



# Is uw mensbeleid future-proof ?

Het belang van preventie in het optimaliseren van uw uw (loon)kosten.

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# WHY WE HATE HR

In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks in a corporation. So why does human resources do such a bad job—and how can we fix it?

BY KEITH H. HAMMONDS  
ILLUSTRATIONS BY GARY BASEMAN

## How To Do HR Right



### [FAST]TAKE

#### >> Say the right thing.

At the grand level, what HR tells employees has to match what the company actually believes; empty rhetoric only breeds discontent. And when it comes to the details of pay and benefits, explain clearly what's being done and why. For example, asks consultant Dennis Ackley, "When you have a big deductible, do employees understand you're focusing on big costs? Or do they just think HR is being annoying?"

#### >> Measure the right thing.

Human resources isn't taken seriously by top management because it can't demonstrate its impact on the business. Statistics on hiring, turnover, and training measure activity but not value. So devise measurements that consider impact: When you trained people, did they learn anything that made them better workers? And connect that data to business-performance indicators—such as customer loyalty, quality, employee-replacement costs, and, ultimately, profitability.

#### >> Get rid of the "social workers."

After Libby Sartain arrived as chief people officer at Yahoo, she moved several HR staffers out—some because they didn't have the right functional skills, but mostly because "they were stuck in the old-school way of doing things." Human resources shouldn't be about cutting costs, but it is all about business. The people who work there need to be both technically competent and sophisticated about the company's strategy, competitors, and customers.

#### >> Serve the business.

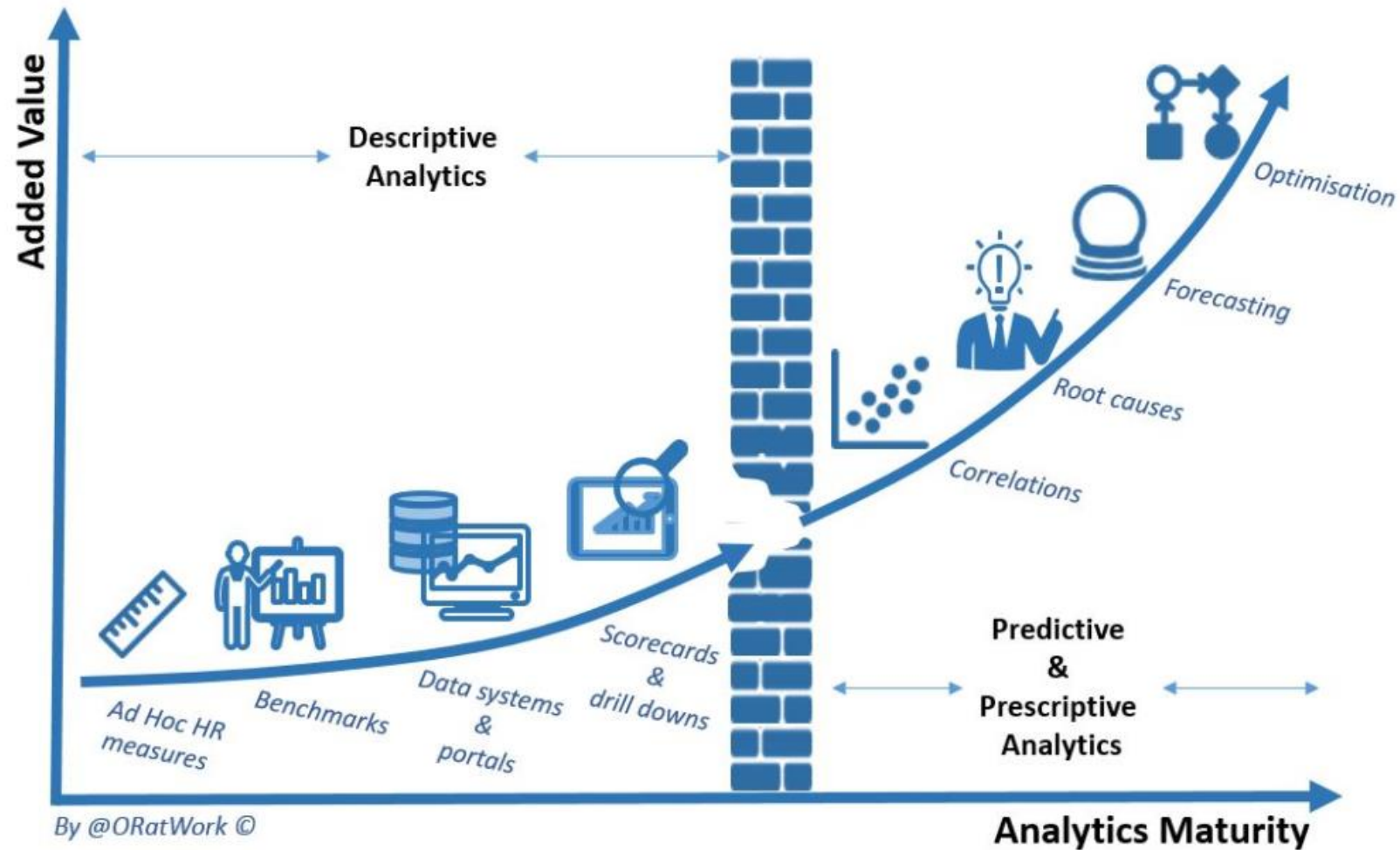
Human-resources staffers walk a fine line: Employees see them as stooges for management, and management views them as annoying do-gooders representing employees. But "the best employee advocates are the ones who are concerned with advancing organizational and individual performance," says Anthony Rucci of Cardinal Health. Represent management with integrity and honesty—and back employees in the name of improving the company's capability.

#### >> Make value, not activity.

University of Michigan professor Dave Ulrich, coauthor of *The HR Value Proposition* (Harvard Business School Press, 2005), says HR folks must create value for four groups: They need to foster competence and commitment among employees, develop the capabilities that allow managers to execute on strategy, help build relationships with customers, and create confidence among investors in the future value of the firm.



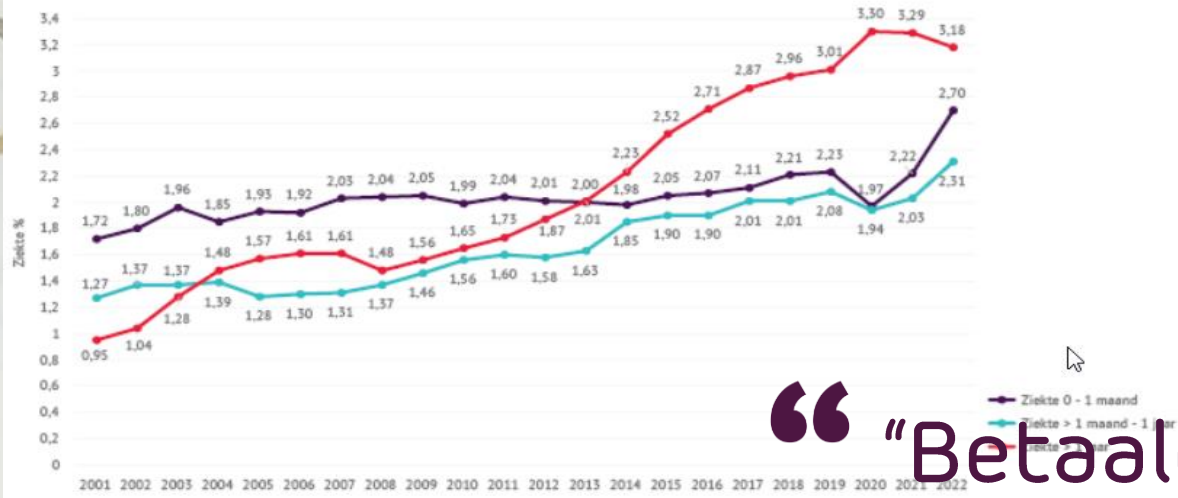
# HR analytics , de basis...



# “Our beliefs

**Healthy, competent, & engaged** employees make the difference ; **quality of leadership** is the most important lever

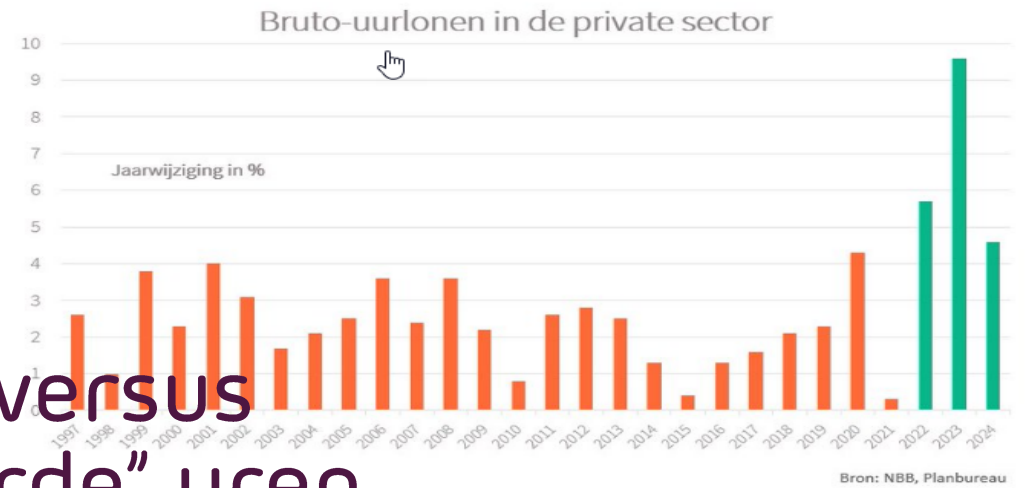
**Role of leadership/HR** : create a context in which people are *able and willing* to perform sustainably in order to create value for all stakeholders



Figuur 2: Evolutie ziektepercentage volgens duur

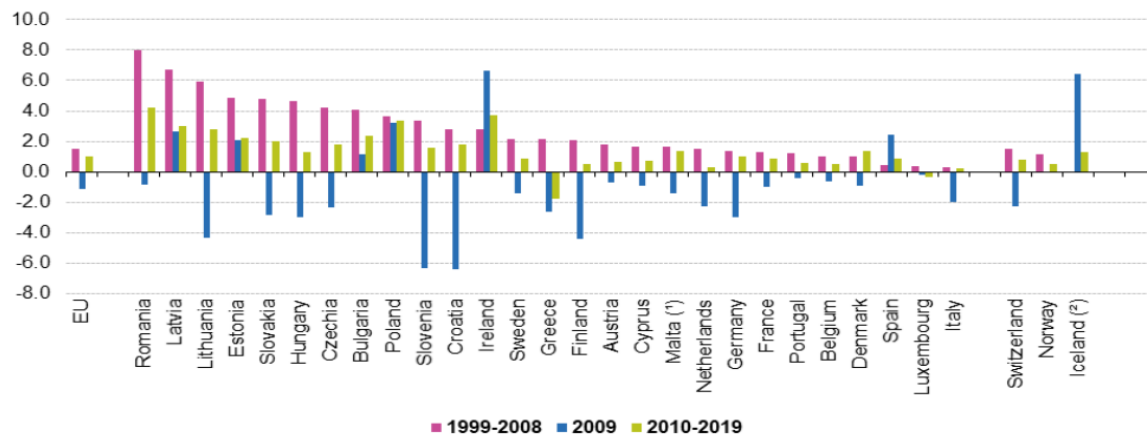
“Betaalde” versus “gepresteerde” uren in de KMO...

## Spectaculaire loonstijgingen



Bron: NBB, Planbureau

### Real labour productivity per hour worked, annual average growth rate by country, 1999-2008, 2009 and 2010-2019



(\*) 1999: not available

(?) from 1999 to 2007: not available

Source: Eurostat (online data code: nama\_10\_lp\_ulc)

### Loonkost per gewerkt uur steeg met 7,9% in 2022

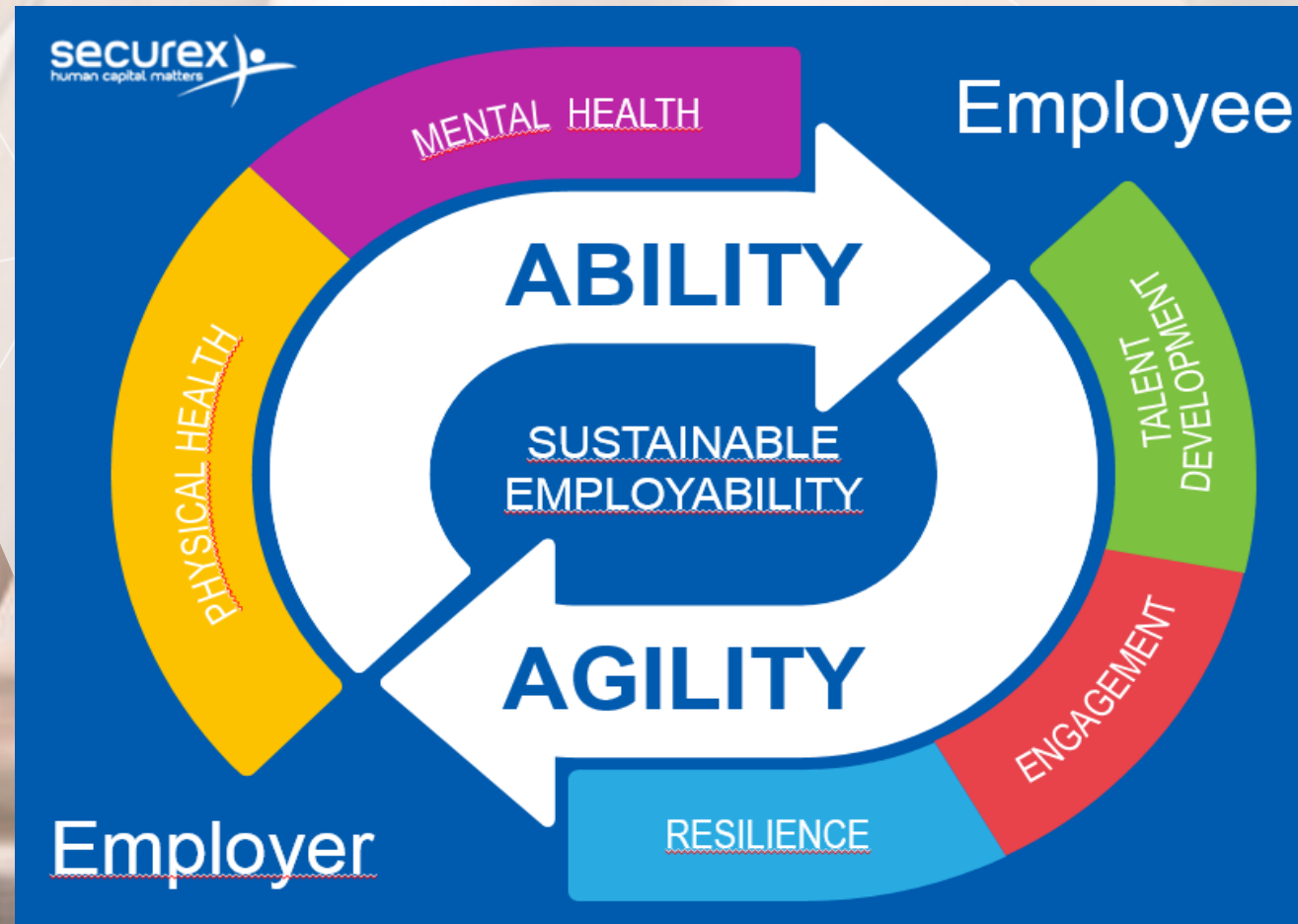
Net voor de historisch hoge loonindexering eind januari betalen werkgevers in België nu 38,5 euro per gepresteerd uur (vs. 35,7 euro in 2021)

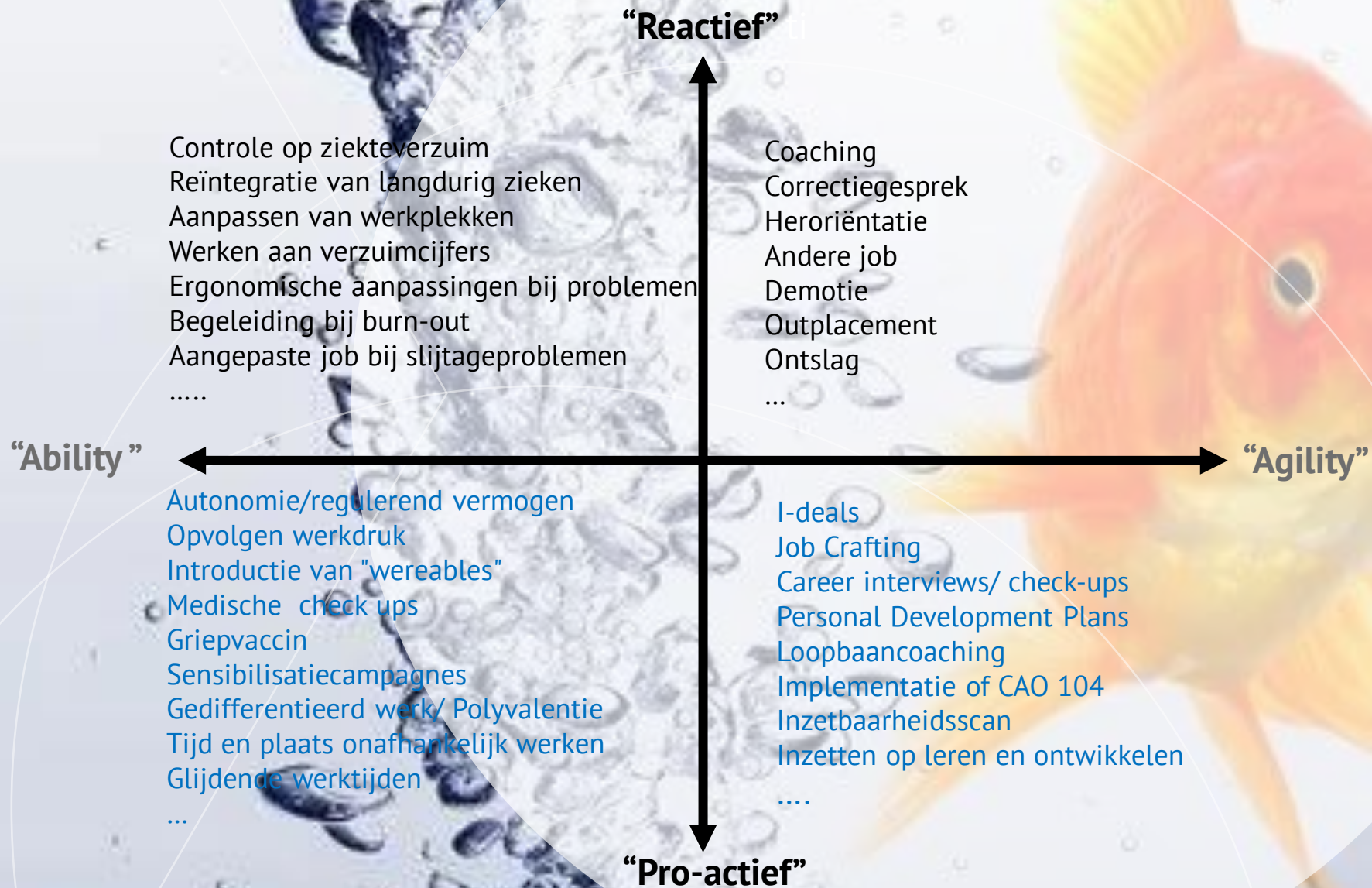
• Een effectief gepresteerd uur werk kostte in 2022 gemiddeld 38,5 euro. Dat is 7,9% meer dan in 2021, toen dit nog 35,7 euro kostte. **Sinds 2020 is de loonkost per effectief gewerkt uur gestegen met 10,7%.**

• Het percentage effectief gepresteerde tijd bleef vorig jaar stabiel: **78% vs. 77,2% in 2021.**

# Focus op Preventie !

“ Our employability framework...”





# “Prevention = investment !

*Per euro invested in the promotion of a healthy lifestyle, the absenteeism cost decreases by 2,5 to 4,9 euro !*



## Take aways...

- HR is niet (langer) “soft” !
- **Loonkostbeheer = dé hefboom naar duurzame bedrijfsresultaten**
- Schenk **aandacht aan het absenteïsme** in uw bedrijf
- Werk **preventief** ipv reactief !

...

“ Money can buy you a beautiful dog, but not the wagging of its tail...”



# THANK YOU

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