

Research group Employability Transition

MedTech

*Talented employees and attractive
employers: facts & myths*

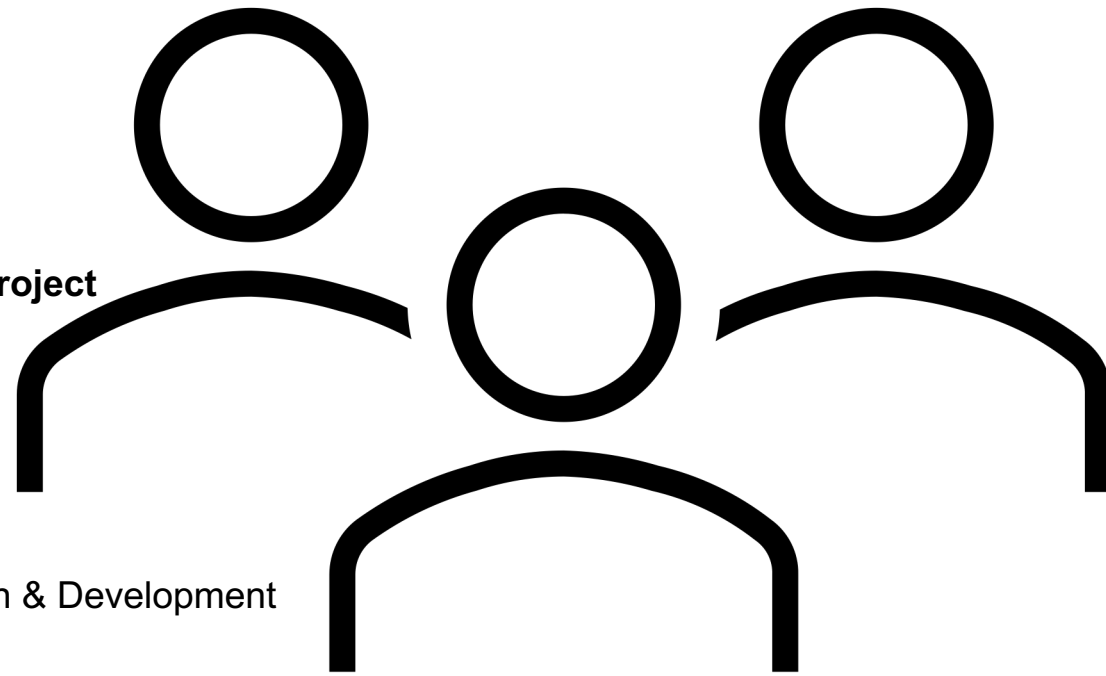
Tom Morssink – Senior Researcher
Stephan Corporaal – Lector
Luuk Collou – Senior Researcher



- The Medical Technology Industry is labelled as very valuable and containing huge potential in the eastern region of the Netherlands (and many other parts of NL)
- However, labour market challenges are significant
- Strive towards retaining talent for the regions and the organizations



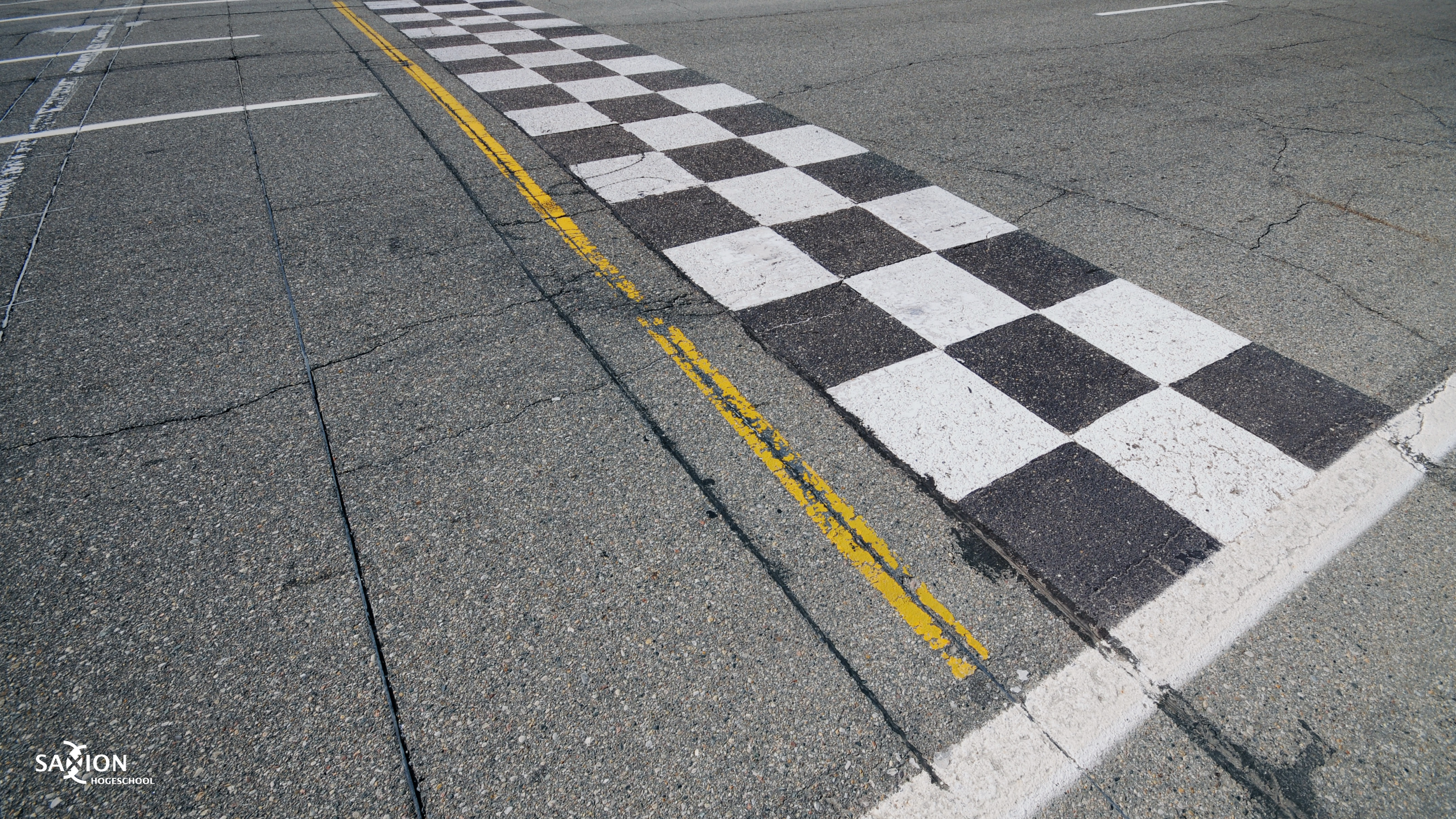
MedTech Cluster project
Universiteit Twente,
Novel-T,
Kennispark,
WTC Twente,
Saxion,
Health Valley
Roessingh Research & Development
Oost NL





Research goal

- Specify the talent challenges in the region
- Explore the methods employed by MedTech organizations to attract and attain talents
- Based on the outcomes and using state of the art literature provide input for the MedTech project on how to aid organizations facing these challenges, and aid organizations directly.





Question 1!

What is the biggest employee challenge you face?



- Claims are presented with more confidence than is warranted, results are mixed and effect sizes small.

Really significant differences created by generation?

What are cut off points?

- Practice should be informed by better evidence, related to (among other topics) the design of work

Question 2!

What is your key selling point for (young) job seekers?

Better evidence...!

What do young professionals want?

Young job seekers value **approximately the same job and organizational characteristics** that are known from recruitment and selection and job design research among other generations.

The same job and organizational characteristics?

- **Security**
- **On-the-job development**
- **Freedom: clarity**
- **Variety**
- **Flexibility**

Job and organizational characteristics

ALL OF IT!?

Werkinhoud	Werkomgeving
<p>Uitdaging</p> <ul style="list-style-type: none">– Doen van taken waarmee nieuwe dingen geleerd kunnen worden– Taken die aansluiten op de opleiding– Taken met grote verantwoordelijkheid en zichtbaarheid	<p>Collega's</p> <ul style="list-style-type: none">– Kunnen ontwikkelen van vriendschappen– Mogelijkheden tot hulp– Persoonlijke interesse en vriendelijkheid
<p>Afwisseling</p> <ul style="list-style-type: none">– Afwisseling in soort en hoeveelheid taken– Afwisseling in omstandigheden van werk	<p>Leidinggevende</p> <ul style="list-style-type: none">– Een toegankelijke leidinggevende– Respect– Persoonlijke interesse
<p>Autonomie</p> <ul style="list-style-type: none">– Vrijheid in inplannen van werkzaamheden en werkmethoden– Vrijheid in nemen van beslissingen– Duidelijkheid over resultaat en methode van werk– Vertrouwen krijgen	<p>Fysieke werkomgeving</p> <ul style="list-style-type: none">– Ergonomie/omstandigheden werkplek– Beschikbaarheid materialen– Beschikbaarheid vaste werkplek– Beschikbaarheid ICT middelen
<p>Flexibiliteit</p> <ul style="list-style-type: none">– Flexibiliteit in werkdagen– Flexibiliteit in werkuren– Flexibiliteit in plaats van werk– Tijdige duidelijkheid over roostering	<p>Opleidings- en ontwikkelingsmogelijkheden</p> <ul style="list-style-type: none">– Mogelijkheden om nieuwe kennis en vaardigheden op te doen– Doorgroeien naar andere functies

Question 3!

What is the most important characteristic of a new employee?



“My short-term goal is to bluff my way through this job interview. My long-term goal is to invent a time machine so I can come back and change everything I’ve said so far.”

"Job interviews? Those are pretty much useless. The relationship between the quality of the conversation and the quality of the work is almost zero"

Structured protocols
Work samples
IQ tests

Question 4!

How do you shape
employee development?

What do we see?

- Satisfied and engaged employees
- Not a lot of changes in daily practice
- Not a lot of movement, interest yes, movement no
- Productivity challenges

What do employees experience?

Work is challenging because of (1) variety and (2) solving complex problems or challenging customer requirements. **But too fragmented and not meaningful enough.**

A turning point after two years: **no growth perspective**

Clarity about the work is fine, **no clarity about organizational development**

Training offer okay, 'on the job development' slightly less, **but uncertainty about career opportunities**

A lot of (performance) pressure and difficulty dealing with conflicting interests and unexpectedness

So what can we do?



Job innovation: new tasks



Job crafting: change time allocated for tasks



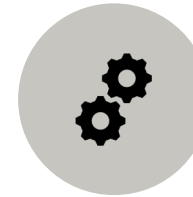
Job carving: leave tasks to others



Team crafting: change task allocation in team



Job slashing: combine tasks from different jobs and employers



Job rotation: rotate jobs

Question 5!

How could the MedTech cluster help?

Question 6!

What is an essential question we need to ask when interviewing companies?



Onderzoek

Saxion wint prijs met Smart Industry onderzoek op internationaal HRM congres

16 november 2018 · Leestijd 2 Minuten



Onderzoek

Gas Erop: hoe onderwijs en mkb samen de installatiebranche in Oost-Nederland klaarstomen voor de energietransitie

 Anne Hurenkamp
16 november 2021 · Leestijd 5 Minuten



Onderwijs

Saxion en vijf hogescholen maken leermaterialen op gebied van Leven Lang Ontwikkelen

 Willem Korenromp
6 juli 2020 · Leestijd 3 Minuten

[Nieuws](#) [Onderzoek](#)



Onderzoek

De bouwplaats als leeromgeving: Saxion-project haalt twee ton MKB!dee-subsidie binnen

 Tom Wassink
19 mei 2021 · Leestijd 4 Minuten

[Onderzoek](#) [School of Business, Building & Technology](#) [Lectoraat Human Capital in Smart Industry](#)



Onderzoek

Wisselen van baan of branche: waarom het skillspaspoort het traditionele cv gaat overstijgen

 Anne Hurenkamp
13 januari 2021 · Leestijd 7 Minuten

[Lectoraat Employability Transition](#)



Onderzoek

Nieuw human capital-lectoraat moet organisaties en werknemers in beweging brengen

 Tom Wassink
20 mei 2021 · Leestijd 4 Minuten

[Lectoraat Brain & Technology](#) [Lectoraat Human Capital in Smart Industry](#) [Onderzoek](#)