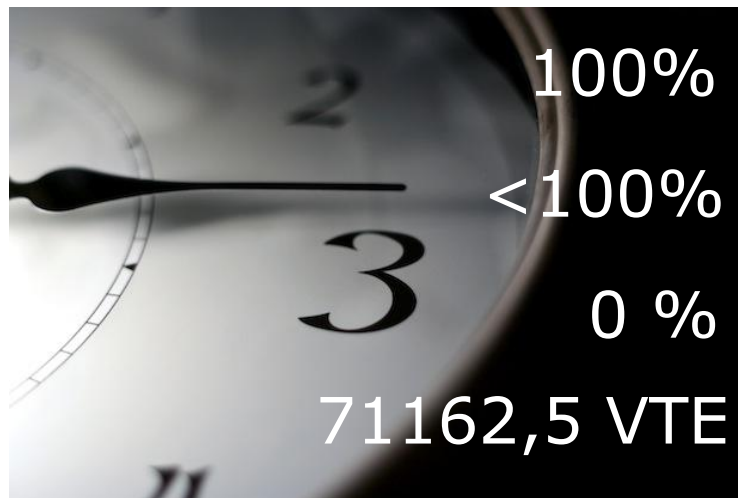
45,7*



47,4*



* Average age (years)



100% 63 %

<100% 33 %

0 % 5 %

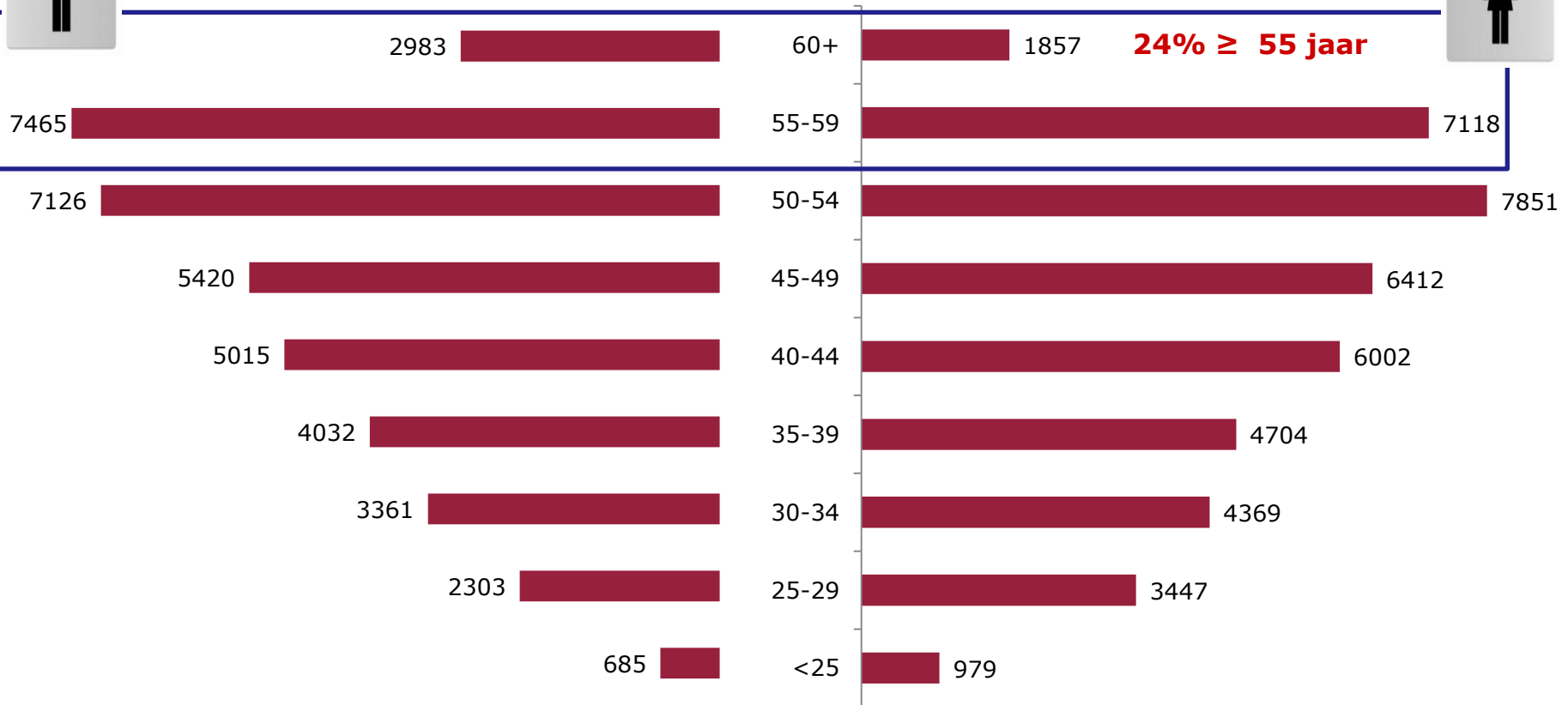
71162,5 VTE 87%



Federal public service



Age pyramid



From 2012 until 2018 18% of the federal public servants will retire (2 à 3% each year)



Challenges faced by the public service

- Budgetary constraints
 - Demand for efficiency
 - Operating pressures
 - Technology requirements
 - Demographic shifts
 - ...
- Workforce risks



How are we doing...



...and where do we want to go?



The goal of the project « Vitafase »

Sensitize and help organisations to implement **strategy, processes** and **tools** for optimal talent management in the organization, taking into account the **changes and the needs** of the **organization** and the **employees**.

HOW TO MANAGE

AN AGEING

WORKFORCE



Subjects of the project

Data analysis of the organization to highlight
potential risks

Show the **impact** of the human resources policy
of the **current and future situation**

Identify opportunities for managing the
phases of life

Develop a strategy for the short and long term



Older workers:
who are they?

Satisfaction
and engagement of
employees?

Critical activities?
Critical functions?
Critical competences?
Now and in the future

Absenteeism? Who? Where?
Why?

REFLECTIONS

Who participates
in **training and
development?**
Different types?

Turnover?
Reasons?

Critical **knowledge?**

**Organisational
design?**

Management of
processes?

**Succession
planning?**



The project: 3 pillars



Quantitative analysis



Qualitative analysis



**Prioritize
Plan
Implement**

Transversal



The project: 3 pillars



1. PHOTO

- Analyse data and identify key changes in the organization and the impact of these changes
- Identify key risks / opportunities

2. IN DEPTH ANALYSIS



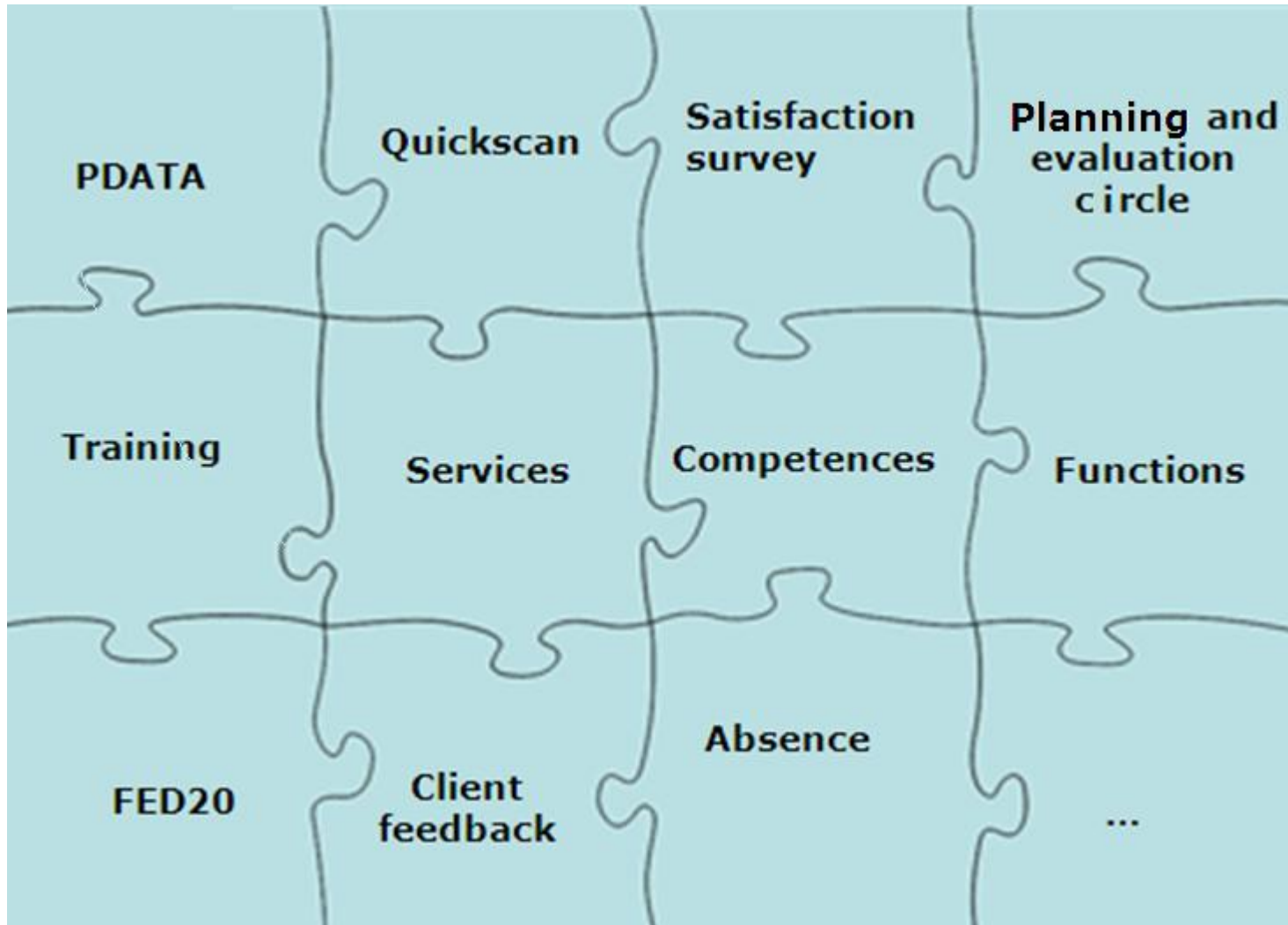
- Analysis of key areas of quantitative analysis of the organization
- Identify potential actions

3. ACTION PLAN

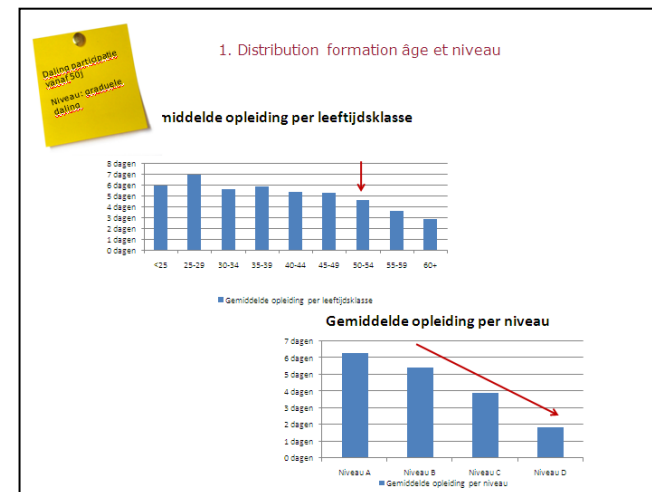
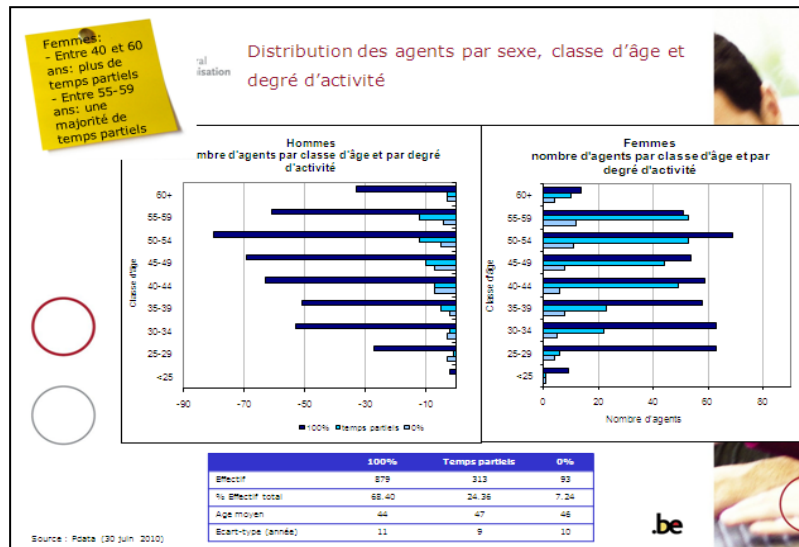
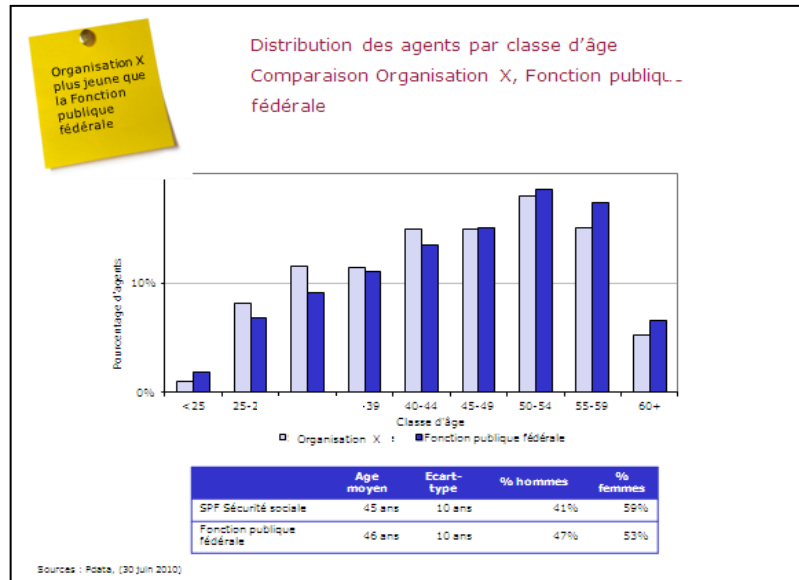
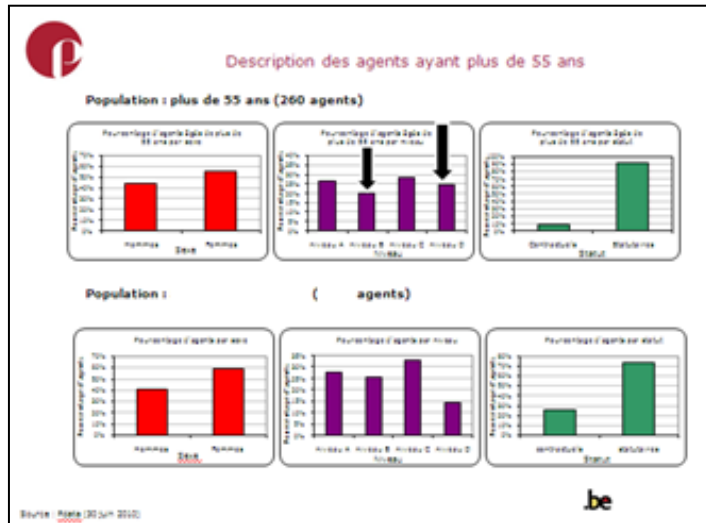
- Propose solutions (short and long term)



Integrate information



Quantitative analysis



Topics :

- Demographics
- Training and Development
- Absenteeism
- Critical functions
- Planning and evaluation cycle
- Satisfaction survey
- Organization scan



Analysis → Action



- Q&Q analysis = **input** for discussion with the management, teamleader and employees.
- Discuss **facts and figures** that astonish
 - Look for the **explanation** behind the data
 - **Complete** for a better understanding
 - Workshop
 - Input from other projects
 - ...
 - Chose **priorities**
 - **Define** actions

Action plan: integrate existing instruments

- « Senior-Junior » (mentorship)
- « Transmettre son savoir » (knowledge management)
- Leadership development (Vitruvius – Invivo)
- Planning and evaluation cycle
- Competence management
- Diversity management
- « Talent+ » (Career management)
- « Intergen » (Intergenerational cooperation in teams)
-
- Flexible work arrangements
- Job mobility
- Possibility to stay active after 65

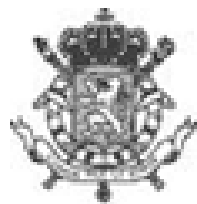


Pilote organisations



Agence Fédérale pour la Sécurité de la Chaîne Alimentaire
Federaal Agentschap voor de Veiligheid van de Voedselketen

.be



**SPF Chancellerie du Premier
Ministre**



Office national
des Pensions



Lessons learned

- First step : **AWARENESS**
- Identify **risks** and **opportunities**
- Focus on « **employee** » AND the « **organisation** »
- **Integration** of existing HR instruments
- Important **subjects**:
 - Employability (Training and development)
 - Critical functions
 - Strategic HR planning



Discussion

- Your experiences with an ageing workforce?
Good practises ?
- What with employability of older workers
and the increasing job demands ?
- Interested in using our tool ?
- ...



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