



FICHE GOOD PRACTICE EXAMPLE

European Network 'Career & AGE'

Identification of the 'Practice'

TITLE of the good practice: "Langer werken met goesting" ('Working longer with motivation')

Country/Region: Belgium

Nature: Programme – Measure – Project – Other: Measure evolving towards a Project

Period*: 2014 - 2019

Budget*: /

In which language(s) available: Dutch & French

Final beneficiary: the CM employee (Christian health insurance)

Leading partner: CM HR department

Contact details: fien.geysen@cm.be

Website: (www.cm.be)

*: If known/if available

Description of the 'Good Practice'

What was the problem?: Decision of the Belgian government to raise the age of retirement to 65 -> How to cope with it as a company and organisation?

What were the objective(s): To "work longer with motivation" -> to stimulate our employees to develop their professional skills continuously during their whole career at CM, so that they can find themselves professionally motivated and driven at any point in their career and phase of life.

What did you do?: We started an initiative (focus groups: coordinated brainstorming with our employees on working with enthusiasm) that has resulted in a redefinition of the company's vision on careers@CM and in redefining our HR strategy.

Was there a specific focus on gender, diversity: No focus on gender, but a strong focus on diversity -> CM does not wish to focus on 1 specific group, but by focusing on diversity we wish to integrate measures that are applicable to all of our employees.

What did you achieve?:

Involvement & engagement of our employees

A study of drivers of motivation (What motivates our employees? What evokes frustration?)

1 common HR vision (national, in the whole of the organisation)

What were changes or effects of the good practice?: Right now (may 2014), we are at the start of the implementation of the project. We hope to see the changes and effects starting next year.

1 positive effect: more transversal collaboration nationally, between the respective management committees.

+ a new way of communicating towards employees

What were the critical points to get the project running?

Getting the management committees on the same level

Getting the trade unions on board

Transferability:

Which part of your approach could be used in another context? The involvement of the employees through/via focus groups (coordinated brainstorm)

Which conditions are needed to optimise the transferability of the project? /

Link with the focus of the network (Tick more than one box if necessary):

SYSTEM level

ORGANISATIONAL level

INDIVIDUAL level

Life phase

Career phase

Generation

Other information

Any other useful information on the Good Practice: /