

### The labour shortage toolbox


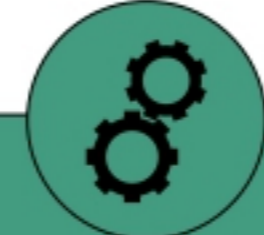


	 <b>Financial incentives (Market)</b>	 <b>Organisation (Code)</b>	 <b>Culture (Norms)</b>	 <b>Laws (Law)</b>
Increasing the number of person-hours by  <b>enhancing employer attractiveness</b>	<ul style="list-style-type: none"> <li>• <b>Wage</b> (salary, hours per week at 100%, social benefits, etc.) p. 17</li> <li>• <b>Approaching potential employees</b> (employee referral bonuses, social media advertising) p. 19</li> <li>• <b>Introducing a four-day week</b> p. 20</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Flexibility</b> (part-time work, flexible working hours, working from home) p. 21</li> <li>• <b>Variety of work</b> p. 22</li> </ul>	Increasing the number of person-hours by  <b>enhancing employer attractiveness</b> <ul style="list-style-type: none"> <li>• <b>Respect</b> (respect as a human being, appreciation for output, open communication) p. 23</li> <li>• <b>Autonomy</b> (involvement in decisions, enabling the inclusion of ideas, enabling personal responsibility and independence) p. 23</li> <li>• <b>Purpose</b> (meaningfulness of work, matching values) p. 24</li> <li>• <b>Collegiality in the team</b> p. 25</li> <li>• <b>Development</b> (career opportunities, personal development, further training) p. 26</li> <li>• <b>Health</b> (respect for mental and physical health, work life balance) p. 27</li> </ul>	
Increasing the number of person-hours by  <b>expanding labour market participation</b>		<ul style="list-style-type: none"> <li>• <b>Offshoring of jobs</b> p. 38</li> <li>• <b>Facilitating work after retirement</b> p. 39</li> <li>• <b>Engagements on a project basis</b> p. 40</li> <li>• <b>Offering apprenticeships</b> p. 41</li> <li>• <b>Career, financial and pension advice</b> p. 42</li> </ul>	Increasing the number of person-hours by  <b>expanding labour market participation</b> <ul style="list-style-type: none"> <li>• <b>Questioning requirements and qualifications</b> p. 43</li> <li>• <b>Introducing English as a corporate language</b> p. 43</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Facilitating access for workers from third countries</b> p. 44</li> <li>• <b>Increasing retirement age</b> p. 45</li> <li>• <b>Subsidising childcare places</b> p. 45</li> <li>• <b>Optimising tax incentives</b> (e.g. individual taxation) p. 46</li> <li>• <b>Extending paternity leave</b> p. 47</li> </ul>
<b>Increasing efficiency</b>		<ul style="list-style-type: none"> <li>• <b>Optimising processes</b> (decreasing bureaucracy, reducing hierarchy, lean organisation) p. 48</li> <li>• <b>Automation</b> p. 50</li> <li>• <b>Centralisation / scaling / standardisation</b> p. 53</li> </ul>	<b>Increasing efficiency</b> <ul style="list-style-type: none"> <li>• <b>Trust instead of control</b> p. 54</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reducing state bureaucracy</b> p. 54</li> <li>• <b>Promoting certain professions and training</b> p. 55</li> </ul>
<b>Output reduction</b>		<ul style="list-style-type: none"> <li>• <b>Reducing output</b> (locations, products, opening hours) p. 58</li> </ul>	<b>Output reduction</b> <ul style="list-style-type: none"> <li>• <b>Reflecting on growth targets</b> p. 58</li> </ul>	

Figure 6: A systematisation of measures to deal with labour shortages