

# Abstract

Addressing the themes proposed :

- *Organisational resilience' or what lessons for the future are the PES learning from the pandemic response?*
- *The impact of new forms of work on the internal organisation of the PES, our management and the working conditions of our employees*

We offer to focus on internal governance as a key to agility and resilience, by presenting participative management as a holistic approach, also in connection with flex desks and teleworking, we will highlight how this approach enabled Actiris to adapt its services very quickly during the pandemic, and for most of its agents to continue their activities despite the changes

## Break-out session A1 : *PES crisis preparedness, management and recovery*

### Organisational response in uncertain times:

“how participative management and the NWOW have provided an agile environment facilitating the resolution of the Covid-19 crisis challenges”

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Deputy Director General

27/04/2022 - Tallinn

## Belgium, Brussels, Actiris in short...

*Employment is a regional competence*



VDAB

BRUXELLES  
FORMATION  
former pour l'emploi



capac  
INSTITUTION PUBLIQUE  
DE SÉCURITÉ SOCIALE



Arbeitsamt  
Ostbelgien

# Who are we?

+/- 1640 Agents (+/- 1300 ETP)

+200 Partners

18 Local offices

Annual budget 705 M €



## Solution provider for...

85.700 Job seekers

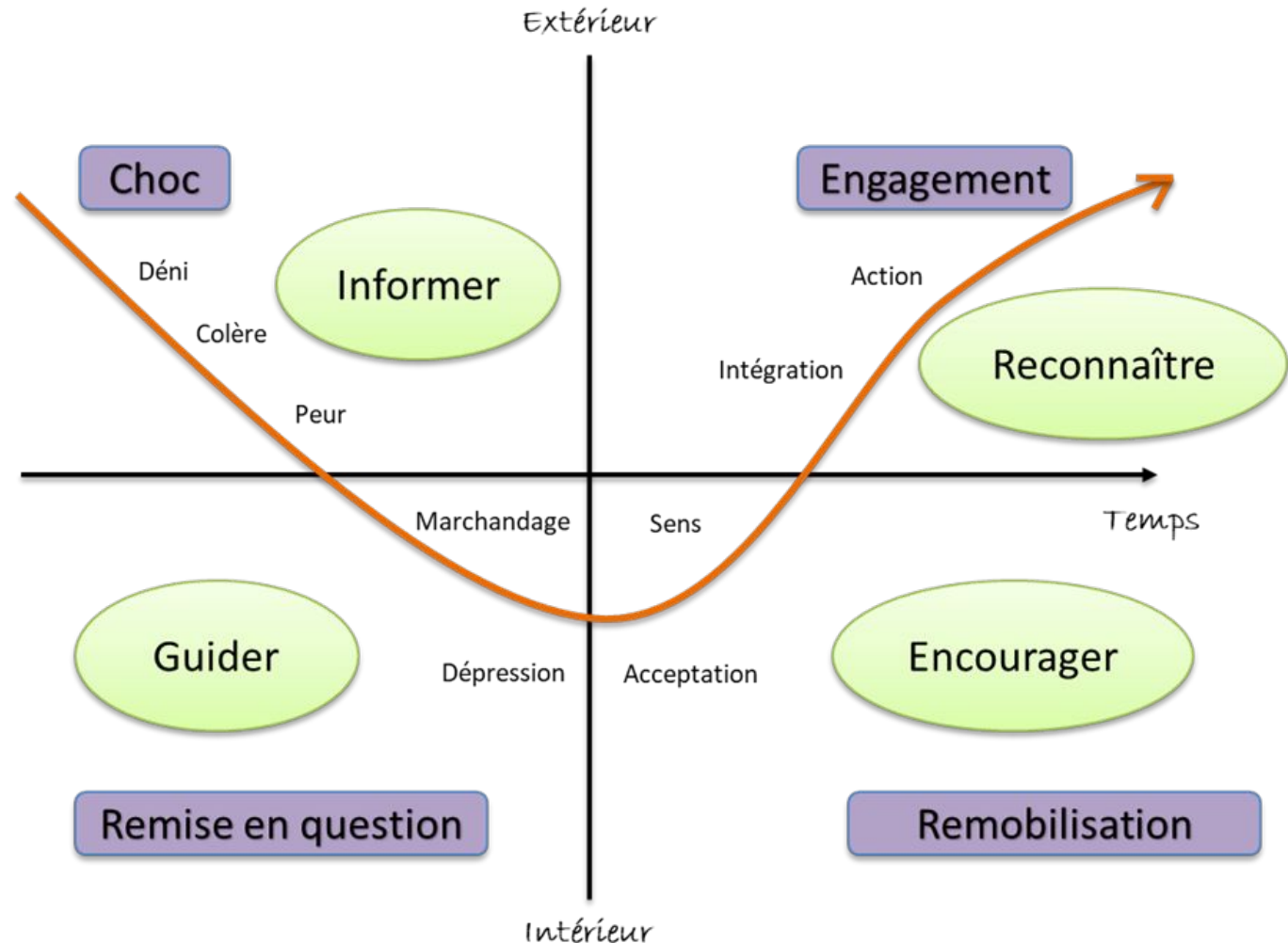
35.000 Employers

# Contents

1. The observation: an unprecedented and destabilising situation
2. Questioning: guiding and accompanying
3. Mobilisation: encouraging and supporting
4. Commitment: towards a "new normal"
5. A common thread: the participative approach

# 1.The observation: a destabilising situation

The journey of change :  
from shock to commitment



Adapted from Kübler-Ross's model - The stages of the grief



# 1. The pandemic: an unprecedented situation

11/03/2020: the Covid-19 epidemic is declared a pandemic by the WHO

13/03 then 18/03/2020: 1st containment followed by curfew

7/03/2022: end of the epidemic emergency

Phases/Codes implemented by Actiris :

NIVEAU	CODE COULEUR	INDICES RISK MANAGEMENT
Niveau 1	Retour à une situation proche de la NORMALITE Risque Contenu	VACCIN DISPONIBLE et/ou IMMUNITE COLLECTIVE DEVELOPPEE ; ou indications positives du comité de concertation Des contacts peuvent avoir lieu dans le respect des consignes de sécurité. L'hygiène des mains reste nécessaire.
Niveau 2	Alerte VIGILANCE Risque Faible	PROPAGATION LIMITEE DU VIRUS Les contacts sont limités et peuvent avoir lieu en respectant les consignes de sécurité
Niveau 3	Alerte RENFORCEE	RISQUE TRANSMISSION SYSTEMATIQUE DU VIRUS Les contacts sont limités à l'essentiel. Ils ont lieu lorsque les facteurs de risques sont sous contrôle.
Niveau 4	Alerte MAXIMALE LOCKDOWN ACTIRIS	RISQUE ELEVE TRANSMISSION SYSTEMATIQUE DU VIRUS Les contacts sont limités au maximum.

## 2. A moment of doubt: guide & accompany

- Accompanying employees in the process
- At the organisational level, translates into the need to manage change
- Based on Actiris' values: Respect, Cooperation, Solution Orientation

□ **Instilling trust!**





## 3. (Re)mobilisation :

### ☐ multi-directional support

- Technical support (IT hardware, software, helpdesk)
- HR and Well-being at work: everyone's health first!
- Continuous presence of the general management
- A benevolent approach
- Consultation with the departments affected and the trade unions
- Clear, transparent, regular, honest and guilt-free communication

### ☐ Creation of a transversal crisis management coordination unit



# 3. (Re)mobilisation : how ?

## □ creating cohesion

- Support by Actiris Academy & Online Trainings
- Well-being at work: Psychological support unit, "Keeping up the spirit" toolkit, "Actiris Move it", "Return to Work" Guide
- IT tools: MyHR Tool, Webex/Teams
- Facebook Live events, Connect, Staff party

□ Result: continuity of services and working life



## 4. Commitment:

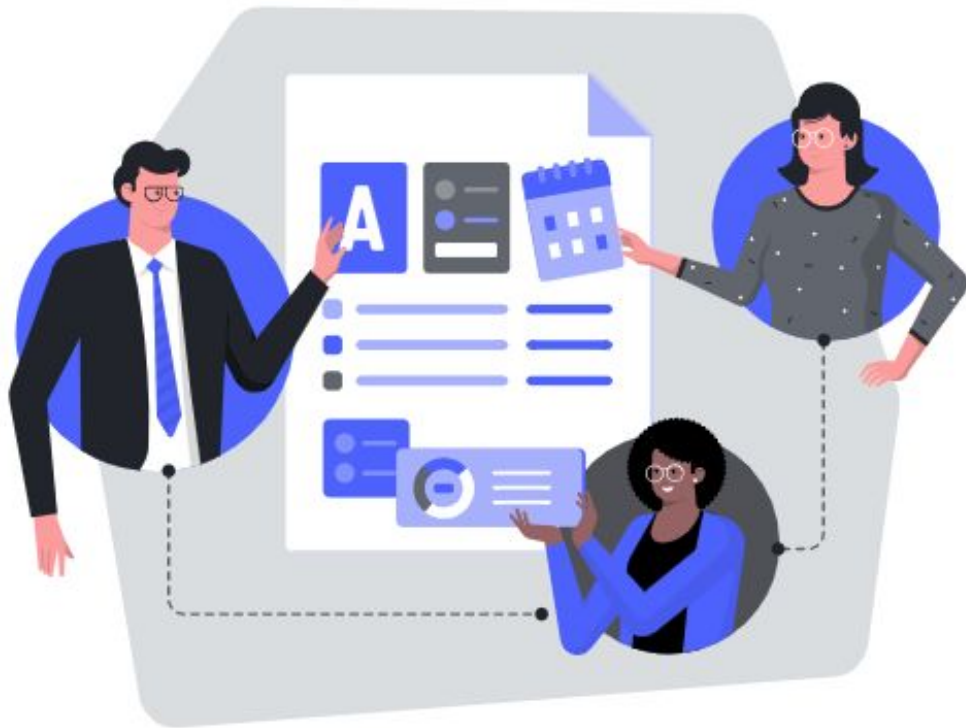
### ☐ towards a “new normal”



- A new organisation of work: teleworking
- A major challenge: making people want to come back to the office (a place to meet and socialise)

### ☐ A new balance to find

## 5. A common thread : The participative approach



- Enabled the experts of the Crisis Management Coordination Unit to take on their advisory role
- Equipped managers to energise their remote teams
- Allowed services to be refocused on urgent needs by relying on the solidarity of employees (e.g. the Contact Centre)
- Empowered all employees by valuing the roles of each one
- Allowed for rapid and agile action

□ **Cooperation and search for solutions**

## 5. A common thread:

### Concrete examples of change-inducing activities

All activities are announced, and the results published on the intranet.



- 2012 : « Labo Jeunes », cooperation with UCL
- 2014 : World Cafés Employers
- 2014 et following : Définition Actiris' values
- 2016 et 2022 : Elaboration o the management contracts
- Oher : Hackathon, World Cafés, Mises au Vert

□ **Result: buy-in to the principles of the participatory approach, and "habit".**

**Merci**

**Bedankt**

**Thank You**