

## The Securex employability model

How can an organisation ensure that its employees are **'willing' and 'able' to work longer?**

Securex answers this question with its employability model (cfr. Figure 1). This model shows which factors cause employees to work longer and thus lead to sustainable employability.

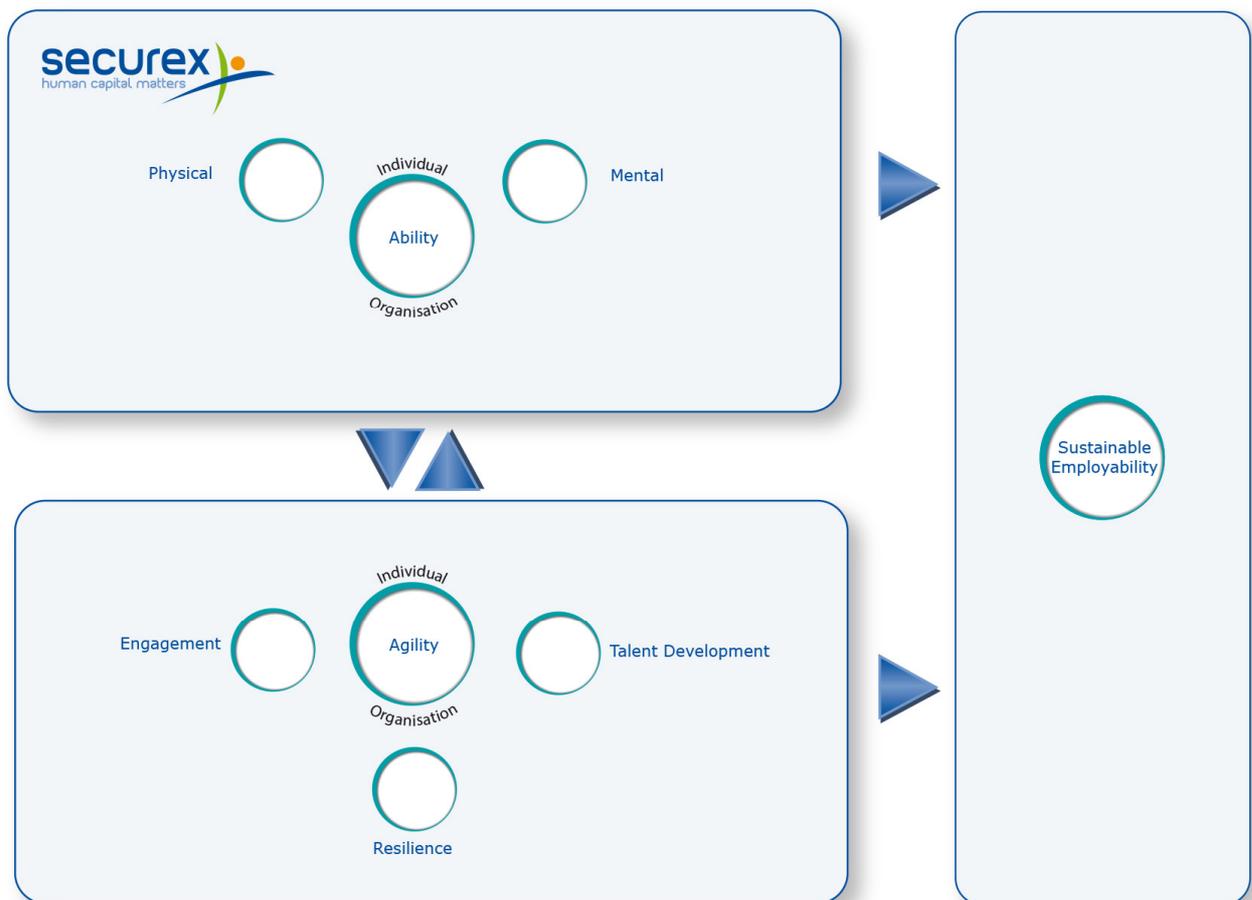


Figure 1: The Securex employability model

As Figure 1 shows, the model consists out of two main components: **'ability' and 'agility'**. These two components are inextricably connected and together they form the foundation of the individual willingness to work longer.

The model looks at each component from two angles: (1) **the individual employability** and (2) the **policy of the company** in which the employee is employed.

## A. Ability

'Ability' refers to the employee's physical and mental health.

### Physical health

Physical health thrives on healthy living habits, healthy working conditions and an acceptable physical workload. This model also measures the degree to which the employees feel supported by their employer in these areas. We determine whether the employee feels **physically capable** of working until he reaches the retirement age (e.g. *"My daily habits (e.g. eating, sleeping, exercise) allow me to work until the legal pensionable age."*) if/whether the **physical working and living conditions** allow the employee to still work at an older age (e.g. *"My organisation carries out a policy that really allows me to work in good conditions."*)

### Mental health

When referring to 'mental health', we are not aiming exclusively at mental strain at work, but also at personal attitudes (for example positive thinking), emotional workload and work-life balance. Here we are also trying to determine whether the employee **feels capable** of working until retirement age (e.g. *"The psychological load of my job (e.g. stress, working tempo, intensity of the work) allows me to work until the legal pensionable age."*) and whether the organisation enforces this with an **active policy** (e.g. *"My organisation encourages me to find a good work-life balance."*)

## B. Agility

'Agility' is an interplay between 'engagement', 'talent development' and 'resilience'.

### Engagement

This is the degree to which employees feel involved in their jobs. Again we are looking at the **individual engagement** level as well as the actions taken by **the organisation** to maintain and increase that level. We determine engagement by approaching three aspects: (1) values (e.g. *"As an employee I stand behind the values of my organisation."* and *"In my organisation, we act in a manner that reflects the organisation's values."*), (2) autonomous motivation/autonomy (e.g. *"I do my work because I like it."* and *"I can adapt my job so that I can feel better doing it."*) and (3) meaningfulness (e.g. *"I do my work because it is personally meaningful to me."* and *"My organisation creates – even in difficult times – meaning and significance for its employees."*)

## Talent Development

This is the degree to which employees feel their talents and strengths are being put to use. Talent development consists of developing opportunities, both **taken by the individual** (e.g. *"I learn new things at work that I can use outside my organisation as well."*) as well as **provided by the organisation** (e.g. *"I have the opportunity to get training that improves the quality of my work."*). Furthermore, we measure the transferable competencies of the employee at the individual level (e.g. *"I am convinced that I can quickly find an equivalent job with another employer."*) and the perceptions about 'leadership' at the organisational level (e.g. *"My line manager encourages me to look at problems from various perspectives."*)

## Resilience

This is the extent to which workers are resilient enough to take initiative when they feel that their commitment is declining and/or their talent is underutilized. We measure 'Resilience' through two aspects: (1) dealing with change and innovation (from the individual: *"I am ready to cooperate in making changes in my organisation."* and from the organisation: *"My organisation is open to change."*), and (2) daring to approach opportunities (from the individual: *"When I get the opportunity to improve myself professionally, I take it."* and from the organisation: *"My organisation encourages me to discover new professional opportunities for myself."*)

## C. Ability and agility are inseparable

To prevent employees from retiring early, they need to feel able to work longer and have the motivation to keep working.

A successful policy requires focusing on 'ability' and 'agility'.

## D. Sustainable employability

The concept of sustainable employability is our dependent variable. This is measured using two items: *"I feel that I'm capable of staying active in the labour market for a long time."* and *"I would like to stay active in the labour market for as long as possible."*