



MESTNA OBČINA MARIBOR



SENIOR CAPITAL

Develop human capital of seniors to increase their economic and social value in a knowledge based and competitive economy

BEST PRACTICE COLLECTION IN AND OUTSIDE ENTERPRISES

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SMALL AND MEDIUM SIZED BUSINESSES

DIPL.-ING. FRANZ ROBIER BAUGESELLSCHAFT MBH, AUSTRIA

Primary Business

Construction

Number of employees

About 90

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Title of initiative

„Baufit“ – fit in construction - Whether old or young, we want our employees to stay fit!

Genesis

The project was founded 10 years ago together with AUVA- Austrian Social Insurance for Occupational Risks and the School of Architecture.

Duration

It is now incorporated into the standard program and also carried out by other companies. These projects take part 1x/year and last about 1 week.

Implemented actions

The project is implemented together with AUVA and a sports scientist. On construction sites, the staff will have presented a program for the optimal sequence of movements and relaxation exercises. Additionally, there are preventive measures, such as training with occupational physicians for all, but also specifically for foremen and apprentices.

The aim is that (older) employees are aware that health problems do not have to be accepted as fate due to the physical demands at work in the workfield of construction.

An occupational physician comes 1x/week into the company. Additionally, there are safety equipment and clothing beyond the legally prescribed standard.

Training in technical areas take place mainly in winter with no age limit, further trainings in occupational medicine, sports science, fire protection, IT, etc..

In newspaper advertisement it is explicitly stated that older applicants are welcome.

Results

The sick leave statistics shows a very positive outcome and is below the industry average.

Evaluation of practice results

http://www.arbeitundalter.at/attachments/193_umsetzungbaufit.pdf

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CAMPINE NV, BELGIUM

Primary Business

Metal and machinery

Number of employees

175 (2005)

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

In 1995, employees responded to a questionnaire on their job expectations, which focused on finding ways to enable older employees to work in as favourable a situation as possible. Results of this survey highlighted the importance of three particular priority areas: part-time work, ergonomics and knowledge transfer. Initially, the company decided to concentrate on ergonomics for older staff members. Since then, there have been continuous efforts made concerning safety, although work at Campine Recycling NV, and in the antimony division, is still very physically demanding.

In 2000, further restructuring measures resulted in some of the marginally older workers leaving the company under the 'Canada Dry' scheme in existence in Belgium (under the Canada Dry scheme a dismissed employee who does not qualify for an early retirement scheme receives additional allowances). From the age of 58 years (and from 56 years of age for personnel who worked shifts for several years), employees are eligible for a bridging pension.

Duration

Since 2000

Implemented actions

Ageing blue-collar workers often complain about back problems. One solution to this problem is to allow the worker to change job or to adapt their work tasks. Older workers are also permitted to work part time. Many older workers have chosen to work part time, with loss of income partially compensated for by the government. The bonuses granted for arduous working conditions and shift work often explain why blue-collar workers are only willing to work part time, particularly if their health is not good enough to work full time. Knowledge transfer and training are also encouraged on the job. When young recruits arrive, they are placed alongside a more experienced worker. However, there have not been many explicit efforts made concerning knowledge recording and transfer. Today, older workers mostly hold responsible positions and can be promoted because of their years of experience and on-the-job expertise. When working in a more responsible role, they are not expected to perform the heaviest tasks. Moreover, some now work during the day only and no longer on shifts.

While there is no official mentoring function, the pairing of older and younger employees is important, not only for knowledge transfer, but also for safety reasons, as a mistake made in production can have serious implications. Currently, the organisation is working on the development of formal methods of knowledge transfer and recording. Ergonomics and safety policies are important topics for management and the works council. For example, everyone in production must wear a safety helmet, protective clothing, safety gloves and a mask. The emphasis is on prevention, safety, health and well-being, although the work is still very demanding and the working conditions are often difficult, e.g. exposure to high temperatures. It is common for older workers to request adapted work tasks because their job is too physically demanding, and older workers are offered adapted work as much as possible.

Results

Nevertheless, because of its rapidly ageing workforce, it is expected that Campine NV will reach the limits of these job rotation possibilities in the future. Issues of adapted work will then have to be resolved another way, e.g. by introducing more part-time work options. In Belgium, employees aged 50 years and older can qualify for a reduction in working time, with loss of income partially compensated for by the government. Some of the older workers in Campine NV have made use of this option.

Plans are also underway to reorganise some divisions within the company, in order to automate some of its processes – a move that is likely to have implications for personnel.

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VICTORIA, DENMARK

Primary Business

Fashion and clothing

Number of employees

33

Classification

Employability

Target group

Employed, unemployed

Duration

started 2003, company closed today

Implemented actions

Since Majken and Olav Funderud opened the clothes shops, they have placed an emphasis on recruiting women above the age of 45 years to work in their outlets. The main reason for this is that they have realised the many positive results to be gained from hiring senior workers. First, the managers have identified a clear pattern, whereby the target group of older female customers seem to prefer buying clothes from women who are similar to themselves, thus improving sales. Secondly, the managers find that senior employees have a lot to offer in relation to stability, balance and critical perspectives in relation to routines and strategies at the workplace.

When the new shops were opened last year in Skanderborg and Aalborg, the managers wanted to recruit women over the age of 45 years and therefore they did not use the usual recruitment strategies, which are mainly computer based. Instead, they chose to place a large advertisement in the shop window where they stated that they wanted to hire women with considerable life experience, clearly specifying that it was not necessary to have any practical or educational training in the clothing industry. This strategy was chosen in order to attract mainly women who would not have applied for the position if it had been advertised on the internet. By using this recruitment strategy, the managers were successful in their aim of hiring older women to work in the shops.

Results

A few years ago, with the help of a consultancy company, the managers initiated a special 'employee analysis' to audit the resources and skills of the different employees and to identify what they consider to be difficult and demanding aspects of the job. The analysis showed that the senior workers valued, in particular, the direct relations with the customers, whereas they were somewhat insecure about the technology used in the shops to register sales and to keep track of current stock. As the management knew that the older employees were extremely skilled in selling the merchandise to the customers, all of these employees were informed that they could be relieved of administrative duties if they wished to focus on face-to-face customer relations exclusively. Therefore, the younger

employees tend to monitor the sales systems and are in charge of ordering new merchandise for the shops today.

In the Victoria shops, all of the older workers are offered extremely flexible working arrangements; as a result, they all work part time. Moreover, the senior workers are entitled to take part in special yearly trade fairs where new collections of clothes are purchased to sell in the four shops. The managers consider that the participation of older workers has several positive aspects. First, these workers have a profound knowledge of the older customers' tastes and preferences, which in turn increases the company's profits as sales of clothes rise. Furthermore, their participation in the trade fairs allows for higher employee involvement, commitment and involvement among these workers.

Positive/negative side effects

All of Victoria's employees try to take into consideration the fact that some of the older workers may find the work physically strenuous. Therefore, it is socially acceptable for the senior workers to take more frequent or longer breaks, enabling them to sit down and rest. In addition, the older workers are not expected to lift boxes and clothes racks in and out of the shops.

Some of the senior employees have also found it physically strenuous managing the daily routine of cleaning and vacuuming after closing hour. As a result, the management hired a schoolgirl to carry out these duties as a part-time job, which means that the shops' employees no longer have to take part in cleaning work.

The company has also adopted an active policy in relation to sickness-related absenteeism from work. When an employee is absent from work for a considerable period of time due to illness, the colleagues and managers send flowers and visit the worker. This relays a message that the company cares about the employee and wants them to return to work as soon as possible. Moreover, when a person returns to work after a long period of sickness, they are offered the option of a more flexible working schedule, which in practice means that the employee can come and go as they like. By providing such possibilities, the company has managed to prevent early retirement among many of its older employees.

Evaluation of practice-results

<http://www.pressport.dk/pressrelease/Victoria-vil-vaere-Aalborgs-bedste-modebutik-2634.aspx>

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BRÜCKNER TROCKENTECHNIK, GERMANY

Primary Business

Textile industry/plant construction

Number of employees

About 200

Classification

Employability, health/prevention of illness, knowledge transfer

Target group

Employed

Title of initiative

vit@work

Genesis

In 2011, a survey for all members of staff was carried out that tackled topics such as satisfaction with working environment, stress-factors at work, health-protection and cooperation with colleagues and management.

Duration

Since 2012

Implemented actions

The aim is to create a long-term work-life balance strategy to be anchored in the corporate culture, so as to realize sustainable demographic change as an opportunity.

Results

The HR-Balanced scorecard shows that the measures have huge impact on the success of the company.

It influences health, esteem, working climate and attractiveness of the employer positive.

Positive/negative side effects

Improvement of the employees' loyalty, satisfaction, productivity, flexibility and motivation and customer satisfaction.

Awards given to enterprise for best-practice

2012 Demography Excellence Award

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DORNSEIF E.KFR., GERMANY

Primary Business

Winter service management

Number of employees

35

Classification

Employability, health/prevention of illness

Target group

Employed

Title of initiative

Projekt Dreamwork®

Genesis

From the beginning, the company has provided demand-oriented and suitable solutions to tackle any kind of problems the employees are facing. The Projekt Dreamwork® has been established to serve as a compendium of all the measures the company has realized so far.

Duration

Since 2010

Implemented actions

The Projekt Dreamwork® consists of several, but intertwining elements that mutually reinforce each other through their diversity. Thus, the company realizes a concept which is employee-oriented due to the fundamental elements of the project such as flexible working hours, healthcare management and financial incentives. The project convinces with child care services, numerous direct measures and high quality technical facilities in the offices. The distinguished element of the concept is the involvement of all staff members in the formation process of the project as well as the high motivation of the company management to implement an employee-oriented human resource strategy. The project links all single measures such as Home-Office-Suitcase, Tandem models, rules on work breaks on mutual trust or individualized support measures to one common strategy. It provides an all-around program which bases on the corporate values of the company: health care and safety at the working place, human resource development on an age-base, diversity management as well as environmental management and work-life-balance.

Results

To make sure that all measures and offers are binding and public, each employee receives a folder with all important information, press reports, instruction manuals as well as an information brochure and a brochure about the Projekt Dreamwork®. In addition, the company formulated a code of conduct which is optional for each staff member. Since the implementation of the project, the company has indicated no accident at work and low numbers of illness compared to the average rate of illness in companies in Germany (Numbers from 22th of June, 2012). The numbers confirm the company's successful healthcare and safety management.

AMS Zertifikat der VBG, Zertifizierung der VBG, TÜV: DIN EN 14001, DIN EN 16001, DIN EN ISO 9001, Siegel AGE Cert



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Positive/negative side effects

Dornseif is expanding its leading position and is placing itself as a recommendable employer on the market. An anonymous staff survey shows that the company has established a positive employer brand.

Evaluation of practice-results

http://www.dornseif.de/dreamwork?file=tl_files/media/_pdf/Projekt%20Dreamwork.pdf

Awards given to enterprise for best-practice

2013 ZI Award, Top Job Award

2012 Bambus-Champion

2011 HAWARD Health Innovation Prize

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JOINED PROJECT FRANZEN & KRETZMANN GMBH/GRONEN/WYNANDS, GERMANY

Primary Business

Paintwork

Number of employees

Together less than 250

Classification

Training/education, knowledge transfer

Target group

Employed

Genesis

The three paintwork companies are linked through a remarkable cooperation on further cross-company training. Elderly employees impart their expert knowledge and experiences to younger employees. The concept should be extended by further trainings of the staff especially on cross-generational communication.

Duration

2007

Implemented actions

In workshops, the participants developed fields of action and deepened the main topics „cross-generational contact“, „improving communication“ and „knowledge retention and transfer“. To reach and involve the staff members, a participation concept was developed. Further measures were the mutual organization of workshop talks and workgroup meetings. The first measures were moderated. At the end, methods on an output-oriented procedure were presented.

Results

- Operational strengths and weaknesses are more clear and therefore easier to consider
- Improvement of the communication and more effective knowledge transfer
- Increased participation in strategic issues
- Division of labor within joined projects
- Increase of business thinking and acting

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MASCHINENFABRIK VÖLKMANN GMBH, GERMANY

Primary Business

Engineering works

Number of employees

50-249

Classification

Training/education, knowledge transfer

Target group

Employed

Genesis

The German coal industry and the market have been declining. The company acknowledged the need of an organized knowledge transfer process in order to maintain the professional knowledge and experiences.

Duration

Since 2005 regularly

Implemented actions

A demography-check by a human resource development service company should help to identify ways to address the problems. On the basis of an age structure analysis, the company got an overview at the demographic composition of the company and future trends. The next step was the evaluation of the current and prospective staff requirements.

Results

Due to the new corporate structure and the know-how of its staff, the company accessed new markets and attracted new customers. Today, the company is specialized in maintenance and service of drive components for wind energy plants. Thanks to the further training offers, the staff is more flexible and meets the requirements of customers more effectively.

Positive/negative side effects

The systematic and transparent approach has been significant for the implementation of a new corporate structure. From the beginning, the company management included the staff in the re-structuring process and informed them early enough about agreed measures. Thus, fears and doubts of elderly employees could be reduced.

Evaluation of practice-results

http://www.soziale-innovation.de/ortogo3/projects/sinnovation/files/539/broschuere_dem_wandel_metall_elektro_trans5.pdf

Demografie-Check:

http://www.soziale-innovation.de/files/1401/einleger_demografiecheck.pdf

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METZGEREI KNAPP, GERMANY

Primary Business

Butchery

Number of employees

Employees: 20

50+: 5

Classification

Other

Target group

Unemployed

Title of initiative

Perspektive 50plus (Perspective50Plus)

Genesis

Member of the Beschäftigungspakt „Jobs für best!agers“ - Rhein-Main-Jobcenter of the ARGE Darmstadt

Implemented actions

Recruiting older employees

Results

The experience of older employees is indispensable e.g. for recipes of spice blends and they are familiar with the regular customers' needs.

Positive/negative side effects

All employees are highly motivated, less ill and bring higher achievement.

Awards given to enterprise for best-practice

2010 Unternehmen mit Weitblick (Company with Vision)

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PILZ VERSORGUNGSTECHNIK GMBH, GERMANY

Primary Business

Plumbing and heating

Number of employees

10-49

Classification

Employability, other

Target group

Employed, manager

Genesis

The generation change at the management level came along with difficulties that lead to organizational consultancy followed by human resource development processes.

Duration

Since 2003

Implemented actions

At first, it was necessary to make deadlocked structures and old-fashioned behavior patterns of the management leaders and staff members more transparent with the help of coaching sessions. Afterwards it was possible to re-think and re-organize structures, processes and behavior patterns. The new development concept included the following measures:

- Coaching of leaders, individual and team coaching
- Qualitative personnel selection of management leaders with personnel responsibilities through structured interviews
- Workshop on internal cooperation and future orientation of the company (visions-strategies- goals –paths)
- Individual consulting and mentoring of the management teams within the taking over of tasks and responsibility
- Potential analysis of the new management team
- Development of a target-setting system

The advisory concept contains of different phases which are transitional, partly overlapping and of different length:

1. Orientation

Analysis of unclear and difficult management situations, agreement on targets, development of future behavior patterns and way of proceedings, alternative fields of action were set up and in later sessions analyzed.

2. Clarification

Different opinions and behavior patterns, ideas, wishes and fears of both the young and older generation were analyzed and clarified to enhance the mutual acceptance and understanding. It was discussed how to deal with conflict situations and a code of conduct was set up to ensure an effective interaction.

3. Change

After the personal and corporate goals were clarified, a team-coaching with both management leaders took place.

4. Completion

At the end, a workshop on the company's future took place. The aim was to prepare the staff members for future changes within the company (customers, markets and products). The generation change was one important aspect. Unclear understandings of role and functions were clarified and decision-making processes were re-organized. Illegitimate and Informal behavior patterns within and between several departments were mutually analyzed. Uncertain interactions with both management leaders were tackled and cleared.

Results

The junior management leader is officially recognized as entrepreneur and executive director. The senior leader could slowly withdraw from the business. New impulses for processes of change originated from the workshop. Now, the company tackles new challenges and takes part in a strengths-weakness-analysis for qualified employees and management leaders and measures cross-sectional competences.

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REWE TÖNNIES OHG, GERMANY

Primary Business

Retail

Number of employees

Between 50 and 249

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

The retail market Rewe Tönnies in Odenthal did a company check. In a workshop, the management together with staff members addressed the issue „demographic change“ to raise the concrete awareness for the issue.

Duration

Since 2005

Implemented actions

Introduction presentations confronted the staff with the topic and its importance. A staff survey and quick-checks indicated not only a significant opinion but also differences of opinions. Besides communication trainings, short trainings should be offered to the staff members.

Fitness courses such as Nordic-Walking should enhance the fitness and team spirit of the staff members. Cooking classes by qualified employees should not only help to impart simple and traditional knowledge to the younger employees and trainees but also to raise the awareness of health. The gained knowledge and competences help personally and also in interaction with customers.

Target agreements, regular talks with staff members and continuous qualifications as well as structured human resource planning according to the company's requirements are further measures.

Results

The demographic change is currently happening in the company. The company was successful in the field of qualification by organizing workshops for the staff. The health issues became more relevant for the staff. Analysis of employment and employment conditions helped to solve problems and to increase the staff's satisfaction. In general, the human resource planning could be matched with the requirements of the demographic change.

The exchange of knowledge and experiences between younger and elderly employees should be promoted in the future. The experiences will also influence further personnel recruitment.

Awards given to enterprise for best-practice

2007 Unternehmenspreis Gesundheit „Move Europe Partner Excellence“

2006 Best-Practice-Award „Gesünder Arbeiten in NRW“ (“Healthier working in NRW”)

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SCHERPEL-BROT U. BACKWAREN GMBH & CO. KG, GERMANY

Primary Business

Food industry/baker's craft

Number of employees

Gelsenkirchen: about 240

Classification

Health/ prevention of illness

Target group

Employed

Title of initiative

Gesund und fit bis zur Rente
„Healthy and fit until retirement“

Genesis

With the program "Healthy and fit until retirement", the company has participated in the ABI NRW project (ABI Workability Index), examined the possibilities of age and age-friendly design of the working environment in companies in NRW (federal state).

Experts analyzed the workplaces in the company and discussed proposed solutions with security managers, doctors, unions and health insurers.

Duration

Since 2004

Implemented actions

Create working conditions that meet health- and age-related needs.
Health and security trainings.

Results

Since the project start, diseases of muscular-skeletal disorders declined among employees by 18%.

Positive/negative side effects

The working atmosphere improved, the workers feel to be taken seriously and are highly motivated.

Awards given to enterprise for best-practice

2005 „Best-Practice-Award Gesünder Arbeiten in NRW“ (Best-Practice-Award Healthier Work)

Sonderpreis „Demografischer Wandel“ (Special prize „Demographic Change“)

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SENIOR CAPITAL
Future is built on your experience



ST. GEREON SENIORENDIENSTE GMBH, GERMANY

Primary Business

Care facilities

Number of employees

About 250

Classification

Employability, health/prevention of illness

Target group

Employed

Genesis

After former building constructions and organizational re-structuring measures towards a more functional and comfortable atmosphere, the direction saw the chance to set up and implement a new concept within the ongoing project STABILA (Strengthening of employees, innovations and performance capabilities) to tackle the issue of an aging staff.

Duration

2007-2008

Implemented actions

Clarification of the initial situation, staff survey in workshops, age structure analysis, evaluation and discussion of the survey results, set-up of an action plan with future measures and following start-up, formation of a „working group 45+“

Results

The most important result is the participation aspect: After first doubts, elderly staff members are now represented in all working fields. Their work is their motivation. Thus, several impulses have been given following the motto: „We do what is best for ourselves.“ advice on pensions-related issues, nutrition, working break, back exercises, alternative distribution of working hours. Next step will be the set up of „health accounts“ for the staff members.

Awards given to enterprise for best-practice

2010-2012 Deutschlands Beste Arbeitgeber (Germany's best employers)

2011 Sonderpreise „Gesundheitsmanagement“ und „Förderung älterer Beschäftigter - Arbeiten bis 67“ (Award for health management and promotion of elderly employees – Working until 67)

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TÜRENMANN GMBH STUTTGART, GERMANY

Primary Business

Interior construction

Number of employees

Up to 50

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Title of initiative

Alte Hasen und junge Hüpfer/"Old hands and spring chicken"

Genesis

Türenmann saw the problems of the physical capacity of the 55+ workers and the lack of work and training education. So they asked for outside help to launch age-mixed teams.

Duration

Since 2011

Implemented actions

Tandems were build between a more experienced assembler, a young assembler and a trainee. The more experienced should become a mediator to train the younger on the job later on. Other measures aim health care, motivation and lifelong learning.

Results

It is possible to be employed and make career at Türenmann till retirement.
Craft is therefore more attractive for younger people.

Positive/negative side effects

The trainees are able to take on challenging professional duties and responsibilities at an early stage. They profit from the experience of the older worker all of whom feel worthier.

Awards given to enterprise for best-practice

2011 Demography Excellence Award of Baden-Württemberg

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DIEKER SWISS CHAIR CORPORATION, HUNGARY

Primary Business

Construction and Woodworking

Number of employees

130 (2007)

Classification

Training/education, employability, health/prevention of illness

Target group

Employed

Duration

Re-established in 2006

Implemented actions

The Swiss owner (who spends much of his time in Hungary) has entrusted the running of the company to Hungarian managers. At present, management is working on developing a system of fringe benefits that will favour older workers. The system, to be introduced in the near future, is intended as a way of rewarding workers for loyalty and good performance. Management believes that this previously missing HR element will contribute to the retention of older workers. It is considered important that older workers should feel that they are valued, both financially and morally. Thus, with good wages, training and financial and moral recognition, the possibility of a career for life for older workers is offered. In order to ensure the recruitment of new workers and counterbalance the weaknesses of formal training, the company has created its own training system and training workshop. Under a contract signed with a secondary vocational school, the young people trained in this workshop will be employed by the company and then, in practice, will learn from the older workers.

The management attaches importance to a good workplace atmosphere and organises social events to foster such an atmosphere. For example, a celebration is held every year before Christmas in a restaurant, and this proves very popular with the workers.

The works council, re-established in 2006, has good relations with management (it does not, however, have the right of consultation and authorisation; only the trade union had such rights). Feedback from the works council helps to fine-tune HR policy.

A possible transferable element could be: in order to retain older workers, in addition to higher wages (which are naturally related to their greater experience), a system of fringe benefits should be elaborated that will favour exclusively the older workers, both financially and morally.

Results

Since wages depend on the job and the hourly wage category, which is determined by quality criteria, the income of older workers is higher than that of younger workers. Annual wage increases are also based on considerations of quality, thus older workers are at an advantage here, too. The possibility of attaining higher wages with age and experience acts as an incentive for the younger workers. The high wages and general appreciation of older

workers (22% of the workforce is aged 50+) delay exit from the labour market. 11% of those over 55 years, including women, have remained active workers beyond retirement age. The presence of older 50+ blue-collar female employees can be regarded as especially positive because in the Hungarian employment structure, a high proportion of women take advantage of the early retirement opportunities allowed by the regulations.

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CARTIERA DI CARMIGNANO SPA, ITALY

Primary Business

Production of special papers

Number of employees

About 214

Classification

Training/education, Health/prevention of illness

Target group

Employed

Title of initiative

Redeployment, trading and development. Continuous training initiative, open to all employees including older workers.

Genesis

In 1993, the paper mill was acquired by its current Swiss owner, Industrieholding Cham. This acquisition coincided with a general renewal of the company. The company employs a large number of older workers. The company considers older workers to be an important resource in the delicate production process, since experience is fundamental. Thus, it is in the company's interest to value and motivate its older employees.

Duration

Since 2000

Implemented actions

As part of its HR management strategy, Cartiera di Carmignano Spa introduced structured continuous and specialised training in 2000, open to all employees including older workers. The initiative was introduced to respond to an increasingly dynamic and international market. Training was repeated in regular intervals, affecting the professional life course of employees by giving them the chance to acquire an increasing number of new skills and expertise at different ages, without age distinction. Continuous training included computer skills and foreign languages for non-shift workers on a voluntary basis, as well as compulsory safety, quality and environment courses for all employees. The initiative was successful and the motivation of older workers improved, inducing the company to enhance the scheme. In 2003, management training – intended for staff, mainly over 45 years of age, who had responsibilities and coordination tasks – was also introduced and the budget increased significantly. Among the most important measures was an initiative that promoted a healthier working environment, especially for those involved in specific production processes around the paper machines. Working conditions in this area are quite tough because of noise levels and temperatures of up to about 40°C. Control rooms were introduced for personnel; as a result, these workers are now isolated from the machine, which they control from a control room workstation. This has, in turn, reduced their exposure to noise and high temperatures. The initiative has been extremely important for older workers, since paper machine operators are almost all over 45 years of age.

Results

- Workers have become more motivated, and have acquired new knowledge and skills: they perceive training to be a decisive factor in their professional lives.
- Company turnover is low thanks to continuous training.

Positive/negative side effects

Foster worker loyalty According to worker representatives, training also increases older workers' satisfaction and motivation because they feel they are valued more by the company.

Awards given to enterprise for best-practice

In April 2005, Cartiera di Carmignano won the 'Prize for continuous training excellence', announced at Padua during the establishment of the 'Training Companies' Club' by the union 'Unindustria Padova', which includes 148 industries.

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VINCAS KUDIRKA PUBLIC LIBRARY, LITHUANIA

Primary Business

Public sector

Classification

Training/education, employability

Target group

Employed, unemployed

Genesis

The Vincas Kudirka Public Library has a policy aimed at retaining current employees, even if they are relatively older. Moreover, it provides them with ongoing training. The underlying factor is a belief in the value of experience for the job.

Duration

Since 1999

Implemented actions

The initiative for older workers in this organisation has two main features. Firstly, employees are offered frequent training in order to maintain up-to-date knowledge in the field and, secondly, older workers have the option to work part time and stay with the library after retirement age.

Training is especially important. In 1999, in a wave of computerisation, the library installed a new computer-based system of work, with the aim of creating a new computerised catalogue, encompassing the library's entire collection and replacing the old card-index system. An Internet-ordering system was also installed, so that users could order books from home. To manage this change, all employees were sent on extensive training programmes, learning how to use computers, the Internet, e-mail, simple programmes and computerised catalogues. According to the HR manager, some older workers found it difficult to cope with such great changes. The problem was addressed by having a special programme of courses for librarians of mixed ages. Older and younger employees were trained together in one group, so that the younger ones could explain the 'tougher' issues to the older ones. This approach was successful and all employees eventually passed the training needed to proceed with the new systems. Since then, training has been ongoing and everyone receives the same training.

Training and seminars are held at the following locations: the Distant Librarians' Training Centre, the Development Centre of Lithuanian Culture Workers and the Lithuanian Scientific Libraries Association. Courses aimed at librarians cover, for example, the development of new computer programmes for libraries, new methods of print management, librarianship in the EU, electronic communication and the psychology of communication. There is ongoing training for administrative staff, too, in topics such as the management of change in libraries, accounting and business practices.

The second aspect of the Vincas Kudirka Public Library case is exit policy and part-time working. Currently, about 30% of the workforce are pensioners. Older workers in general

have the option of working half-time for half-pay. (As already mentioned, the library values its older employees, especially for their erudition.) There are no strict rules on how employees leave the organisation. A personal conversation with the HR manager is always used in order to find out if a person is willing to stay or not, and exit is arranged depending on the situation of each individual. Many workers are happy to work part time because the library represents a way of life to them. Currently, about 30% of all library staff have chosen to work part time.

Results

The library management is positive about the future, even though the average age of the workforce is over 50. When current staff need to be replaced, the HR manager is confident that people will come forward, even though the wages of librarians are below average in Lithuania.

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NO-NAIL BOXES, LUXEMBOURG

Primary Business

Construction and Woodworking

Number of employees

32

Classification

Employability, health/prevention of illness

Target group

Employed, unemployed

Genesis

At the time of the takeover of No-Nail Boxes, the company had a relatively high share of older workers. As a consequence, more younger workers were hired in the first few years in order to establish a balanced age structure. Due to an increased number of retirements in the past years, the staff was rejuvenated. Therefore, in the past two years the management of the company decided to balance the age structure once more by recruiting older employees.

Duration

implemented into daily practice

Implemented actions

In the recruitment process, age was not the only criterion used. Particular attention was also paid to the skills and resources of the applicants. In this respect, formal qualifications were not the determining factor, but rather individual aptitudes such as practical skills, receptiveness, experience and knowledge from other areas of life.

Due to the small size of the enterprise, the HR management was outsourced to an external company in January 2007.

In addition, the experiences of the external employee development are to be incorporated into the further development of the workforce. All employees, irrespective of age, can avail of the measures of career planning, as well as of external further education and advanced training offerings. The company supports further education measures by means of supplemental payments or leaves of absence, depending on the requirements and the work context of the respective employee.

As regards working-time flexibilisation, the main production times were adapted to the needs of the workers. In consultation with their managers and co-workers, the employees can choose between three different working-time modules.

To prevent health problems developing in the production department, job rotation was introduced in those areas that require hard physical labour. This measure benefits older workers since the physical strains are reduced over the whole course of the working life. Even in the case of already existing health impairments, employability can thus be maintained for a longer period.

Results

This resulted in staff members all having different educational and life backgrounds. Given this fact and to facilitate the vocational adjustment of new employees, company training is carried out by staff members with a longer job tenure. The vocational adjustment is implemented in the form of on-the-job-training by employees who are responsible for the respective field of activities. Management regards older workers as being very reliable and motivated. Experience has shown that they are more likely to develop an awareness of the company's concerns due to their longer work biographies and are correspondingly more likely to adapt themselves flexibly to the exigencies of the work process.

For example, in the case of older workers, a higher readiness was observed to work on weekends if the order situation and a high production volume required this. Furthermore, the life phase of older workers involves less family obligations than those of their younger colleagues and this increases flexibility, according to management. With regard to sickness figures too, experience shows that older employees fall ill less frequently than younger ones. Older employees may possibly be absent for longer periods for medical reasons, but after returning to work, they are very motivated again.

Positive/negative side effects

The measure of recruiting older workers was initiated by management and coordinated with the executives and skilled employees. In the beginning, employees in executive positions especially had reservations about the policy, but due to the positive experiences with older employees in everyday work situations within the scope of this measure, these reservations were dispelled at an early stage. The original approach — namely, to make a point of deploying older employees as team leaders, thus capitalising on their experience of life — was abandoned in the course of the measure. It emerged that individual skills are of greater importance for the development of leadership qualities than the age of employees.

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COKZ, NETHERLANDS

Primary Business

Agriculture/Controlling

Number of employees

About 45

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

In 1999, a committee was established to discuss age-related personnel policies at COKZ, in response to the rejection of the employer's proposal for the Collective Labour Agreement of 1999 and the increasing flexibility requirements in the branch.

Duration

Since 1999

Implemented actions

In 2000, the committee identified several problematic issues in relation to the employability of older workers, which have since been addressed:

1. Attitudes: Older employees feel they do not get the same development opportunities as younger colleagues, while managers think that older employees are not interested in development. Communication to line managers is made by the personnel department.
2. Career options: Opportunities for career development involving higher or more complex functions appeared limited at COKZ, but employees are willing to further develop their capacities. In the external operations department, a career path has been developed with three levels of complexity and required capacities. Further broadening of functions (the addition of management tasks or the development of assessment methods) in the internal department was also implemented. This was aimed at maintaining worker motivation and preventing experience concentration. A strong point of policy implementation was that it started with those employees who were willing to change their tasks in the beginning. When this proved successful, others were willing to follow the policy.
3. Working conditions: The number of health problems, primarily in relation to repetitive strain injury, and other physical strains appeared to grow. A committee was established to carry out a risk inventory and evaluation. The committee formulated a plan that contained specific actions in the various departments. Ergonomic improvements have been tailored to the circumstances in these departments.

4. Maintenance of employability: As an outcome of the increase in part-time work, it is expected that employees will be able to reach higher exit ages. This requires an improvement in the employability of older workers. While flexibility of working hours appears possible, older workers doubt whether task requirements can be adjusted and whether they will get the same opportunities for development as younger workers. Various options in relation to primary working conditions have been introduced, which enable older (and also younger) workers to make additional savings and to adjust working hours. Line managers are asked to respond to worker demands in this regard. Furthermore, a performance management cycle has been introduced, with a yearly discussion between the manager and employee on desires and capacities. A personal development fund has been introduced so that employees can claim financial support if they decide to obtain training.
5. Experience dissemination: In a number of departments, the age structure is such that a large proportion of experienced workers are expected to leave the institute in a short time period. Therefore, the dissemination of knowledge and experience is required. An inventory was established and replacements are being appointed. The older staff and younger future replacements work together so that experience and knowledge is transferred.
6. Client centeredness: Changing external conditions imply that the influence of customers grows. In order to enable older workers to cope with this change, a project on the client centeredness of work was started.

The institute intended to focus on these policies in an integrated performance management cycle. In this cycle, the formulation of departmental plans and the personal performance management cycle were also to be included. The policies mentioned above are to be included in the cycle that is currently being implemented.

Results

As a result of the policy, older workers have more opportunities for training and development and are able to adjust working hours and tasks. Participation in the various programmes is currently growing among older workers, which seems to contribute to older workers' employability. However, precise figures are not yet available to assess this. The broad-based set-up of the consultation procedure has resulted in a decline in age stigmatisation. However, some weaknesses of the policy do exist in relation to its sensitivity to individual circumstances and the willingness of both worker and manager to address employability issues. One of the intended measures to cope with the latter issue is the appointment of a personnel advisor who will control the performance management cycle.

The transferability of the policy is high, especially where it concerns the procedure followed. The close linkage between employer, workers, unions and advisors seems to have strongly contributed to policy support. This linkage may be possible, independent of specific company conditions and problems.

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HAZENBERG BOUW BV, NETHERLANDS

Primary Business

Construction and Woodworking

Number of employees

About 200

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

As a construction company with a relatively old workforce, Hazenberg Bouw faced a double challenge. The workload is physically demanding and there are few options for task substitution or redeployment because most workers are carpenters.

Duration

Implemented into daily practice

Implemented actions

Hazenberg Bouw BV developed two training and development initiatives for older workers: a job design and a health and well-being programme.

Jobs were designed to match the physical capabilities of older workers: for example, older workers were assigned tasks such as foreman responsibilities, tutoring of younger workers, and slower-paced tasks. The foreman and tutoring jobs were less physically demanding, and they also facilitated the transfer of work experience.

These practices were not formalised, although the Hazenberg planning bureau and the heads at construction sites adjusted the allocation of workers to sites, to compensate for the relatively large number of older workers.

The company also introduced comprehensive health and well-being policies, including periodic medical examinations and health advice. Recent legal changes that discourage early retirement and that penalise companies whose workers claim disability insurance make these policies worthwhile.

The company maintained the original policies and practices and added two new policies over the last decade: a changed recruiting practice and flexible working practices. It has also extended the periodic health examinations. The company began recruiting younger workers after it had hired a relatively large group of older workers in the 1990s. This was seen as a way of preserving the original initiative of adjusted job design. The practice of older workers functioning as tutors or foremen, transferring their experience to younger workers, is feasible only if the age distribution of the workers is somewhat balanced. Although the company feels that technical college graduates need more on the job training delivered by older workers, this practice requires fewer older than younger workers. There is little room for social dialogue with respect to this practice and also the gender dimension is not well defined, which is partly explained by the particularly male-dominated nature of the sector.

The 55+ initiative is a new policy on flexible working that allows workers aged 55 years and over to work a four-day week. This is financed by various means, including adjusting the participating worker's salary. The company argues that the arrangement is necessary to help older workers 'fight fatigue'. However, the arrangement is difficult to implement because of the way in which construction work is organised, with on-site construction and tightly scheduled activities.

Results

These two policies, along with the original policies and practices, preserve the employability of older workers, facilitate the transfer of work experience from older to younger workers, improve the productivity of the younger workers, and focus on the health of both younger and older workers. Although this has not reduced sickness absence rates, both employee turnover and exit due to disability are relatively low. The level of sickness absence, though still high compared to both the national and branch average, is no higher for older workers than for younger workers.

The policies have been relatively successful: although sickness absence is comparatively high for all workers, it is no higher for older than for younger workers. This, and the relatively low rates of exit due to disability and staff turnover, indicates that Hazenberg Bouw BV has found a way to address the issue of its ageing workforce.

The company's model of job-design adjustments seems to be transferable to other areas where physical labour is a primary part of the work, and where worker productivity can be expected to improve with experience.

Positive/negative side effects

While the original policies and practices have enabled Hazenberg to retain older workers, the company has not been able to fully implement a life-course oriented personnel policy. Faced with an ageing workforce, the company started recruiting younger workers to cope with the limitations posed by existing policies. To a large extent, these limits are caused by the nature of construction work. However, working with a fixed, largely undifferentiated workforce of carpenters, while externally contracting workers in other disciplines adds to the company's problems. It limits the options for work substitution and, therefore, limits options to retain older workers in employment.

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CITY OF ZOETERMEER, NETHERLANDS

Primary Business

City administration

Number of employees

27

Classification

Other

Target group

Employed

Title of initiative

The Generation Quiz: Opening up the dialogue for Zoetermeer's council employees

Genesis

The council of the Dutch city of Zoetermeer realised that with the entry of young talent within the organisation and the increasing ageing of senior staff, different generations have to work more often together. A new dynamic has cropped up in the council – and while it offers opportunities for growth, it is also a challenge because differences between the generations can easily lead to conflict within the organisation. Hence, the local council asked MSL Group in 2012 to open up the generation discussion through an interactive dialogue, in order to name possible differences and prejudices and to bundle the strengths of the four generations working together.

Duration

Started in 2012

Implemented actions

Open up the generation discussion through an interactive dialogue, in order to name possible differences and prejudices and to bundle the strengths of the four generations working together. The solution implemented by the consultancy firm MSL was the Generation Quiz workshop, which took place in November. The quiz consists of different rounds which use different game elements: from answering multiple choice questions to coming up with a top 8 of most common generational prejudices. By playing the quiz employees not only know which generations are active in the workplace and what characterises them, but also how they can strengthen each other. In addition, a direct link is made with adjacent themes, such as organisational culture, talent management, the New Work Culture and change management, illustrating the theory by concrete examples.

Results

By playing the quiz, employees learnt which generations are active in the workplace, what characterises them, as well as how they can strengthen each other. In addition, a direct link was made with adjacent themes such as organisational culture, talent management as well as the new work culture and change management during the event.

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PTK-ECHO SERVICES S.R.O, SLOVAKIA

Primary Business

Education, Hotel Restaurant and Catering, Publishing and Media

Classification

Supporting entrepreneurial activities of elderly, training/education, employability, health/prevention of illness

Target group

Employed, retired

Genesis

The company, under the direction of owner and company director Elvíra Chadimová (a woman of retirement age), maintains a strict focus on gender and age equality in relation to all of its policy measures. She was inspired to introduce the specific training measures for older employees during the training and re-qualification courses provided by the Offices of Labour, Social Affairs and Family. As a result of these, she recognised the problems faced by older people in labour market, which is generally not very appreciative of older workers.

Duration

At least since 2005

Implemented actions

The initiative offers free training from its own portfolio of courses for all staff, irrespective of age. Older employees nearing retirement age may take part in training programmes in accountancy, computer literacy or starting a business, or in any other course according to their wishes. A central aim is to enable employees to start a small business of their own after retirement – as an accountant, for instance, or running a business from home.

Older employees are evaluated according to their performance and are never discriminated against on the grounds of age. Moreover, the company's wage policy is based on such factors as the employee's performance or level of responsibility, not on their age. Half of the top managers in the company are over 50 years of age and some of them are already at retirement age.

Other personnel policy measures, such as flexible working hours or part-time assignments, are in principle available to virtually all employees. In addition to its training measures, PTK-ECHO also grants all employees a free, annual preventive medical check-up, along with a one-week stay in its own health facility situated in the High Tatras resort in northern Slovakia.

Results

In general, the training and educational activities for employees have resulted in improved services, greater goodwill and a low employee turnover. It has also increased the company's competitiveness in the Slovakian market. In several cases, the educational measures have resulted in employees' career advancement.

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INFOTEHNA SKUPINA D.O.O., SLOVENIA

Primary Business

Computers and informatics

Number of employees

About 55

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Title of initiative

Mentoring

Genesis

Infotehna use the concept of mentoring in order to efficiently and as quickly as possible train all new employees/team members, regardless of their background. The process begins with the arrival of a new employee or collaborators and formally ends in a few months or over a year, but depending on which area it is. New employees work on projects, which are lead by their mentors, and so they gain practical experience.

In addition, inter-generational cooperation within the framework of mentoring strengthening cooperation generations in teams. The nature of work is such that the close cooperation between the team members is inevitable. The older generation transmitted to the younger primarily in-depth knowledge of important pharmaceutical industry and market approaches, the younger is more distinguished in the field of technological innovation.

Implemented actions

Mentors over all departments are usually those who have a lot of knowledge and experience and usually belong to the group of employees who are in the business for a long time. All mentors are specially trained, especially for management of soft skills such as communication, teamwork, conflict resolution and similar skills that are at the core of the mentoring.

- Use of the experience and the know-how of elder employee
- Promote a positive corporate culture
- Developing social skills

Results

New employees have a contact person and confidant, elder people are more motivated.

Positive/negative side effects

Motivation, knowledge transfer, support of young people. No negative effects till now

Awards given to enterprise for best-practice

- Full certifiat for family-friendly company
- The company was named for Dolenjska-Posavje gazelle in 2006,
- The last four years is one of the 101 best employers Golden Thread,
- Recipient of special recognition of the Chamber of Commerce for the development of human resources

Member of Network for Corporate Social Responsibility Slovenia



SENIOR CAPITAL
Future is built on your experience



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MATARÓ, SPAIN

Primary Business

Glass and Cement

Number of employees

210 (2006)

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

The 2004 annual report summarises the cooperative's values and principles in a quotation by Charles Guide: 'If the cooperative is business only, it is a bad business'. The company policies of positive social responsibility and non-discrimination on the grounds of age are based on this philosophy.

Building on this company ethos, a system of good practice has been promoted within the company in terms of the newly introduced initiatives.

Duration

Since 2004

Implemented actions

Cristalleries Mataró aims to create a good working relationship with its employees, which has led the company to take significant steps towards creating a human resources policy that incorporates a positive outlook on age. All staff are regarded as an important company resource, but older employees are particularly valued, due to their level of experience and their ongoing transfer of knowledge within the company. Older employees feel valued for their efforts and recognise the importance of the tasks that they carry out, such as training younger workers.

Mentoring and training of staff:

A training plan aimed at younger employees has been put in place since the end of 2004, based on cooperation between the quality control department of Mataró Glassworks and the corporate social responsibility programme (RSE.COOP) of the Confederation of Catalan Cooperatives (CCC). Older employees are given a mentoring role within the plan, thereby integrating workers who were already in gradual retirement. As part of this plan, employees over 50 years of age take on the function of training and assessing younger workers. The more experienced older employees work alongside their younger colleagues carrying out the same tasks and mentoring them on various aspects of the job. This process allows the transfer of experience, as well as technical and methodological knowledge, from older to younger workers. In other words, the older employees not only carry out the required production tasks, but also provide on-the-job training. The training is based on a 'relay

contract', as set out in the Spanish Law 35/2002 on measures to establish a system of gradual and flexible retirement. Employees aged over 50 years, who have this kind of contract, can devote 25% of their time assessing and training younger employees who have entered the company by means of the relay contract. This training has been approved by the city council. Training is scheduled daily during a period from six to 12 months. Currently, 15 cooperative associates aged over 50 years, who have a relay contract, participate in this programme. They act as trainers for 15 female workers contracted by the cooperative from the textiles sector, and also for four young recruits in their probationary period who have yet to complete their higher education.

Employment of experienced coaches and integration of older people in management positions:

This initiative enhances professional training within the company's structure, with the aim of attaining operational and strategic objectives that will result in company growth. It applies primarily to managers who want to overcome certain professional hurdles with the help of an experienced company coach. This measure aims to improve efficiency, performance and decision-making.

Currently, both the management of the company and the development of the strategic plan are led by an expert who is over 60 years old and in early retirement, but who carries out this work voluntarily. His mission is to lead the company for a limited number of years, from 2005 to 2010, to participate actively in the strategic plan, and to prepare two female executives for top management positions.

Recruitment of older workers:

The primary objective of the RSE.COOP programme, piloted by the CCC, is the integration into the labour market of those aged over 50 years, as well as unemployed women who have previously worked for companies in the region, particularly in the textiles sector, which is currently in recession. In this way, the project sustains local employment as the majority of candidates for employment are from Mataró and surrounding areas.

An agreement with the city council and the employment office of the Catalan government allows for the recruitment of these new workers. For each one of these new employees, the cooperative organises an induction course aimed at integration and focusing on the specifics of the new sector, a welcome programme, and internal training.

Since 2000, some 65 people have entered the company through this system, of whom 85% have been manual or non-professional workers and 15% have been professional workers. All of these new employees are over 50 years old: 62% are aged 50–55 years, 28% are aged 55–60 years, and only one is aged 61 years.

Results

Cristalleries Mataró implemented these three initiatives as pilot measures in the management area and, so far, employees have been enthusiastic as they view the project as a valuable human resources policy that will improve the workers' knowledge and experience as well as the quality and efficiency of production. At the same time, the company looks positively at the possibilities that the new legal regulation of the relay contract law can offer.

Moreover, the delegates committee is involved in putting all company initiatives into practice. This fosters good working relationships between the company and staff members as both the members of the delegates committee and the company employees are involved in setting up the initiatives. The openness within the company has led to a greater awareness of age issues among all employees. Cristalleries Mataró hopes to develop these initiatives further in the future as it is considered a good strategy for improving corporate social responsibility.

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FÄRS & FROSTA SPARBANK, SWEDEN

Primary Business

Financial services

Number of employees

About 240

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

The bank's overall human resources policy aims to make the company an attractive employer for all age groups. It currently implements various initiatives and measures directed towards all employees, as well as towards specific age groups.

Duration

Started in 2000

Implemented actions

As part of its company policy, it aims to facilitate older employees, to encourage them to remain in employment until the regular retirement age of 65, and to preserve their skills. Several initiatives directed towards both older employees, and the workforce in general, are geared towards this policy. Two of these initiatives include a mentor programme and a special programme for employees over 55 years.

The mentor programme started in 2000 and is based on the original idea of enrichment in terms of age. Each new employee is assigned a mentor who guides the novice towards personal and professional development. The bank also has a special trainee programme for newly educated employees.

The bank greatly appreciates the level of competence that older employees have gained through their years of experience. The mentor programme is one way of transferring this knowledge. It also includes the idea of reciprocity, where young employees contribute valuable knowledge relating to economics and computers. Mentors are chosen from employees over 55 years of age, who have shown great interest in participating. To date, five people over 55 years of age have served as mentors. The task is considered important and stimulating for older employees who get the opportunity to develop both personally and in terms of acquiring new knowledge. The mentor programme has contributed to a work culture, which is characterised by greater understanding and mutual respect between the young and old. The bank has also identified positive organisational benefits, in terms of effective initiation periods and maximum use of employees' skills.

The second programme is a special initiative for employees over 55 years of age. It was introduced after the bank recognised that its workforce was ageing, while banking work was increasing. Changes in the Swedish pension system, which made it harder for

employers to offer early exit opportunities to large groups of employees, also forced the bank to think in new ways. The fact that 20% of its employees were between 55 and 60 years of age was also a contributing factor.

The programme also consists of initiatives aimed at motivating older employees. Every employee over 55 years of age can participate in a special job motivation programme, which includes banking theory, as well as seminars on health and development.

The programme includes additional measures that are restricted to employees over 58 years of age. One measure is to offer a reduction in working hours to 80%, while preserving 90% of salary without affecting occupational pensions. This reduced working time initiative is supposed to be spread over the organisation, in such a way as not to overload the other employees. Employees who, because of special circumstances, cannot avail of the measure are allocated three days off a year for recreation. This scaling-back measure aims to give employees greater control over their working and living situations.

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HARDCASTLE BURTON, UNITED KINGDOM

Primary Business

Consultancy Business Services

Number of employees

7

Classification

Other

Target group

Employed

Genesis

The inevitable retirement of the current company director and his replacement has been an issue of concern for a number of years. Attempts to find a replacement director have been unsuccessful; as it will take some time for a new company director to settle into the role, the issue has become critical, raising questions about the future of the company in its present form. This has led to some uncertainty among the staff and to concerns about their own futures.

Duration

2006

Implemented actions

After learning of the existence of a research project being undertaken by the University of Cambridge and funded by the European Social Fund (ESF), the opportunity arose to invite the research team to work with the company. The aim of this initiative was to explore issues of concern among the staff members in relation to their own careers and retirement options, and to present recommendations to the company and its staff. Interviews were conducted among the majority of the Hardcastle Burton team members in February 2006 and covered issues such as careers, retirement, succession planning and the future of the company. The research group identified a range of issues facing the company and gathered a considerable amount of information on staff members' perceptions of the company and of their own careers. The research findings were condensed into a report and presented for discussion at a structured feedback meeting with the entire staff group, which was facilitated by a member of the University of Cambridge team.

While the staff viewed the company favourably, some significant issues arose in their feedback. The high proportion of long-term staff was cited as a factor that could cause the company to become 'stuck in its ways', making the organisational structure difficult to change. Younger staff members had generally less clear career goals than their older colleagues, although older employees expressed a sense of uncertainty about their future. Among those approaching the retirement age, a phased transition to retirement was cited as the preferred option rather than taking early retirement. Financial preparedness for retirement was found to be varied among the staff. The issue of the current director's succession was raised as a critical concern. Going forward, the staff members felt that the company needed to consider how it would retain its capabilities by planning ahead for different aspects of the business and the succession.

Results

Feedback from this research project has been positive for the company. The opportunity to contribute to mapping the future of the company was welcomed by the staff group. In particular, the feedback meeting was viewed as a useful opportunity for a facilitated and non-threatening discussion on issues of concern and for planning a way forward for the company and its staff. Moreover, staff have also had the opportunity to reflect on their own career plans and aspirations. Since the original intervention by the Cambridge research team, one of the junior accountants in the organisation has agreed to take on a significantly greater management role in the company, with a view to taking over as company director at some point in the medium term, allowing the current director to gradually wind down. Other team members have also considered their work and life options, and one worker has decided to consider a major career change.

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LARGE BUSINESSES

KASTNER & ÖHLER WARENHAUS AG, AUSTRIA/SLOVENIA

Primary Business

Sale Fashion and Sports

Number of employees

About 1.900

Classification

Training/education, employability, knowledge transfer

Target group

Employed

Title of initiative

Apprenticeship Mentors

Genesis

Besides technical training including house training the practical training and the social support for apprentices was important - elder employees with their maturity and experience offer this possibility.

Duration

Since 2010

Implemented actions

30 Mentors over all departments, mostly women, no executives internal tender among all employees, certain quota of hours for mentoring

- Use of the experience and the know-how of elder employees
- Promote a positive corporate culture
- Developing social skills

Apprenticeship mentors are accompanied by the personal development staff, there are periodical reflections

Results

Apprentices have a contact person and confidant, elder people are more motivated

Positive/negative side effects

Motivation, knowledge transfer, support of young people - fewer problems during apprenticeship. No negative effects till now

Awards given to enterprise for best-practice

Styrian National Emblem

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RUDOLF LEINER GESMBH, AUSTRIA

Primary Business

Furnishing trade

Number of employees

About 2629

Classification

Training/education, employability, health/prevention of illness, knowledge transfer, other

Target group

Employed, retired

Title of initiative

Leiner is an age-appropriate company for its employees!

Genesis

Leiner, a private company with over 100 years of tradition in the furnishing trade, is responding to the challenges of demographic change and sets standards for personnel management: For Leiner not only satisfied customers but also satisfied employees are a special concern. Since the beginning, they take care to provide attractive and secure jobs and build long-term employment relationships. On one hand Leiner employs many young apprentices and employees, on the other hand also a number of older employees find a cherished place in the company. An active and respectful collaboration between employee generations is top priority.

Duration

Since 2009, implemented into daily practice

Implemented actions

Employees of different age groups work together every day in a climate of respecting each other. With diligence and commitment, each employee, regardless of age, gender or other differences has the same opportunities for professional development, education and career.

Projects and actions for elder employees:

- Appreciation through integration into all training offers
- Specific range of health care (seminars, check ups, wellness)
- Offering flexible working hours
- Promotion of partial retirement
- Part time employment of retired Persons
- Raising awareness among managers about "age appropriate leading and (health) measures -no exclusion of age groups in training
- Employee satisfaction studies and derived measures
- Unified HR marketing concept
- CSR

Results

- high employees satisfaction
- attractive employer
- high customer satisfaction

Positive/negative side effects

- very good knowledge transfer
- less sick leave
- high level of expertise within the company

Evaluation of practice-results

2009/2010: study with the University of Vienna, Institute for Age Research
"Older workers in trade"

Awards given to enterprise for best-practice

2012 NESTOR^{GOLD}

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TENCATE (POLYFELT AG), AUSTRIA

Primary Business

Chemical industry

Number of employees

400 (2009)

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

The original initiative

The company's training and development initiative began by reforming shifts to reduce night work and weekly working hours and by introducing a health promotion week. It developed, for older workers, a process of generation management that included the following features:

- generation-specific evolution of human resources management (HRM) culture and methods;
- shift-plan reform with fewer weekly working hours;
- health promotion training;
- knowledge management between generations;
- continuous evaluation by means of a Human Work Index and human indicators.

Duration

Since 1999

Implemented actions

Good practice today

Polyfelt's corporate culture is characterised by clear strategic management, co-leadership by management and the works council, and a focus on process quality by cultivating creativity and professionalism among all staff, including production workers. Its generation management policy started by reducing night work for older workers and is still developing towards enhanced competency levels. Good practice today focuses on knowledge management based on the following phases of the initiative:

- Phase 1 1999–2001: Improvement of working capacities by shift-plan reform;
- Phase 2 2001–2003: Development of human resource tools and management practices that take account of an intergenerational workforce;
- Phase 3 2004–2005: Implementation of knowledge management for high team quality.

As management became aware of the importance of intergenerational differences, they were more willing to use the experience of older workers to help benefit younger colleagues, thereby enhancing process quality. It was expected that this would enhance productivity, reduce expenses, and lead to fewer machine stops and mistakes. In 2002, knowledge

management was implemented to enable the transfer older workers' experience. This included teaching experienced workers to create manuals and training programmes designed to transfer their practical knowledge to younger workers.

Other features of the company's current good practice include:

- identifying the hidden abilities of successful older workers to improve processes;
- workers becoming aware of their own implicit knowledge and intuitive procedures;
- transforming implicit knowledge to explicit verbal knowledge;
- training in writing a solutions manual for workers;
- training in the design of training courses for colleagues;
- training of younger workers by older workers.

These measures aim to enhance and standardise the knowledge transfer process for all staff and to secure the company's intellectual capital. They give older workers meaningful tasks and individual recognition, and reduce physical demands on them. They also help younger workers to develop competencies faster and with less stress. The intergenerational exchange enhances worker integration and cooperation and improves staff morale. In recent years, cultural initiatives have accompanied efforts regarding human quality management and helped support the retention of older employees at work. These initiatives have included avant-garde art, experimental music featuring electronically synthesised production sounds performed in the production area, and constructivist trance workshops for workers. Cultural events like these have helped to involve every worker by offering a creative experience based on dignity and social inclusion. Older workers were particularly appreciative.

Results

The economic and value-adding effects of the initiative are highly significant. Retention of older workers has enhanced productivity as follows:

- Machine operating time increased to 93%, as did output.
- Better knowledge of processes and flexibility was reported within teams.
- Enhanced productivity, fewer mistakes, and higher turnover resulted.
- Three new jobs were created.
- There were no early retirements from 2000 to 2004, and the average worker age increased to 44.
- In 2004, the first four workers since 1999 retired at regular pension age.
- There was a reduction in sick leave by an average of three days a year.
- A job satisfaction rate of 1.5 was recorded on a scale of 1–5.

The Human Work Index shows improvements in several measurements for 2000–2004: a significant increase in 'co-work' and 'meaning' (controls significantly reduced) and constant 'work ability' (controls significantly reduced). The effort towards sustainable organisation of work will continue.

Positive/negative side effects

The initiative also resulted in the following transferable measures:

- focus on co-leadership by management and the works council;
- change in values and attitudes of the management towards sustainability;
- lectures in productive ageing and generation-balance;
- a participative process for shift-plan reform;

- ongoing evaluation by external advisers;
- developing a specific HRM culture and methods for each generation of workers;
- knowledge management through handbook training.

Another positive result has been an improvement in the perception of the company as a more attractive place to work in the region. Polyfelt is seen as a leader in offering shift work guided by human principles. At a political level, Polyfelt is seen as a model of productive synergies for trade unions, government and employer associations.

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SALZBURG AG, AUSTRIA

Primary Business

Energy and infrastructure

Number of employees

2.136

Classification

Training/ education, employability, health/ prevention of illness, knowledge transfer, social entrepreneurship

Target group

Employed

Title of initiative

No titel, holistic staff management
(e.g. health program "Giving Energy-Living Energy" or training program „Junior trains Senior“)

Genesis

Salzburg AG has adopted a life-cycle approach to employee management through project GENERA, an initiative that aims to accompany employees through different phases of their lifetime at the workplace.

Duration

Since 2005

Implemented actions

Promotion and preservation of the employability of all employees
Meaningful and suitable training opportunities
Innovative an strategic solutions to long-term Safeguarding knowledge

Results

"Giving Energy-Living Energy," an initiative created to help address critical fields of action identified by employees, has led to a variety of recreational offerings ranging from Qigong classes to smoking-cessation and healthy cooking programs. Salzburg AG also runs "Health Circles," a program aiming to solicit older employee's feedback and suggestions on how to improve the workplace. „Junior trainiert Senior“ is an innovative project of knowledge transfer between the generations. Juniors help the seniors to deal with social media. The project won a price in the context of „Europapartnerschaft“.

Improvement of managing job, familiy an freetime by flexitime.

promoting equal opportunity and diversity by fair recruitment and geing-appropriate' working conditions.

Improving working atmosphere verified by regular measures.

Secure jobs and social benefits by company pension, health care etc.

Awards given to enterprise for best-practice

2010/2011 AARP-Award Best Employers For Workers Over 50 International

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RANDSTAD BELGIUM NV/SA, BELGIUM

Primary Business

Staffing agency

Number of employees

About 1.200 permanent, 22.500 temporary on daily basis

Classification

Employability

Target group

Unemployed

Title of initiative

Ranstad Diversity

Genesis

A leader in providing placement services and one of Belgium's biggest employers, Randstad works with a large variety of client companies and candidates of different needs and characteristics. In order to promote the employment of all its candidates and remedy any inequalities in their chances to find a job, Randstad has set up a special division to develop specific projects on diversity.

Duration

Since 2002

Implemented actions

The diversity division encourages employers to apply the principle of equality in their recruitment procedures and helps them to become aware of, and to realise, the benefits of diversity. Building on an analysis of the needs of both candidates and clients, Randstad develops tailored solutions in the form of small locally-based projects. The projects typically involve training and coaching for candidates, and support for the client in the form of awareness-raising and practical tools for equality. Due to its success, Randstad's diversity programme has grown significantly and in 2004 almost 1 000 candidates from target groups found employment through the different diversity projects.

Randstad works closely with both the client companies and other local actors in developing and implementing projects. For example, it was a driving force in the EQUAL project Paradox, which is aimed at increasing employment of persons over 45 and of ethnic minorities in the Antwerp region. The objective was to find placements for disadvantaged candidates in local SMEs and the main output was the development of tools for awareness-raising and guidance on diversity for both employers and recruiters.

Results

Randstad sees the business case for diversity as multi-dimensional, encompassing benefits not only for the company but also for its major stakeholders. The projects developed under the framework of Randstad Diversity reflect this vision and holistic approach. The projects are designed to produce a win-win situation for all partners, with clear benefits for clients, candidates, the company, society and the community.

Randstad's diversity philosophy and projects have contributed to high percentages of employee satisfaction (98%), and to high numbers of temporary workers who would recommend Randstad (97%). The competitive advantage of this level of satisfaction is clearly visible in the company's continuous growth in market share in the past few years.

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ŠKODA AUTO, CZECH REPUBLIC

Primary Business

Automotive

Number of employees

About 32.000

Classification

Health/prevention of illness, other

Target group

Employed

Title of initiative

Senior-friendly Company – Seniority Programme

Genesis

As part of a long-term plan, ŠKODA AUTO has implemented a number of measures focused on seniors, offering support for the specific problems that this group of employees faces. These measures are based on the current agreement negotiated with the trade unions in 2012. Annually, at least one measure involves several hundred ŠKODA AUTO employees. As with any other company, ŠKODA AUTO faces the challenges of an ageing population and the lack of a younger workforce. It aims to find ways to allow elderly employees to keep working longer, and to postpone the performance reduction that often comes with age, primarily for health reasons.

ŠKODA AUTO is among the most successful companies in the Czech Republic and its further sustainable development is based on employee loyalty and having a sufficient number of experienced workers. Similar to any other large business organization operating in a developed country, the company has faces the challenges of an ageing population and therefore, it must offer a combination of benefits and company policies emphasizing the protection of its employees' health to reflect this global trend. The principle goals of these measures are:

- retaining active employees in active employment,
- sustaining high employee performance,
- sustaining and supporting employee health,
- maintaining key company competencies,
- keeping up with industry developments,
- promoting social awareness in the company,
- finding solutions for employees with reduced health.

Implemented actions

In ŠKODA AUTO, an employee becomes a member of the **Seniority programme** after thirty years of continuous employment at the company, while other groups including production area employees over fifty years are included.

There are three sources of financing the measures described below: wage budget chapters (employee wages), a special social fund depending on the currently valid collective agreement (Approx. 200Mil CZK in 2012 – for selected social benefits offered by the company) and investment cost chapters (e.g. creating protected work pools, ergonomic arrangement of workplaces, methods for fatigue monitoring). From an organizational perspective, measures within the **Seniority programme** are implemented by specialist departments, in particular in area Z -

- Human resources (HR Operational care, HR development, Health protection, etc.) and V – Production and Logistics (Industrial engineering, Construction, Production planning).

The set of measures submitted was not originally intended as

a single project; the individual measures were introduced into company policy and modified according to the current needs. They have been now been brought together through the

Seniority programme.

The **Seniority programme** allows the possibility to:

- transfer a senior employee (30 years of continuous employment at ŠKODA AUTO) to another suitable workplace if, in the longterm, they lose the ability to perform their current job for health reasons (based on a doctor's opinion); if the employee is transferred to a lower salary group on these grounds, they are entitled to a supplementary payment for being transferred to another workplace, in keeping with the collective agreement;
- offer another suitable workplace to a senior employee in the case that organizational changes take place in the company as a result of which the employee is transferred to a workplace in a lower salary group, the salary of their group of their preceding workplace will be maintained for the first twelve months; also, in justified cases, after twelve months a supplementary payment for workplace transfer due to organizational changes may be agreed for senior employees who reach retirement age with in five years or less;
- provide financial support if the senior employee must be dismissed due to organization or health reasons, the amount being derived from the length of employment at ŠKODA AUTO;
 - provide payment equal to one day per each year,
- provide five paid days off per year to participate participate in a two week recovery stay in a spa and cover up to 60% of the cost of this stay.

ŠKODA AUTO a.s. perceives issue of workers' health with special sensitivity. The main goal is to prevent potential health problems rather than address them subsequently. Therefore, the "health" unit in the company is actively involved in the area of ergonomics. In this regard, preventive ergonomics are essential. Ergonomic specialists accompany the product through all stages of its development and cooperate on its design to ensure maximum ergonomics of the subsequent production. The unit also participates in the planning and construction of individual workplaces. During the introduction of new production lines using 3D evaluation methods, the employee sections most affected by the workloads can be

determined, and according to these results, the workplaces are effectively optimized. The method of 3D modeling and load measurement is also used for corrective ergonomics, which create ways to load burdens at already existing sites. These steps are coordinated with the cooperation of social partners, whose comments are taken into account, especially while solving difficult operations. A similar service is also provided to THZ employees, particularly the knowledge of assistive exercise at a constant position and ergonomic workplace solutions. Furthermore, ŠKODA AUTO arranges and organizes health and fitness programmes (not only) for seniors, e.g. screening for serious diseases (oncological, cardiovascular) and timely treatment.

Currently, the newly established "Health Benefits Programme" aims to motivate employees to care for their health and make it more attractive for them by creating personal health plans, reconditioning guidelines etc. So far this project has managed to attract more than 2 300 employees.

The company has created two hundred work places in work pools especially intended for seniors, among others. Moreover, employees performing the so-called "protected activities" are situated in normal workplace areas, but with a special ergonomic adjustment for worker needs.

Among others benefits, especially collected contributions for pension insurance could be highlighted, so that ŠKODA AUTO a.s. contributes 800 CZK per month to an optional pension insurance scheme for all employees. Apart from the payment of special bonuses for work anniversaries (up to 45,000 CZK), the company provides a contribution upon retirement (of two average wages).

Results

The **Seniority programme**, including the accompanying measures, have become an integral part of ŠKODA AUTO's company policy and is fully used by the employees. ŠKODA AUTO's attitude toward its senior employees is also reflected positively by employee loyalty to the company (reduced staff turnover) and large numbers of prospective employees of the plant (23,000 applicants for all positions in 2011). The company's attitude also serves to spread, unofficially (by word of mouth), a positive image which attracts prospective job candidates and contributes to building a good name for the company.

Awards given to enterprise for best-practice

2012 ,The Most Responsible Company in the Czech Republic"

2012 2nd place in the category ,Workplaces for People of All Ages" of EY2012 Awards.

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AALBORG PORTLAND GROUP, DENMARK

Primary Business

Supplier of cement and concrete

Number of employees

About 650

Classification

Other

Target group

Employed

Title of initiative

Special 'successor programmes'

Genesis

Measures of good practice at Aalborg Portland in relation to its older workforce includes initiatives relating to health and safety, job rotation, training and flexible working practices. Such initiatives aim to ensure that more employees postpone their retirement age.

Duration

Implemented into daily practice

Implemented actions

- The company is committed to motivating its workforce to adopt a healthier lifestyle with regard to smoking, diet and exercise. Aalborg Portland has a fitness centre, which is used by many employees and their families, club members have access to both a fitness instructor and a physiotherapist etc.
- Special 'successor programmes', that are directed at a selection of older employees and mainly aim to secure expertise in important and strategic areas. In these programme senior worker take part in the training of the younger employee and so possess unique specialist skills, acquired through many years of experience in the concrete industry onto the younger generations before the older workers retire.
- Flexible and receptive in formulating the career plans of its older workforce. Some older employees have the possibility of working part time, while still receiving the same wage as full-time employees. Others have been given the option of transferring to a new and less strenuous position. Moreover, some of the employees have been offered financial bonuses for remaining at work instead of entering early retirement. In addition, the senior workers, as well as those in other age groups, have been offered different kinds of training or education.
- A procedure involving dialogue on sickness-related work absence. The objective of this initiative is to ensure that contact is established with employees who take frequent or lengthy sick leave, and to retain personnel who, for any reason, have been forced to take long-term leave. The central aim of this programme is to send a clear message to workers that the company is interested in assisting people to return to work.
- Special seminars for workers lead by psychologists, doctors and people with special knowledge of the pension system. The aim of sheminar is to improve knowledge about retirement and about the financial conditions during the retirement period.

Results

The good practices it maintains in relation to its older workforce helps to ensure that more people remain employed in their senior years.

Other results:

More quality in life and work for 50+

Better motivation of 50+

Less sick leave

Employees stay longer in the company

Improve knowledge about retirement and financial conditions during the retirement period.

Evaluation of practice-results

The Aalborg Portland Group believes that the good practices it maintains in relation to its older workforce helps to ensure that more people remain employed in their senior years.

Since 2000, the average retirement age has increased from 61 years to 62.4 years of age.

Compared with other similar manufacturing companies, 62.4 years of age represents a relatively high retirement age.

More information:

<http://www.eurofound.europa.eu/areas/populationandsociety/cases/dk001.htm>

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DANFOSS A/S, DENMARK

Primary Business

Mechanical and electronic components and controls

Number of employees

About 23.000 worldwide

Classification

Training/education, other

Target group

Employed

Title of initiative

Age Diversity

Genesis

For about 25 years, Danfoss has considered age as an integral part of its human resources management policy, initially in support of its efforts to provide a non-discriminatory work environment in compliance with Danish, European and global laws and guidelines. However, the prospect of changing demographics and workforce ageing led to a comprehensive revision of the company's age-related programmes under the slogan: Continuous Learning & Development Irrespective of Age.

Duration

Since 2002

Implemented actions

Every employee over 55 years of age is eligible for participation in the programme which is voluntary. The programme is part of the annual employee development and performance appraisal consultations and is based on value creation and mutual flexibility. It includes a broad range of activities and tools, such as: an HR policy component; a guide to age diversity; management communication, guidelines and empowerment; employee development consultations; orientation meetings for employees and their spouses; and individual coaching and development.

In addition to the employee and his or her manager, the key actors are: corporate HR and business unit HR, psychological advisor, pension advisor, legal advisor, and training and development resources. Moreover, the age programme options include flexible schemes such as job sharing, flexible retirement and freelance consulting assignments.

Results

Although the age initiative was initially received with some scepticism among older employees, Danfoss launched a company-wide campaign to promote it, emphasising its mutual benefits and reinforcing the value of older employees. As a result, it is avoiding unnecessary loss of vital corporate skills. A key factor to successful implementation of the initiative was (and still is) the genuine commitment of management. Several articles and success stories in the Danish press have featured senior Danfoss employees.

Awards given to enterprise for best-practice

2003 Age Diversity Award



SENIOR CAPITAL
Future is built on your experience



Contact

Ole M. Daugbjerg, Chief Reputation Officer Ole M. Daugbjerg, Chief Reputation Officer

Website

www.danfoss.com

BMW AG LEIPZIG, GERMANY

Primary Business

Automobile industry

Number of employees

About 6.000

Classification

Employability, knowledge transfer

Target group

Unemployed

Genesis

The negative consequences of hiring only young professionals in the BMW Plant in Regensburg caused a change in the human resource policy: Instead of having only a workforce of one age it is more valuable to have an age-mixed workforce.

Duration

Since 2005

Implemented actions

As a future-oriented company the BMW Group in Leipzig follows a sustainable human resource policy from the beginning. A well-balanced structure of older and younger, male and female associates was selected right from the start to enable an exchange and complementation of different potentials and experiences. Thus, elderly employees were a main target group to be employed.

BMW's human resource policy promotes motivation and innovation. The associates can profit from a wide range of professional trainings. Flexible and innovative working structures allow each associate to contribute ideas, competences and abilities.

Results

- Good company environment
- „Healthy“ fluctuation
- The essential value of the experiences of our elderly employees
- Low sickness absence rate

The knowledge and experiences of the plant in Leipzig has been contributed to the general Diversity Strategy of the BMW Group. Thus, age-mixed working teams are one of the three pillars within the human resource policy.

Positive/negative side effects

In the beginning mistrust lead to a low number of elderly applicants. A larger media campaign was necessary to motivate elderly people to work for the company.

Awards given to enterprise for best-practice

2012: Award for Responsibility for Generation Diversity in the category "Initiative Working 50 Plus"

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BOCHUMER VEREIN VERKEHRSTECHNIK GMBH, GERMANY

Primary Business

Metal industry

Number of employees, knowledge transfer

About 600

Classification

Employability

Target group

Employed, unemployed

Title of initiative

Wissenstransfer im Tandem/ „Knowledge Transfer in Tandem“ (GENERA-Pilotbetrieb)

Genesis

An analysis of the aging structure shows that 17% of the employees will be retired and 36% will be over 55 years in 2012.

Since it is already difficult to recruit suitable employees the company decided to mount a qualification offensive.

Duration

2002-2005 pilot phase then implemented into daily practice

Implemented actions

Systematic qualification of un- and semi-skilled (older) worker in the production line „Räderwalzwerk“ (wheel rolling mill).

Introducing learning tandems with an older experienced worker at a workplace and an inexperienced worker. The teams were created via job rotation.

Results

The learning tandems are now an integral part of the production process.

Intended increase of flexibility of use.

Necessary and meaningful alternative option to former practice both of personnel transfer to soft work places and early retirement.

Positive/negative side effects

Resulting from the measure of teambuilding, unemployed could fill the now empty places and some of them became permanent employees.

Former calm employees developed into great mediators.

Improvement of working climate.

Employees experience esteem and recognition, and the team is given a sense of togetherness.

Positive effect on the willingness to learn.

Evaluation of practice-results

www.gpi-projekte-innovation.de/.../WissenstransferPraxisbeisp.pdf

www.soziale-innovation.de/ortogo3/projects/sinnovation/files/543/broschuere_genera_wissenstransfer_im_tandem.pdf

Awards given to enterprise for best-practice

2005 Dortmunder Personalmanagement-Prädikat (Human Resource Prize of Dortmund)

2006 Weiterbildungs-Innovations-Preis (Further Training and Innovations Prize)

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CITY OF OSTFILDERN, GERMANY

Primary Business

City administration

Number of employees

About. 600

Classification

Employability

Target group

Employed

Genesis

The option to do telework at the city administration originates in the request of staff members, who came back to work after parental leave. They wished to flexibly combine work and child care.

Together with the staff council, they set up and implemented a working agreement on telework hours. The agreement includes also general goals towards a promotion of individual equal opportunities.

Duration

Since 2007

Implemented actions

Target groups:

- Employees with children
- Employees with relatives in need of care
- All employees, whose work tasks can be arranged with telework

The employment at the office remains despite the telework agreement. The working agreement sets the framework and conditions for the telework (e.g. precondition for participation, distribution of working hours, working place facilities of the telework, data privacy and protection). The agreement is accessible to every staff member via intranet. In addition, there is a contract between the city administration and the employee which indicates the working days and the distribution of working and teleworking hours. At least 40% of work has to be done at the office. In case of sudden personal changes such as illness of the child, it is possible to arrange other teleworking hours upon consultation with the management.

It is important that the social contact to the department and to other staff members remains to ensure an effective working atmosphere.

Results

At the moment, four staff members use the option of telework. They benefit from the working time flexibility of the concept. Thus, the telework agreement meets the requirements of staff members with nursing and care responsibilities at home. The telework supports an individual and flexible time management.

Initial doubts of the management leaders, that most of the employees would not be present at the office anymore, were not confirmed.

Positive/negative side effects

The experiences show that the organization of telework needs intensive planning and preparation. Certain issues have to be considered right from the beginning: Not every task is computer-based and in some cases the requirements of data protection do not allow to bring home documents.

Evaluation of practice-results

<http://www.statistik.baden-wuerttemberg.de/FFBetr/Praxisbeispiele/detail.asp?116080.1.xml>

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CITY OF REUTLINGEN, GERMANY

Primary Business

City administration

Number of employees

About 2.000

Classification

Other: reconciliation of family and working

Target group

Employed

Genesis

The city of Reutlingen takes its responsibility and its exemplary function very serious.

Duration

Started in 2008, implemented into daily practice

Implemented actions

A family-friendly culture in the administration shall help to win qualified staff, reduce fluctuation of staff and increase motivation for work and capabilities for innovation. A working group is established and meets once a year in order to develop activities.

Results

Improvement of

- Reconciling work and family life
- Reentering after care giver leave
- Support of care giving relatives
- Flexible work times for attending persons
- Extension of care periods

Positive/negative side effects

- Answer to new demands and addressing new target groups
- Low costs
- Reaches employees with family

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CITY OF STUTT GART, GERMANY

Primary Business

City administration

Number of employees

More than 3000

Classification

Employability

Target group

Employed

Genesis

As a great employer in the public service, the city administration faced the challenge of constantly high numbers of employees on leave who remained often on leave for a long duration. To make sure that the employees can return to work and remain qualified, the city administration introduced measures to facilitate the reentering after parental leave. The measures aim to improve the reconciliation of family and work life.

Duration

Since 1998, revised in 2005

Implemented actions

During the leave of absence

- Programs to remain in contact through the provision of current news and information, events and small-scale employment opportunities
- Job-Pool: employees on leave who are interested in small-scale job opportunities can be part of the data base, staff departments can access the data base if needed
- Office- or company related events
- Invitation to regular public fairs with child care services at the town hall; here, it is possible to get more information on e.g. legal frameworks, working hours concepts, qualification possibilities, child care services; it is possible to meet and talk to employees, who have re-entered into work
-

Planning the re-entering into work

- Employees on leave can be individually advised through the city administration to clarify and plan possible qualification requirements
- Further offers are the municipal kindergarten and a website for employees on leave, which provides information on parental leave, leave of absence and re-entering into the work

Re-entering into work

- Structured re-entering process: All returned employees get a folder with all current information of the city administration
- A job-pool is of great advantage, which enables the return of the employees, even if there is currently no established post

Results

From a quantitative perspective, many employees actively use the different offers, duration of leave of absence is now shorter than before and the re-entering process has become easier.

From a qualitative perspective, it can be seen that the awareness of the issues leave of absence and re-entering has increased amongst the staff members and the administration managers. During the fair, the results of a survey of employees on leave should be considered not only for following fairs but also for the human resource development.

Due to long experiences of both leave of absence and re-entering into work, the city administration uses an approved tool that shall be also applied for employees with relatives in need of care.

Positive/negative side effects

The offers require active participation of the employees on leave. Yet, they often do not have clear ideas when and how they wish to return to work. Sometimes, the offers do not meet the employees' ideas due to the lack of suitable job opportunities. The cooperation between the departments and the personnel department is sometimes difficult.

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DACHSER GMBH & CO. KG, GERMANY

Primary Business

Logistics

Number of employees

About 11.400

(women fulltime: 2.794/men fulltime: 6.520/woman 50+: 479/
men 50+: 1.117)

Classification

Training/education, employability, health/prevention of illness

Target group

Employed

Title of initiative

Dachser Intelligent Care

Genesis

Duration

Since 2007

Implemented actions

The aim is the promotion of health in the company and the retirement of the employees. Individual healthcare and ergonomic measures are combined with an improved HR management.

With the offer of company pension DACHSER wants to ensure financial independence in retirement.

Results

Increase of satisfaction, health awareness and attractiveness as an employer.

Increase of efficiency, productivity and the ability to challenge demographic change.

Positive/negative side effects

High motivation and loyalty.

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DEUTSCHE TELEKOM AG, GERMANY

Primary Business

Telecommunications

Number of employees

About 230.000 worldwide

Classification

Training/education, employability, health/prevention of illness, knowledge transfer, other

Target group

Employed, unemployed, retired, customers

Title of initiative

Generation@Telekom

Genesis

Over the past years, Deutsche Telekom has undergone major change, expanding overseas while at the same time rationalising its domestic (Germany located) operations. What had emerged was a company that is more international (present in 50 countries and employing a third of its staff outside Germany) but with an ageing workforce, particularly in Germany, where continued efforts to cut personnel costs were slowing the recruitment of young people.

To address these developments, Deutsche Telekom launched a comprehensive diversity policy („**Living Diversity**“) in November 2004 that builded on previous initiatives that had been primarily aimed at gender equality issues. The policy has been promoted from the top, approved and supported by trade unions and workers councils, and welcomed by employee networks.

One of the main aspects of the policy focused on age diversity, particularly the rising average age of company employees, mainly in Germany but also in Italy and Hungary. This challenge has led Deutsche Telekom to become a founder member of the New Quality of Work Initiative (INQA), a venture between the German

Government, social partners and business to find solutions to the demands of tomorrow's world of work, one of which is ensuring people remain employable into and beyond their 50s.

In the next years Deutsche Telekom decided to focus even more on the trend towards an ageing society that is also reflected in its workforce which results in necessity of challenging with maintaining employability and knowledge. At the same time, fewer young people will be entering the labor market in future. This is why the continuous recruitment of junior staff is becoming ever more important. Being fit to face these demographic trends means being prepared for the new age structures both within and outside of the company, as well as for their consequences.

The „Generation@Telekom“ programme is designed to get Deutsche Telekom in shape to face these challenges. The programme is directed at employees from before their first day with the company right through to the last, and beyond - in other words, not just at older employees. Dialog across generations encourages mutual respect and knowledge transfer.

Duration

Since 2004 (as 'Living Diversity')

Implemented actions

Aligned with „Living Diversity“, Deutsche Telekom was sponsoring free courses about the Internet across Germany for people over 50 years of age to help ensure they are aware of and able to use this important technology. At the same time, it was running a marketing campaigns offering internet access products specifically designed for older people. The company had also appointed an age manager who was working closely with the group's diversity team to further develop its age diversity strategy.

As a second step of 'Living Diversity', the „Generation@Telekom“ programme is implementing actions as specified below:

- 'Reverse Mentoring' to promote inter-generational knowledge transfer,
- health and fitness offers for all ages,
- Annual Children's Day - children and grandchildren of employees experience their parents' or grandparents' workplace,
- flex-time and part-time work models such as "home office",
- consideration of different life phases,

mentoring of students in natural sciences, mathematics, engineering and technology.

Results

Since 2004, Deutsche Telekom has provided free Internet courses to more than 42 500 over 50s, contributing to the recent high growth in home-based Internet access among the over 50s in Germany and to Deutsche Telekom's continuing strong sales in Internet service provision.

The company's employees are supportive of the age initiative and have responded well to a new mentoring programme, enabling Deutsche Telekom to match every trainee with a mentor who is over 40 years of age and to preserve valuable knowledge and experiences. Staff members are also taking advantage of voluntary health awareness programmes.

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<http://www.telekom.com/konzern/mitarbeiter/diversity-frauenquote/5188>

E.G.O. ELEKTRO-GERÄTEBAU GMBH, GERMANY

Primary Business

Electric devices

Number of employees

1.800 Germany

6.000 worldwide

Classification

Employability, other

Target group

Employed

Title of initiative

LebensArbeitsZeitkonten („Life-Work-Time-Accounts“)

Genesis

The formation of the account is an answer to the recent legal regulations regarding higher regular retirement age and offers the employees a flexible alternative.

Duration

Since 2011

Implemented actions

Staff members have the option to deposit part of their regular income, of other one-time payments such as premiums and bonuses or other individual amounts into their Life-Work-Time-Account which is free of tax and social security. They can access the available balance in different life stages e.g. in the transition to retirement, parental leave, care of dependent relatives or private qualification trainings. The money on the account is protected against short-time work and insolvency. The savings do not have to be used for an early retirement. In case of an earlier end of employment, the employee can transfer the money to the new employer or the pension insurance. To be prepared, the employees took part in information events and individual talks.

Results

After two month of the formation of the accounts, 75 staff members opened an account.

Awards given to enterprise for best-practice

2012 Demografie Exzellenz Award Baden-Württemberg (Demography Excellence Award of Baden-Württemberg)

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FCI AUTOMOTIVE DEUTSCHLAND GMBH/STAEDTLER MARS GMBH & CO. KG, GERMANY

Primary Business

Car industry resp. office supplies

Classification

Knowledge transfer

Target group

Employed

Title of initiative

„Erfahrungsschatz“ als Teil des Modellprojektes „QualiCoach 50+“ des Europäischen Sozialfond („Wealth of Experience“, Part of the pilot project „QualiCoach 50+“ of the European Social Fund)

Genesis

The valuable insider knowledge and experiences of employees are essential for an effective production process in the company. Together the company FCI Automotive and Staedtler as well as the Berufsförderungswerk Nürnberg (BFW) set up methods in order to preserve the experience and knowledge for the company.

Duration

In 2007/2008

Implemented actions

The company Staedtler introduced a standard method, which can be used to enable the knowledge transfer in different working fields: Under the umbrella of BWF, a working group and representatives from different units of the company set up a computer based instrument. The instrument should be used as a working diary for employees who are close to their retirement. The notes from day-to-day working processes in the diary should help younger employees to deal better with daily working demands.

The company FCI Automotive organized a structured interview with a longtime employee who should share his knowledge and experiences in developing bending tools with the younger employees. The interview was documented.

Results

Staedtler: The working diary helped the following employees to deal with difficult working processes. Without the diary the employees would have struggled much more to handle the situation.

FCI Automotive: The benefit of the structured interview is not only the collection of the knowledge and experiences but also the interview process itself in which the following employees participate.

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<http://www.ihk-nuernberg.de/de/IHK-Magazin-WiM/WiM-Archiv/WiM-Daten/2008-02/Special/Personalwirtschaft/Erfahrungsschatz.jsp>

FRAPORT AG FRANKFURT AIRPORT SERVICE WORLDWIDE, GERMANY

Primary Business

Airport

Number of employees

About 75.000

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Title of initiative

Several initiatives, e.g. seminar „50 plus: fit im Beruf – und noch weiter ...“ (50 plus: Fit at work and beyond...)

Duration

Since 1999

Implemented actions

Age and aging-related work planning,
Concept for life-stage learning,
Attractive salary and flex-time models,
Various career and training opportunities

Results

Qualified, committed and motivated employees and top marks in the annual employee survey.

Less accidents and low rate of illness.

Positive/negative side effects

Successful reducing of prejudices and correcting misinformation especially related to enterprise policy, workplace situation and opportunities for own commitment.

High motivation e.g. to do more for the own health.

Evaluation of practice-results

<http://www.11d.de/mit-offenen-agen/pdf/raportaltersanalyse1.pdf>

http://www.fraport.de/content/fraport/de/misc/binaer/ueber-uns/nachhaltigkeitsbericht/jcr:content.file/fraport_nachhaltigkeitsbericht-2011.pdf

Awards given to enterprise for best-practice

2007 „Betriebliches Eingliederungsmanagement“ awards a prize to „ARBEIT PLUS“ (“Working Plus”)

2010 „TOTAL-E-Quality“- Title, Certificate for successful implementation of activities enabling reconciliation of family and work life

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HANS SEGMÜLLER POLSTERMÖBELFABRIK GMBH & CO. KG, GERMANY

Primary Business

Furnishing

Number of employees

About 800

Classification

Training/education, employability, knowledge transfer

Target group

Unemployed

Genesis

When the furniture store opened, over half of the new employees were elderly persons who got a training to become a certified furnishing consultant.

Duration

Since 2004 (Weiterstadt)

Implemented actions

The company purposely employs elderly persons for sales and customer service. The reason is that elderly employees have gained valuable experiences and social competences throughout their working life. These competences are useful in sales and customer service of the furniture industry. In addition, the elderly employees have gained professional experiences in furnishing. Thus, they work as qualified consultants.

Results

The initiative helps many elderly unemployed to be re-integrated in the labor market and to give them the feeling to be useful again. The company's success is one result of the employment of elderly employees who are competent, motivated and flexible.

It can be shown that elderly employees:

- Are reliable
- Experience less cases of incapacity for work
- Feel very committed to their work
- Are successful in sales and
- Appreciate their work and they are very motivated

Positive/negative side effects

The cooperation with the job agency was difficult at the beginning due to obscurities.

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HENKEL AG & CO. KGAA, GERMANY

Primary Business

Detergents, beauty products and adhesives

Number of employees

About 47.000 worldwide

Classification

Other

Target group

Employed (who are close to retirement and their partner)

Title of initiative

Seminar 55 Plus

Genesis

Only few companies offer their employees the opportunity to prepare actively for retirement. At Henkel there is the Seminar plus 55 in which employees aged over 55 can prepare together with their partner on the post-professional life.

Implemented actions

- Enhance the performance and readiness for the remaining years in the profession
- A determination of the status quo- raising own resources and potentials
- Explore new opportunities for the post-professional phase of life
- Information on voluntary work

Results

- increasing team spirit among retirees and employees

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HERING BAU GMBH, GERMANY

Primary Business

Building sector

Number of employees

About 500, average age 42 years (1/5 over 50)

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed

Genesis

Due to the high burdens in the pre-cast production and on the construction sites, the company initiated the workplace health promotion and thus enhanced an age-based human resource development.

Duration

Since 1995

Implemented actions

The cooperation with a local gym emerged out of initial back health courses. Now, the company itself runs a public gym on its own plant ground. The health care offers have been extended by occupational-medical health examinations, sport events and health days as well as courses on time and stress management.

A pilot project from 2009 addresses mental health issues: In workshops, executives learn how to recognize pressured and stressed staff members and how to prevent illness.

A further essential issue is the workplace design (e.g. height adjustable production tables, mechanical devices for lifting and carrying and ergonomically designed screen workstations).

Age-mixed working teams are formed to impart and retain expertise and experiences.

Further trainings and qualifications are open to the employees of all ages.

Professional careers are actively developed and young professionals are systematically promoted.

Employees of Hering have the option to deposit money into life-working-time-accounts.

Other incentives, such as performance-, loyalty- and health bonuses and employee partnerships bind both young and elderly employees to the company and motivate them.

Furthermore, a participative and employee-oriented corporate policy has become a tradition of the company: Since 1971, a profit participation concept has enabled the

successful and active involvement of all staff members. The dynamic and further development of the company is ensured through regular staff surveys and active feedback mechanism.

Results

- The rate of illness of 5% is under the branch's average
- Low fluctuation (under 3%), the average duration of employment is 17 years

- Increased satisfaction and motivation of the employees
- Improved company image and increased employer-attractiveness
- Highly qualified staff members enable a high capacity for innovation and thus increase the competitiveness of the company

Evaluation of practice-results

Description of the company:

http://www.inqa.de/SharedDocs/PDFs/DE/Gute-Praxis/Unternehmensportraet-Hering-Bau.pdf?__blob=publicationFile

Awards given to enterprise for best-practice

2009 Qualitätssiegel AgeCert Altersgerechte Personalentwicklung (Certificate for age-based human resource development)

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ING-DIBA AG, GERMANY

Primary Business

Financial service

Number of employees

About 2.986

Classification

Training/education, employability

Target group

Employed, unemployed

Title of initiative

Ausbildung 50+ der ING-DiBa („Training 50+“)

Duration

Since 2005

Implemented actions

The ING-DiBa offers traineeships for employees and unemployed 50+. The training lasts for one year and the students achieve an IHK qualification.

Results

The traineeships bring excellent results and therefore the range of courses has been expanded.

Positive/negative side effects

Balanced age-mix, development of employees, utilization of valuable potential and strengthening of corporate culture in relation to demography and diversity.

Evaluation of practice-results

Awards given to enterprise for best-practice

2007 Sonderpreis "Förderung älterer Mitarbeiter" im bundesweiten Wettbewerb "Deutschlands beste Arbeitgeber" (Special Award „Promotion Of Elderly Employees“ within the nationwide contest „Germany's Best Employers“)

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K&U BÄCKEREI GMBH, GERMANY

Primary Business

Bakery

Number of employees

Nationwide About 4.000

Classification

Training/education

Target group

Employed, employees from the free labor market

Title of initiative

Senior Ausbildung (Training For Elderly Employees)

Genesis

Due to the lack of young trainees, it was necessary to develop a new training program to access new recruiting resources. Thus, together with a development company and vocational schools, the company created a special training for adults. The training lasts for two years and qualifies elder people as a specialized sales person in the bakery business. The dual vocational training is a pilot project and bases on a new training concept for adults, which follows the new concept of the national institute for vocational trainings. The training ensures wage adjustment and is supported by the „WEGEBAU“ program of the local job agency.

Duration

Since 2010

Implemented actions

For the practical part of the training, the elderly trainees get support from the training supervisor of each bakery branch. In one year the trainees go to a vocational school for ten weeks. During this time they have the opportunity to stay at the dormitory for free. Besides numerous vocational training methods, there is an intensive supervision throughout the whole training.

Results

The elderly trainees have a positive impact on the young trainees. They appear as a sustainable role model for the young. Values such as consideration for others, tolerance and good social interactions have become important for the young trainees. Thus, age-mixed structure is an advantage for both young and elderly trainee groups.

Awards given to enterprise for best-practice

2012 Personal Management Award Diversity

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LANDESBAUSPARKASSE BADEN-WÜRTTEMBERG (LBS), GERMANY

Primary Business

Financial services

Number of employees

About 750

Classification

Employability

Target group

Employed

Genesis

Due to the demographic trends and its effects, LBS has recognized the need of action. The rising need for care and nursing comes along with increasing numbers of employees with care responsibilities. To enable them simultaneously the fulfillment of additional care and nursing tasks when being employed in the same time, the company offers various services for its employees to deal better with both work and family.

Duration

Since 2007

Implemented actions

LBS supports its employees with dependent relatives and with children. The multi-level support is specialized to address the need for information of the employees. To ensure a professional standard, an external service provider supports LBS to offer concrete services and solutions for each case. Thus, LBS has minimal personal costs. The service contains of:

- Passing on of publications,
- Information events with qualified referee,
- Consultancy service,
- Arrangement of advisory service through the external service provider.

Results

The support by the company leads to less time absences of the employees in case of a sudden change of the family situation. In the same time, there is a stronger staff binding followed by a maintained working force of the employees. The company can still benefit from the employee's working skillcompetences. The support and the advisory service lead to a discharge for the employees with time-consuming tasks. To keep the job in the same time means not only financial security for the employees but also maintenance of social contacts, social recognition and mental resilience.

Positive/negative side effects

The staff of LBS is now more motivated, satisfied and balanced. The healthy balance of working and family life has a positive impact on the working atmosphere in the company. The employees take a positive view of the family friendly support and service. At the end, the implementation of such measurements leads to an enhanced image of the company and a better reconciliation of family and work life.

Evaluation of practice-results



Description (German):

<http://www.statistik.baden-wuerttemberg.de/FFBetr/Praxisbeispiele/detail.asp?111000.12.xml>

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LUFTHANSA GROUP, GERMANY

Primary Business

Aviation

Number of employees

About 67.263

Classification

Training/education, employability

Target group

Employed

Title of initiative

Pro 40

Genesis

The significant number of elderly customers, who do not only want to be attended to young staff, lead to the consideration of the company. Another reason has been the current demographic trends.

Duration

Started in 1998, ended in the late 2000s

Implemented actions

The program contains of three modules for duration of half a year. In the first part, the participants think about their self-awareness and the awareness by others. In the next part, together with the trainer they talk about their ideas about their professional future and the practicability. At the end, they plan the next steps together with the employers. The realization of their plans is mainly the participant's responsibility. Providing information about the current standing and strategy of the company is a further component of the program.

Results

The successful program helps to re-motivate employees, who have become discouraged over the time. It is usual that, throughout a longer staff membership in a company, displeasure and disappointment with internal processes of change or staff decisions arise. Here, the program offers opportunities for new trainings. Over 500 members have participated already.

Positive/negative side effects

Currently, the program does not take place anymore in this form. Many potential participants felt stigmatized due to the categorization by age.

Evaluation of practice-results

Report on sustainability:

<http://www.lufthansagroup.com/fileadmin/downloads/de/LH-Nachhaltigkeitsbericht-2012.pdf>

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LUFTHANSA GROUP, GERMANY

Primary Business

Aviation

Number of employees

About 67.263

Classification

Training/education, employability, knowledge transfer

Target group

Employed

Title of initiative

Reverse-Mentoring by the Lufthansa School of Business

Genesis

The leading question was: How is the company's standing regarding E-Business.

- Leaders of the company should deal with the World-Wide-Web
- Young professionals should get to know the field of management
- Making new contacts
- Exchange of ideas

Duration

2000-2002

Implemented actions

A group of young professionals of the company do trainings with the Top-Management leaders on E-Business and its implications. Every training session deals with one special topic such as "Surfing the Lufthansa World", "Surfing our Competitors" and "Electronic Purchasing and Selling (E-Commerce)". The Digital Natives set up a training plan for the company leaders on the emerging Web2.0, which contains of the interactive and collaborative dimensions of the internet: Wikis, Blogs and Micro Blogs, Twitter and Flickr, Facebook and Xing, ICQ and YouTube.

Results

Around 60 mentors coached 100 mentees. The feedback by the leaders and mentors was very positive. The innovative approach of the training, the individual coaching, the intensive supervision, the exchange between leader and mentor and the opportunity to look into other professional fields as well as learning new competences were positively mentioned.

Positive/negative side effects

At the beginning, the mentoring program had difficulties to start not only due to the lack of time of the leaders. Other reasons were difficulties with the program that the leaders have faced: Very often top leaders deny knowledge gaps in certain fields, which belong to the company's "Strategic Battlefield". It is a problem for them to accept a mentoring partnership with mentees who are much younger and less experienced. That is why it is important to increase the acceptance of young role models in the first weeks: Ideally, a top manager is open to make his participation in the Reverse Mentoring Program public to the company (throughout the intranet or membership magazines). If this first step is done, every other step will follow automatically.

Evaluation of practice-results

Case study (article):

Heuser, Michael/Sattelberger, Thomas: „The Lufthansa School of Business“ in: Glotz, Peter/Seufert, Sabine [Eds.] Corporate University: wie Unternehmen ihre Mitarbeiter mit E-Learning erfolgreich weiter bilden. Frauenfeld u.a. 2002, pp. 115-134.

Awards given to enterprise for best-practice

2002 ›Human Resources Management Award‹

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MAHLE BEHR INDUSTRY REICHENBACH GMBH, GERMANY

Primary Business

Climate and cooling systems/automotive supplier

Number of employees

About 400

Classification

Training/education, Employability, knowledge transfer

Target group

Employed

Title of initiative

Junior-Senior-Program: Die Mahle Behr-Wissensbox („Knowledge-Box of Mahle-Behr“)

Genesis

The company introduced the program when the knowledge holders were about to retire.

Duration

At least since 2009

Implemented actions

Young and elderly employees are together in one training partnership in which they learn both from each other: While the elderly employees transfer their knowledge and experiences to the younger employees, the young teach the older how to deal with new technologies.

With the support by experts from the Saxon Center for Technology, the company set up a Behr-Knowledge-Box, which systematically collects the transferred knowledge of all learning tandems. The box contains of:

- Collection of tasks in the fields of training, further training, introduction to the work
- Company specific best practices for learning processes and
- Guideline to enhance the methodological competences of the learning tandems.

Results

The employees experience further training throughout their employment which in the same time also helps to safe their employment. The company benefits from the tandem program that enables a qualified and motivated staff followed by a higher competitiveness of the company.

Positive/negative side effects

At the beginning there were hesitant reactions as it was believed that the program is too time-consuming. The tandems lead to rethink the role of age in the company: Thinking beyond the age has been increased.

Awards given to enterprise for best-practice

2009 2nd prize of the Generation Prize in Saxony

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SICK AG, GERMANY

Primary Business

Industrial Equipment/Commercial Machinery

Number of employees

Waldkirch (2010): 1,852; Percentage over 50: 19.5%

Worldwide more than 5.800

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed, unemployed, retired, employees' children

Title of initiative

Ganzheitliches Generationsmanagement mit Lebensphasenorientierung
(„Holistic generations management with life-stage orientation.“ (several initiatives))

Genesis

Since 1995, lifelong learning has been targeted at the entire workforce with the aim of fostering change and growth. In a high-tech company in particular, the spirit of change and adaptability in its workforce is of high value.

Duration

Qualification and competence development policies are fully embedded in the company management strategy e.g. „Grundsätze zur Führung und Zusammenarbeit“ (principles for management and cooperation) and SOUL-Prozess (**SICK** Organisations- und UnternehmensLeitbild, organisation and corporate guiding mission) e.g. since 1995 Lifelong Learning and Training, since 2004 Flexible Work Arrangements, Health Promotion and Protection, Diversity Promotion, Recruitment all are implemented into daily practice

Implemented actions

Highlights:

Mature workers at SICK AG serve as mentors for younger employees through mixed-age training groups and project teams. Moreover, the company maintains strong ties with retired employees by inviting them to company functions. SICK AG also places strong emphasis on employee health through such initiatives as a project addressing how healthy aging can be achieved in the workplace, and through comprehensive flexible work options. SICK AG also offers a combined working time and retirement investment account system that allows employees great flexibility in using overtime credits. Overtime work can be monetized, converted into pension contributions, or used to plan extended leaves of absence or temporary schedule changes.

Results

More than 86% are very satisfied with their workplace.

- Hardly any turnover/fluctuation
- Highly qualified and motivated employees
- Needed qualifications, skills and competences are guaranteed in a long-time perspective
- Excellent position and development of the company

Positive/negative side effects

Employees share knowledge and experiences of work and life-stage and, therefore, understand each other better.

The employees show great interest, inquisitiveness, are open-minded and embrace new ideas.

Evaluation of practice-results

www.health-on-top.de/userdoks/handouts/2010_v_pleuger.pdf

Awards given to enterprise for best-practice

Since 2003 Employer Of The Year Awards

2004 DIN-Preis „Best Practice“

Since 2005 various special awards e.g. „Lifelog Learning“ and „health promotion“

2008-2010 AARP for innovative employment policy for older workers

2012 Quality label „Great Place To Work“

2012 Trust Award

2012 HR Excellence Award

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SÜDWESTRUNDFUNK, GERMANY

Primary Business

Information provider

Number of employees

3800 staffer/1800 freelancer

Classification

Employability

Target group

Employed

Genesis

Reconciliation of family and work life depends largely on the question if the employees do have the capacities for the care of children and dependent elderly and disabled. A big challenge thereby is that a large number of the employees work at untypical working hours. Those need flexible forms of (child) care. In order to improve the situation, a cooperation system with different providers of consultancy service and brokering services as well as care agencies has been established.

Duration

Since 1997

Implemented actions

Implemented measurements from the last year address largely child care. Together with a nationwide family care service, SWR also mediates care of dependent elderly and disabled. In addition, the employees have the possibility to search for a suitable child care service via an online family service.

To support the employees with the search for high-quality care services, the company cooperates with different partners. In case the employees demand more information and consultancy, the partners should be specialized in brokering services such as the nationwide family service (e.g. emergency care).

Results

As there is a need for flexible child care services beyond the normal working hours, day care services are particularly important for the employees. The employees obtain advice about legal affairs and get support to find suitable care services via the cooperation with child care associations and their networks. Furthermore, the provision of employees' day care places for their children is a great advantage for the employees.

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WELEDA AG SCHWÄBISCH GMÜND, GERMANY

Primary Business

Cosmetics and pharmaceuticals

Number of employees

About 800

Classification

Employability, knowledge transfer, volunteering, other

Target group

Employed, retired

Title of initiative

- (1) Generation Network
- (2) Diagnosis Consultations

Genesis

(1) Generation Network:

The idea behind the network bases on the picture of a bridge as a connector of the different generations. The network should overcome the isolation and the muteness and should help to fulfill human needs. The care together and for each other through mutual help is an important aspect.

(2) Diagnosis consultations:

The company acknowledges the importance of the middle management for the establishment of family friendly working environment. That is why it is important to actively implement the family friendly human resource policy on the level of the middle management. Here, the leading staff needs support. Furthermore, each unit of the company should realize specific strategies of the family friendly framework to become more effective. Thus, the aim of the diagnosis consultations is to analyze specific topics and requirements of each unit to enable a better reconciliation of family and work and to find new solution strategies.

Duration

- (1) Since 2004
- (2) Since 2006

Implemented actions

(1) Generation Network:

The services of the network range from grocery services, child care services and support in case of illness to the organization of free time activities. A network of voluntary mutual assistance amongst the employees has been established. In addition, there is an exchange system which enables the payment of assistance services via a point system. Retired employees organize information events and other activities which support the current employees. The network also addresses the need of employees who are about to retire soon and facilitates their entering into the retirement (e.g. mutual activities, talks, re-organizing new tasks). Thus, the retired employees experience an active involvement and participation within the company.

(2) Diagnosis consultations:

The consultations are held together with the head of the unit for „work and family“, the works council and several middle management executives. They are supported through a guideline to ensure effectiveness and quality. Topics of the conversation are reconciliation issues and challenges with specific relation to each company unit. Bench marking, solution strategies and good practices are the aim of the conversations. The conversations enable the analyses of specific aspects for each unit and the set-up of a project strategy. Strategies like human resource development instruments (e.g. team checks, team development instruments, management competence seminars) as well as coaching, seminars and action learning can be used as project strategies.

Results**(1) Generation Network:**

Currently, the network has 10 staff members and 17 pensioners. The direct integration into the company is one reason for the project's success. One contact person is in charge for the mediation of needs and offerings in the network.

(2) Diagnosis consultation:

The consultations have become integral part of the corporate culture and staff development. Management executives are positive about it as it is a support instrument to implement a family friendly human resource policy.

Positive/negative side effects

The network aims to recruit more young employees.

Awards given to enterprise for best-practice

2005 Innovation prize of the Federal Ministry for Family Affairs

2010 Demography Excellence Award

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WICKE GMBH & CO. KG, GERMANY

Primary Business

Supply chain (wheels)

Number of employees

About 250

Classification

Knowledge transfer

Target group

Employed

Genesis

The company faces one main threat which is the loss of professional knowledge and experiences of elderly employees due to imbalanced age structures in the company. To avoid the scenario the company aims to organize knowledge transfer with the professional help of academics.

Implemented actions

A first computer based competence analysis showed that central knowledge holders are close to their retirement. Competence checklists presented a clear picture about which essential knowledge is related to the elderly employees and what time schedule should be the base for the knowledge transfer process. The organization of the process includes not only the diagnosis but also the planning, implementation and monitoring of the processes. Fundamental part of the process is the knowledge transfer from elderly to young employees in order to ensure the systematic transmission of the professional competences and skills.

Results

- The process of the knowledge transfer is systematically organized basing on concrete instructions
- Preservation of essential knowledge within the company
- Clear coordination through the executive board
- Firm place of the knowledge transfer process in the quality management system
- High social and methodical competences of the responsible staff
- High level of acceptance of the responsible staff and the process

Evaluation of practice-results

http://cms.uni-kassel.de/unicms/uploads/media/Vortrag5_Wicke_als_Demografieaktives_Unternehmen.pdf

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TITAN CEMENT, GREECE

Primary Business

Glass and cement

Number of employees

About 1.800

Classification

Training/education, employability, health/ prevention of illness

Target group

Employed

Genesis

Titan's HR department has an explicit policy of long-term employment and designs employees' development with a life-course perspective. It introduced new initiatives for older workers in response to changes in the labour market. The several initiatives were a response to problems related to restructuring in the cement industry and the introduction of new technologies.

Duration

Since 2005

Implemented actions

A self-employment initiative, mainly for drivers or handlers, offered subsidised loans to buy transport and loading machines, company contracts and the opportunity to become independent contractors. Intensive training, independent of age, was essential because of new technologies and production methods in the factories. Some older workers were trained as trainers.

Titan emphasises employee communication and involvement through special tools, e.g. open days, company magazines and the intranet. Workers are actively involved in decisions on health and safety either as individuals or through the works councils.

Results

Titan established programmes for lifelong learning and training for all employees, through individual consultation. Older workers benefit from such tailor-made programmes, which consider each person's needs and development. Because older workers are generally less educated, training helps them to catch up with their younger colleagues in this regard. Company-funded training in health and safety has continued for all workers, including contract drivers. Its success is reflected in low accident rates.

Titan's HR policies have been constant, e.g. in training, and have broadened, for example, in the development of an equal opportunities policy.

Positive/negative side effects

Negative: The self-employment initiative became less attractive to older workers, who were unwilling to risk setting up independently. Technological innovation became less intensive and workers adjusted more easily to learning new technologies when their overall educational level rose.

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UNICREDIT BANK OF ROME, ITALY

Primary Business

Financial services

Classification

Training/education, knowledge transfer, volunteering

Target group

Employed, retired

Title of initiative

Volunteering at the Circle of Employees of Unicredit Banca di Roma

Genesis

A group of retired employees, as well as still active personnel within the Unicredit Banca di Roma, have founded the Volunteer Section of the Circle of Employees of the company. It is aimed to spread the culture of volunteerism among members of the Club Employees (about 7,000 throughout the Lazio region) involving senior colleagues already retired who are already doing Social Volunteering.

Duration

Started in 2012

Implemented actions

The section offers training sessions to promote volunteering and sharing best practices of colleagues who already engaged in voluntary activities and associations.

During 2012 the Volunteering Section plans to collect testimonials of the individual experiences of fellow retirees or employees who are planning to retire. The interviews will be then revised and edited into a DVD, which will be distributed amongst the members of the Volunteering Section, the staff of the Unicredit Banca di Roma and their customers and suppliers.

The objective of the project is to share with the community and stakeholders the value of voluntary social work, and the importance of best practices shared by senior colleagues with new generations of the Unicredit Banca di Roma staff.

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FERRERO SPA, ITALY

Primary Business

Multinational food company

Number of employees

About 6.623

Classification

Training, education, health/prevention of illness, other

Target group

Employed, retired

Title of initiative

Health and well-being and an active retirement policy

Genesis

Many years ago, it started a social service and opened an onsite medical service, both of which were widely used by older workers. The social service was designed to meet the workers' health requirements and to pay their medical expenses. In addition to the company philosophy that views the workers as members of a big family, Ferrero wanted to gain the workers' loyalty and commitment as a way of improving the company's overall performance. Over time, those initiatives were developed and all employees, especially those who are older, avail of them. Initially, Ferrero's social service reimbursed all medical expenses but now it does so only in severe cases. The medical service has also developed so that a doctor or nurse is always on duty at the factory. The company philosophy is to follow up on its employees after they retire. In 1983, the Ferrero Foundation was opened to benefit Ferrero retirees who worked with the company for at least 25 years. The main message from Ferrero's experience is that paying attention to workers' well-being at all stages of their working lives and into retirement is necessary for an optimum working environment and performance.

Duration

Since 1983

Implemented actions

As mentioned, the social service, which until the mid-1990s fully reimbursed all medical expenses, is now limited to the more severe cases. The medical facility is at workers' disposal 24 hours a day providing free services, such as blood sampling, analyses, and flu vaccinations. Though these services are available to all, they are mostly used by older workers. The Ferrero Foundation is a facility close to the Alba factory that is open to retirees who have worked with the company for more than 25 years. Around 1,500 retired workers attend regularly and take an active part in the artistic, cultural and social activities that the foundation organises. The fact that the foundation looks after retired people emphasises the company's commitment to its workers even after they leave active employment, thus indirectly enhancing the well-being of current workers. The Ferrero Foundation's motto is, 'working, creating, giving', and voluntary work is a very important

part of its activities. It organises courses on voluntary work and carries out voluntary work in the community. Foundation volunteers help their older Ferrero colleagues, other people in the Alba area and even some causes outside Italy. Among other activities, the foundation retirees do voluntary work with the company's social service. This might involve accompanying a worker's parent on a visit to the doctor, thereby continuing the link with those still active in the company. The foundation introduced a training course to prepare workers who are nearing retirement age to make the transition. This strengthens the links between the company and the Ferrero Foundation, which is usually managed by former company employees. Six men attended the first course in 2004. The course was held outside working hours and was designed to show those nearing the end of their working lives that, although ending a phase of life, retirement also starts a new, interesting and pleasant phase. It outlined the new opportunities available to retirees, such as the foundation's programme of arts, culture and social activities. The training initiative also illustrates the company's effort to expand its employee services. Ferrero intends to repeat and extend this initiative. Trade unions are consulted and involved in bargaining about working hours and wages, while the management usually decides on matters relating to careers and recruitment.

Results

Thanks to Ferrero's initiatives, its employees remain loyal and committed to the company. Staff turnover is low.

Positive/negative side effects

Local people, whether unemployed or entering the workforce for the first time, highly regard a job at Ferrero. Employed approached retirement with greater confidence, thus also improving their current work performance.

Awards given to enterprise for best-practice

2009 International Reputation Award

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L'INCONTRO COOPERATIVE, ITALY

Primary Business

Health and social work

Number of employees

About 270

Classification

Employability, other

Target group

Employed, unemployed, retired

Genesis

The L'Incontro initiative focused on recruiting older workers who had either recently retired or who had taken early retirement, and on adopting flexible work practices using part-time contracts and variable work shifts.

Duration

Since 1992

Implemented actions

The original initiative

The L'Incontro initiative began in 1992 and was first prompted by problems encountered in recruiting qualified health care staff. As a result, management, with the approval of the assembly members, began to recruit workers who have taken early retirement and recently retired older workers. It also introduced flexible work schedules, i.e. part-time contracts and daily and weekly work schedules that matched workers' needs.

The initiative started off by recruiting 20 professional nurses who had retired early from public institutes. In 1993, it extended its recruitment of older workers to include those outside the health care system. It hired specialised, mostly male workers from local industries in the area (including agricultural companies), to act as art teachers and help rehabilitate people with psycho-social problems, in conjunction with the protected job centres.

Today, many years later, this recruitment initiative and the involvement of art teachers continues. Its success has led to an initiative involving the production of commissioned electrical and electronic components and agricultural products.

Good practice today

It began as a temporary measure to deal with difficulties in recruiting professional nurses. The cooperative expanded the initiative and began hiring older workers in other fields, including maintenance workers from the region's local industries. These workers were employed to act as art teachers in protected job centres, to help rehabilitate marginalised and disadvantaged people so that they could return to the labour market. Most of the recruits consisted of people who had taken early retirement or workers ineligible for pensions because of insufficient pension-fund contributions, as well as workers who had left the workplace early because they were unable to work full time. Employees also consisted of people who had left jobs they found too taxing, for example, maintenance workers from industrial plants that operated round the clock.

Results



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The effects continue to be positive for both the cooperative (evident in the rehabilitation of disadvantaged service users) and for older workers (by extending their economically active lives).

The initiative had positive effects for the cooperative, in terms of better services, better employee relations and increased motivation. The new employees – former specialised line workers and team leaders from the mechanical, electrical, electronic and agricultural sectors – raised the overall level of professional skill and expertise in the workforce and allowed L'Incontro to expand its production lines. Older workers also benefited, by extending their working lives without the restrictions of a full-time or inflexible job. In 2004, the cooperative's sales turnover was €15,191,210, of which €6,737,243 (44.3%) was for productive activities directly offered to the market. The remaining 55.7% was for rehabilitation activities carried out under contract for local public health agencies. Within 10 years, L'Incontro has increased its number of art teachers from less than 20 teachers to the current 130 teachers. However, the board of directors is now proposing more qualitative improvements, to maintain the cooperative's size. This is a result of a crisis in 2003, when many commissioning companies reduced their orders following relocation of their own production activities to economically cheaper areas, particularly eastern Europe. Today, the company's strategic goal is focused on better management rather than on expansion. The cooperative aims to monitor orders and replace low-margin and potentially loss-making activities with new activities that have greater added value. It wants to develop relationships with reliable, long-term customer companies. To this end, the cooperative decided, in 2004, to work towards quality certification – a strategic necessity for companies wishing to operate in public and private sectors – in line with new regulations for organisations operating in the social care sector.

Positive/negative side effects

However, certification has the following implications for the art teachers' initiative:

- The cooperative's recruitment must be more focused and less generalised. It is no longer possible to recruit a broad range of older workers with basic technical skills. Today, L'Incontro must use more selective standards to recruit employees who are not only able to transfer skills and knowledge to disadvantaged people, but also to respond to the complex and changing strategies the cooperative will face in the future.
- The cooperative must develop a flexible turnover model for art teachers approaching more advanced ages, as in the case of the art teachers first employed, who are now over 70 years of age. This should enable them to work alongside younger teachers who will gradually replace them.
- of the strategic relevance of the art teachers' initiative, the cooperative has not yet initiated any new age-related projects.

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OLIVETTI SPA, ITALY

Primary Business

Information technology

Number of employees

About 778

Classification

Training/education, employability

Target group

Employed, unemployed

Title of initiative

Redeployment, training and development

Genesis

In 1994 a number of economic crises necessitated a reorganisation of the company. As a result, Olivetti launched a redeployment initiative, which included a programme aimed at updating workers' skills. The initiative involved all of the 425 employees who needed to be redeployed, but particular attention was devoted to the older workers. The reorganisation adversely affected all workers and was particularly difficult for older workers, most of whom did not have either the resources or the personal skills to adapt to new tasks. Agreements were reached with the trade unions after negotiation. Of the 425 workers, 325 were redeployed within Olivetti and the rest were outplaced to other, associated companies. When the initiative ended in 1995, more than 80% of the workforce was redeployed while the remaining 20% voluntarily left the company at the end of the programme. After this largely positive experience, reorganisations at Olivetti were usually dealt with through similar initiatives. In 2002, again following a market crisis, Olivetti Tecnost implemented a programme involving 800 workers, 40% of whom were older than 40 years. It succeeded in redeploying 610 workers, mainly by enhancing older workers' linguistic, problemsolving, mathematical and information-technology skills.

Duration

Since 2004

Implemented actions

In 2005, Olivetti Spa started a new initiative aimed at training workers and updating their skills, in order to redeploy and outplace those who lacked the skills needed, as a result of the company's evolving technological focus. The company wants to relocate its production of bank-document printers to a lower-cost facility in Asia, and focus instead on making new products for the consumer market, such as portable printers for digital cameras and ink-jet multifunctional systems. This has required the recruitment of 60 new workers; however, it has also led to the loss of 200 jobs, held mostly by men and by those (58%) aged over 40 years. Of these 200 workers, 60 will be redeployed to make new products and 140 will be outplaced in the three new companies set up following the reorganisation of Olivetti in 2002. The company's retraining programme aims to pay particular attention

to developing basic logical-mathematical, linguistic and information-technology skills and to updating the specialist skills that workers had acquired in their previous jobs. The entire retraining and redeployment programme is being negotiated with the trade unions. The company has assured workers that redeployment will not involve any reduction in wages or status; some workers might even be upgraded from blue-collar to white-collar status.

Results

Redeployment ok workers (especially those aged over 40) after economic crises or development of new products.

Positive/negative side effects

Retraining programmes not only serve the company in times of crisis, as in the past, but also benefit employees' development and level of specialisation.

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RANDSTAD ITALY, ITALY

Primary Business

Job agency

Number of employees

About 800

Classification

Training/education, employability

Target group

Unemployed

Title of initiative

Specialization Rentrée : accompagnement to the work of over 50

Genesis

The economic and social context and the pension reform led Randstad to look forward and think about the over 50s.

Duration

Since 2009

Implemented actions

Specifically, the company since 2009 organizes training workshops for companies on issues of recruitment incentives for workers over 50 and under social safety nets. Also in early 2010 has implemented a new line of specialization dedicated to the accompaniment to the work of people over 50 and under social security benefits (mobility, IGC). Randstad have implemented a line of specialization dedicated to the accompaniment to the work of people over 50 and under social security benefits (mobility, laid off). The company adheres to the working group of the Laboratory Working age Sodalitas Foundation, a foundation Assolombardia, along with 6 other major Italian companies (Accenture, Banca Popolare di Milano, IBM, L'oreal, Telecom Italy, Vodafone). Experience game in early 2010. The aim of the action taken by the company: orient the need to recruit people to a policy of diversity management that will lead to appreciation of diversity as the best representation of market needs. The specialization built by Randstad is responsible for the selection and orientation of the candidates, collects the needs of client companies for positions where the experience and responsibilities are strategic to the success of the business, making the perfect match (it operates in collaboration with representative associations of the age groups sought to recruit staff in line with the needs of businesses).

Results

Response to market needs

Saving on labor costs using the incentives of the law

Positive/negative side effects

Positive effects on companies:

- awareness on appreciation of diversity,
- awareness on incentives for workers over 50

Positive effects on workers aged over 50:

- enhancement of experience and expertise otherwise unused.

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ZF MARINE PADUA, ITALY

Primary Business

Metal and Machinery

Number of employees

About 420

Classification

Training/education, employability

Target group

Employed, unemployed

Genesis

ZF Marine's original initiative was aimed at changing the company's approach to managing human resources. Starting in 2000, a new management team introduced a series of policies that revised the company's mission and were designed to enhance diversity.

Duration

Since 2000

Implemented actions

One of the most important initiatives was the publication, in 2001, of a booklet of values that encourages age diversity. This was a major innovation in Italian business, which is generally characterised by a degree of discrimination against older workers, especially with regard to hiring. By declaring that employees of any age are important because they guarantee the continuous transfer of knowledge and experience, the ZF Marine booklet has a strong motivational impact on older employees, who finally feel that they are protected. An initiative in the field of career development that was introduced in 2003 encourages employees to nominate themselves for promotion. The company announces a job opening, which sets internal competition in motion. In fact, older workers are more likely to nominate themselves, probably because they feel that they have more experience. This initiative recently led to a 50-year-old employee being promoted, with a salary increase, from the testing sector to the quality sector.

In general, ZF Marine employees feel fortunate, unusually for Italian workers, in enjoying a working environment that is based on mutual trust. In practical terms, this is the result of a full understanding between the company and the employees concerning:

- economic matters;
- respect for diversity, including age diversity;
- working hours;
- hiring;
- safety in the workplace;
- involvement of the trade unions in all issues, including company strategy, resource management, and delegation to the trade unions of human resource issues such as holiday planning, etc.

Results

In April 2005, 13 working groups, made up of 60 workers representing all sectors of the company, analysed the booklet to ascertain whether the values it advocates are actually put into practice in everyday working life, and to find ways to put into effect those that are not. The groups found that the value relating to age diversity was the best implemented.

Positive/negative side effects

The initiative has had positive effects on older employees, who feel valued thanks to new measures like flexible work hours – which allow them to manage their time better – and hiring workers aged over 45 years.

From 2003 to 2005, the company's personnel director was the president of the west delegation of the employers' association Padua Unindustria, and he tried to transmit the ZF Marine model to others. However, the difficulty of doing so is attested even by worker representatives who visited other companies to tell of their experiences. They report an initial reaction from other workers that is close to envy for their being better off.

Contact

ZF Padova s.r.l.

ZF Marine Group Headquarters

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DIAL-IT – TELEPAGE, MALTA

Primary Business

Post and Telecommunications (in 2007 renamed "Go")

Number of employees

389 (2007)

Classification

Training/education, employability, other

Target group

Employed, unemployed

Genesis

The main reason for the implementation of the initiatives was to increase employee loyalty, motivation and commitment, and to foster a congenial atmosphere in this stressful work environment. The underlying objective is to reduce staff turnover.

Duration

Implemented into daily practice

Implemented actions

Dial-it has developed a comprehensive policy approach, which includes recruitment, flexible work and training initiatives, directed at all of its employees. In particular, older workers benefit from these policies as they are regularly recruited along with their younger counterparts.

The flexible work initiative allows employees to choose both their weekly number and allocation of working hours. Workers can either choose a full-time (40 hours a week) or a part-time schedule on a variable basis (minimum of 20 hours a week), expressing their choices week by week. The company does its utmost to meet all workers' requests.

This initiative is carried out in connection with the company's policy of recruitment of older workers, who are attracted by the possibility of working on a part-time basis. In 2006, 22 people over the age of 45 years were recruited. Older people are indeed a target group of the company's recruitment policy, which is reflected by the fact that it has launched a recruitment campaign publicised by the photo of an older male and female worker aged about 50 years, accompanied by the caption 'Choose your working hours... take the rest of the day off!' The publicity leaflet also specifies that the company is seeking to recruit customer service professionals of all ages.

A further ongoing initiative concerns training. After the provision of an initial month-long basic theory and practice course, continuous training takes place due to the increasing diversification among the services provided.

Results

In this regard, results are extremely positive for both the employer and employees. Older employees – especially women – appear to be particularly satisfied, mostly due to the fact that they have a job at all – something which is considered very favourable in Malta at present. In fact, the Maltese general female employment rate remains relatively low.

Furthermore, as a result of the work flexibility scheme, women have the ability to choose their own work timetable; for example, a part-time schedule allows them more time to better reconcile work and family life. In addition, some old-age pensioners have successfully applied for a job at Dial-it. The company has also shown its willingness to meet the requests of those employees who wish to postpone their retirement, which is a good approach that contrasts with the national tendency. Dial-it is therefore satisfied with the increase in its older staff members, who are considered more loyal to the company and less likely to give up their jobs than younger workers. This reputation held by older workers paves the way for greater opportunities for career advancement. The three latest promotions announced by the HR department involved employees aged 42, 44 and 57 years. The latter case is particularly significant as the woman in question was recruited as an operator at the age of 55 years and was promoted just two years later.

Positive/negative side effects

One negative effect worth mentioning concerns the flexible work scheme for young students. Their agreement with the company stipulates that they will be available for 'last minute' shifts in the case of absence of regular staff. If the students do not adhere to the agreement, the initiative proves to be a failure.

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BT, UNITED KINGDOM

Primary Business

Telecommunications

Number of employees

About 97.655

Classification

Training/ education, employability, health/prevention of illness, volunteering, social entrepreneurship

Target group

Employed

Title of initiative

Several initiatives and practices, eg ,Achieving the Balance" or ,The Career Life Planning Tool"

Duration

Implemented into daily practice

Implemented actions

Lifelong Learning and Training: BT Group has a Career Life Planning tool that covers every stage of an individual's career with BT. This tool recognizes that employees' career plans and lives outside work change over time and helps individuals and line managers work together to understand how such changes can be planned for, and how appropriate development strategies can be created. **Flexible Work Arrangements:** BT offers a wide variety of flexible working arrangements to its employees. The arrangements include part-time work options, compressed hours, job sharing, working from home and more. About 14,500 employees now work from home and 75,000 work flexibly in some way. BT's flexible and agile working policies and practices are packaged within a program portfolio titled Achieving the Balance. This portfolio outlines the different options that are available to help people find the most suitable working arrangements for their circumstances. A component of this portfolio includes options for transition from full-time employment to retirement.

The Achieving the Balance portfolio includes several opportunities that, although available to everyone in BT, are particularly useful to older people. They include:

- **Wind Down** — Giving employees more personal time
- **Step Down** — Moving to roles with less responsibility and less stress
- **Time Out** — Providing career breaks and sabbaticals for up to two years
- **Helping Hands** — Allowing secondments to a charity for up to two years
- **Ease Down** — Gradually reducing the level of responsibility while continuing to work for BT

Health Promotion and Protection: BT promotes physical and mental well-being through a framework of primary, secondary and tertiary interventions. Primary interventions include engagement in health-promotion activities, such as their "Work Fit" program (see below). Secondary interventions provide early intervention when problems arise via services, such as employee counseling. Tertiary intervention is rehabilitation after illness, and/or taking advice from specialists. **Diversity Promotion:** BT has developed a number of initiatives to promote diversity in relation to attraction, recruitment, promotion and training. With respect to age diversity, BT promotes mixed-age teams and initiatives supporting effective work among different age groups. **Recruitment:** BT's recruitment procedures are age-neutral, seeking to recruit from every age range. BT's graduate and apprentice schemes no longer include any age limit. BT's preferred recruitment suppliers have been contractually committed to providing "diverse short lists" for all vacancies, which should include a wide age demographic.

Results

BT's own research shows that this has improved productivity and reduced sick absence and employee turnover. BT abolished its normal retirement age in 2005. As a consequence, it now has more than 2,000 workers over age 60; 32% of its workforce is over 50.

Awards given to enterprise for best-practice

2008-2010 AARP Award

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CENTRICA PLC, UNITED KINGDOM

Primary Business

Energy

Number of employees

About 27.564

Classification

Training/ education, employability, health/prevention of illness

Target group

Employed

Title of initiative

work:wise

Genesis

Centrica promotes an age-diverse workforce; among other ways through its work:wise flexible working and carer's program, which allows employees to individually optimize their work-life balance. The majority of the company's workforce currently takes advantage of flexible work arrangements. Centrica's Age Awareness e-course, which educates employees about age diversity, is another innovative feature designed to make the workplace more age-friendly.

Duration

Since 2009

Implemented actions

Fostering a positive working environment
To focus on lifelong learning and training
Flexible work arrangements
Improve health, diversity and recruitment

Results

The programme delivered a property saving of £10 million a year for the business and Centrica has been able to improve the working environment for a large number of employees. Over 4,000 employees are working more flexibly through the work:wise programme. Centrica says work:wise has been a great success in creating a culture of freedom and discretion, and driving greater accountability for work outcomes.

Positive/negative side effects

The program could change its employees' attitudes towards older workers and the attitudes of older employees to internal mobility

Evaluation of practice-results

http://www.centrica.com/files/pdf/awards_casestudy_cna_2009.pdf

Awards given to enterprise for best-practice

2008-2011 AARP International Innovative Employer Award

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DOMESTIC & GENERAL SERVICES LTD., UNITED KINGDOM

Primary Business

Insurance

Number of employees

About 747

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed, unemployed

Title of initiative

Several initiatives, eg „Route To Success“

Genesis

Domestic & General Services seeks to attract and retain older workers for their experience, loyalty, and reliability by implementing a number of age-positive recruitment strategies.

Duration

Implemented into daily practice

Implemented actions

Lifelong Learning and Training: When hiring older workers, the company tailors its inductions, or orientations, by giving additional support in such areas as IT skills. Following staff-induction training, new recruits usually progress to a “graduation bay,” and once the employee progresses to a competent level, the company offers him or her a varied program of skills training, including sales, communication, and customer-service skills.

Flexible Work Arrangements: In 2002—ahead of legislative changes enforcing this requirement—Domestic & General Services introduced the opportunity for all employees to request flexible schedules. Employees can opt to continue working beyond the state retirement age and receive annual health checks, or checkups, which the company funds. Any employee wishing to work beyond the state retirement age can also request flexible working.

Health Promotion and Protection: Domestic & General Services' health strategy focuses on wellness rather than sickness. The latest initiative, Wellness Wednesdays, promotes healthy eating, cholesterol, and general health awareness. The company offers discounted gym memberships and works with organizations such as New Leaf to promote healthier lifestyles. Domestic & General also organizes sports-fun days, open to all staff.

Diversity Promotion: The company encourages a blend of ages in all its work teams and also enlists local and community organizations to draw applications from workers who have experienced forced career change, such as redundancies (or layoffs). To promote the importance of age-positive policies, the company encourages employees to serve as Age Positive Ambassadors, who attend recruitment fairs and assist in the recruitment process.

Recruitment: The company uses a range of strategies to ensure its recruitment practices are age-positive, including the following: designing recruitment and assessment materials which are targeted at a mature audience; asking Age Positive Ambassadors to appear at recruitment fairs; briefing temp agencies to meet and beat a 10-percent target rate for mature workers; and using telephone interviews at the first stage of selection to avoid age bias. In addition, the company asks older workers to host selection days, and it offers training in confidence-building to mature employees before they handle professional calls. In 2008, Domestic & General hosted a recruitment fair that was linked to a national charity to target older job seekers. For 2009, the company aims to further increase its mature workforce by recruiting a dedicated "mature team."

Results

A recent survey of mature workers indicated that they find working with younger colleagues enjoyable. They report that it "keeps them young." Based on this feedback, Domestic & General successfully recruited a group of recent graduates in 2008. This enabled the younger workers to learn from the wealth of experience the mature workers had to offer.

Awards given to enterprise for best-practice

2008, 2009 AARP Award

Contact

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Website

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TESCO PLC, UNITED KINGDOM

Primary Business

Retail

Number of employees

About 520.000 worldwide

Classification

Training/education, employability, other

Target group

Employed, customers

Title of initiative

Everyone Is Welcome At Tesco

Genesis

Tesco is a leading international retailer, with over 6 200 stores worldwide, almost 3 000 of which are located in the UK with the remainder spread across the rest of Europe and Asia. All Tesco businesses reflect the diverse communities in which they operate. Over 95% of management positions are filled by local staff and all Boards have a strong local element. The 'Everyone is Welcome at Tesco' programme was launched in 2004 to further understand and promote diversity among Tesco's staff and customers, when the Board asked the Tesco Diversity Advisory Group to analyse the diversity of company's UK workforce compared with the UK population. The main aim was to mirror the composition of the population in Tesco staff and customers. Since then, Tesco has provided stores with a demographic profile of their local community, to identify groups they need to attract to shop and work at Tesco. It has also provided stores with a selection toolkit that provides information about diverse recruitment.

The company wants to make sure everyone in Tesco feels they are treated with respect and that they are able to meet their full potential regardless of their age, gender, disability, ethnicity or sexual orientation. They also believe that inclusivity goes hand in hand with diversity therefore they work hard to ensure everyone is included, not just under-represented groups.

Duration

Since 2004

Implemented actions

The 'Everyone is Welcome at Tesco' initiative includes inclusiveness workshops to inform and facilitate discussions with staff and managers on behaviours that promote diversity, and help them build diversity action plans for their own stores. To help its managers to manage with confidence an increasingly diverse workforce Tesco is providing a suite of 'Everyone is Welcome at Tesco' Workshops. Already over 20 000 of line managers in stores have taken part in the introductory 'Everyone is Welcome at Tesco' Workshop including the first of the specialist workshops - Managing Age with Confidence.

The initiative also focuses on increasing Tesco's appeal to a diverse range of customers by, for example, introducing product ranges tailored for defined target groups.

Tesco is also an active member of the UK Employers Forum on Age.



SENIOR CAPITAL
Future is built on your experience



Results

As the 'Everyone is welcome at Tesco' programme deals not only with ageing but also with other diversity topics (like ethnicity, religion/belief or disability) it is hard to mark its results as ageing-related only. Therefore the statistics are to be considered rather as in-common. As a result of the programme, significantly more and more people (representing all targeted groups, including elderly) from local communities are joining Tesco each year. Also their level of satisfaction is rising continuously as they feel they are really treated with respect. Tesco has also seen a clear customer demand for its tailored products with sales growth of 250% in just two years after launching the programme.

Awards given to enterprise for best-practice

2013 certified as one of Britain's Top Employers

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THE CO-OPERATIVE GROUP, UNITED KINGDOM

Primary Business

Grocery Retailing, Financial Services, Travel, Agriculture, Funeral Services

Number of employees

About 102.262

Classification

Training/education, employability, health/prevention of illness

Target group

Employed

Title of initiative

Inclusive Employers

Genesis

A consumer cooperative with a diverse range of business interests, the Co-operative Group has taken several measures to remove barriers for older workers.

Duration

Started in 2011, implemented into daily practice

Implemented actions

Flexible pension options for workers who wish to remain employed beyond pensionable age, mandatory training for managers on the benefits of age diversity and anti-age discrimination measures, and changes to recruitment practices to ensure older applicants have equal opportunities.

Results

Lifelong Learning and Training: The Be Wise Learning Center is designed to assist employees by providing access to a variety of learning and development courses and programs. This ranges from qualifications in sign language to even digital photography. The center is also designed to offer career guidance and information on writing cover letters and interview skills.

Flexible Work Arrangements: Some common examples of flexible working in the Co-operative include part-time working, flexible hours, variable hours, home and distance working, compressed hours, and study leave career breaks.

Health Promotion and Protection: The Employee Assistance Program (EAP) is a 24/7 confidential service that provides a range of specialist services and information. This can be in the form of face-to-face counseling or over the telephone.

Evaluation of practice-results

<http://www.co-operative.coop/corporate/sustainability-report-2011/downloads/sr2011-employees.pdf>

Awards given to enterprise for best-practice

2011 AARP Award Best Employer for Workers Over 50.

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UNIVERSITY OF CENTRAL LANCASHIRE, UNITED KINGDOM

Primary Business

Education

Number of employees

About 2.800

Classification

Training/education, employability, health/prevention of illness

Target group

Employed

Title of initiative

Fresh Steps

Genesis

To support employees 50+, the University of Central Lancashire created the "Fresh Steps" program.

Duration

Started in 2010, implemented into daily practice

Implemented actions

Lifelong Learning and Training: Several programs are targeted specifically to older workers, such as the "Fresh Steps" program, which was directly promoted to staff 50+. "Fresh Steps" is a holistic initiative designed to allow participants the opportunity to reflect on all aspects of their lives. The program takes a positive approach to aging and teaches staff how to change strategies if necessary, but also how to reward themselves for their many successes. "Fresh Steps" also encourages participants to share their experiences with the wider workforce through coaching or mentoring. Future courses in the "Fresh Steps" program will be based on employee-identified issues. For example, one key area older workers felt was unaddressed was coping with grief and loss. As a result "Pause for Thought" sessions were launched to encourage reflection, discuss the ins and outs of pensions, and provide a caregivers' forum.

Flexible Work Arrangements: The University of Central Lancashire helps employees maintain a solid work-life balance by allowing all staff to change their working hours on a permanent or temporary basis. Employees may work full- or part-time, increase or reduce their hours as necessary, or may choose to work only several weeks of the year. Flex-time work arrangements are also available. Almost all staff can choose their start time within a two and a half hour range. Provided staff meet their total working hours within each four-week period, they can use the flex-time to work a schedule that suits their lifestyle. Several positions with the organization are offered on a job-share basis. Applicants may apply with a job share partner, or the university can match them with a job share partner. Existing staff may choose to transfer to a job-sharing position and the organization will work to pair them up. The university also offers several forms of leave during major life events. Twelve months of maternity leave are offered, nine of which are paid. Career breaks of up to five

years are also available, and employees can return either to their previous post or a post at the same level. Staff receive either 42 or 47 paid leave days per year.

Health Promotion and Protection: The university's Wellbeing Strategy Group is devoted entirely to promoting the health and well-being of all employees. There is a full-time, on-site, free occupational health service for staff who are feeling unwell or to prevent illness. All new staff are required to attend training on health, safety and well-being as part of their induction. Managers are given targeted training on handling absences. Pre-retirement courses help staff prepare for all aspects of retirement, including financial, emotional and the practical aspects of retirement.

Diversity Promotion: The University of Central Lancashire has a Single Equality Scheme, part of which includes a commitment to develop an Age Equality Plan by 2012. To facilitate this scheme, the organization conducts Equality Impact Assessments, which are designed to assess the impact of each of the organization's policies on different staff groups, including older workers. A process is in place to allow older workers to continue working past retirement if they wish. To date, any request to continue working past the retirement age has been approved.

Recruitment: An age-neutral policy is a central tenet of the university's recruitment policy. No date of birth is included on the application form. Various forms of media are used to advertise job openings, so that a diverse group of applicants is reached. When selecting new hires, the university uses objective methods to isolate the most qualified candidates. For example, instead of merely relying on interviews to determine a candidate's qualification, the university also uses psychometric tests to measure abilities. All staff members that are involved in the recruitment process are required to attend training in fair recruitment and selection prior to beginning their work.

Results

In a recent staff survey, 89% of employees stated that they feel the organization respects equally workers of all ages. Older workers, in particular, felt positive about recent steps the organization has taken to create a successful work-life balance. Staff surveys show the positive impact the university's initiatives are having in the workplace. 92% of staff said the organization was a good place to work, 86% said they felt valued by the university, 90% of staff felt their manager was approachable and would be supportive in a personal crisis, and 89% of staff felt that the organization respects workers of all ages.

Awards given to enterprise for best-practice

2010 AARP Award

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OTHER EXAMPLES OF GOOD PRACTICE

ACTIVITY OG, AUSTRIA

Primary Business

Management Consultancy

Number of employees

About 7

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed, companies

Title of initiative

Second Wind

Genesis

Due to the projected demographic development of the population and the political conditions (pension reform) is anticipated that in working teams a large proportion of people will be 50+. What this means for businesses and organizations is a paradigm shift. On the one hand, the expensive, unmotivated, tired and change-resistant employees who wait for their retirement and where the organization would like get rid of them, on the other hand employees who are aware of their age-related deficits, but confidently deploy their living section-related qualities for the benefit of the organization.

Duration

Continually offer for Companies and their employees

Implemented actions

Leadership Training:

Leading of elder employees

Coaching abilities

Age-specific management tools

Exploring life cycles to build empathy

Reflect the organizational culture concerning age

Training for employees 50+:

Values, lifestyles, expectations of the work process

Exploring life cycles to build empathy

Which qualities, powers, interests will strengthen, which will is decreasing

Changing of the role in teams with aging

Strategies and tools for preservation and recovery of physical fitness

Objectives and conditions for the last working period

Facts and figures concerning the topic in Europe

Organizational development:

Company culture concerning elder employees

What is the actual state concerning age-structure, age-specific employee satisfaction - which objectives result from the facts

Vision work

Which changes concerning paradigms and working structures are necessary to achieve visions and goals

Results

Well accepted esp. in public authorities and non-profit organizations

More quality in life and work for 50+

Better motivation of 50+

Efficient use of resources

Less sick leave

better team performance

lower employee turnover

Employees stay longer in the company

Positive/negative side effects

Negative: Companies are often not aware of the importance of this issue

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ERFA - ERFAHRUNG FÜR ALLE, AUSTRIA

Primary Business

ERFA supports people who have little chance of finding employment on the open labor market .

Number of employees

About 30

Classification

Training/education, employability, health/prevention of illness

Target group

Unemployed

Title of initiative

Hourly or occasional employment, Transitional jobs

Genesis

Goal: Employment and day structure for long-term unemployed and marginalized groups of all ages

Close co-operation with the City of Graz and Employment Service

Duration

Since 2004

Implemented actions

Hourly or occasional employment

In the project "hourly or occasional employment" project participants have the possibility to find a way of (re-) enter the labor market.

The framework:

max. 3.5 working hours per day

max. 60 hours per month

€ 6, - net per hour (regardless of the workspace)

Daily registration at the JCC and accident insurance during working hours

Daily payment of wages for a direct association between performance and reward
social and vocational education support

The work areas:

Social Workshop (relocations, clearing out, moving services, storage activities, etc.)
cleaning

Park service (assistance in cleaning the following parks in Graz: City Park, Public Garden, Metahofpark, Augarten, Oeverseepark)

river and green space cleaning

Sewing Workshop

joinery

Transitional jobs

Unemployed people far away from the labor market find access to the community cooperation "people jobs" by assigning the relevant AMS consultants. As part of an information session they decide together with the participants, the entry point for the work trial.

The employment and wages during the temporary employment relationship is via ERFA.

The number of payable hours a week moving in a frame from 19 to 38 hours.

Accompanied reentry

For this work trial internal work areas such as participation in the social workshop, cleaning and cooperation with departments of the City of Graz are available.

Through this offer job seekers get the opportunity to apply their skills and competencies under supervision and to gain work experience in protected working fields.

During the length of service the participants are accompanied by social and vocational experts. Together with the project participants individual approaches will be developed to enable them to re-enter the labor market.

Fields of work

After developing a individual "target-way plan" following locations are available:

Social Workshop (settlements, clearing out, moving services, support services for vulnerable people, etc.)

Cleaning

Social pilot project (social support and escort services)

Green space and water protection

Forest and recreation area maintenance

Holding Graz (Support activities in waste management, street cleaning, road maintenance, green space maintenance, etc.)

GBG - Building and Construction Graz GmbH (Support activities in workshops, green space, cleaning, caretaker activities)

Magistrate Graz (Support activities in the social welfare office, city library, city archive, Youth Office, Integration Office, etc.)

Results

avoiding homelessness, re-entry in the social system

Positive/negative side effects

Positive:

Working as a value in life:

Increase self-esteem through employment

Establishing a regular daily structure

social contacts and social learning

personal stabilization

recognition

Self-affirmation: can pay for their own livelihood

Integration and re-entry into the labor market

Negative:

Change from Erfa to businesses is often difficult

Needs must be shown to companies and economy

Awards given to enterprise for best-practice

2012 - Human Rights Award of the City of Graz



SENIOR CAPITAL
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MOVEMENT PERSONAL- UND UNTERNEHMENSBERATUNGS GMBH, AUSTRIA

Primary Business

Human Resources and Management Consulting

Number of employees

About 38

Classification

Supporting entrepreneurial activities of elderly, employability, health/prevention of illness

Target group

Unemployed

Title of initiative

Experience counts - Stop and Go! 45 +

Genesis

01.10.2002 Start of Implacement project "Experience Counts" on behalf of AMS Styria and the province of Styria in Graz and surroundings. In the following years extension to the upper and southern Styria.

Duration

Duration of the consultation

Potential analyses, and interviews in the amount of 6 dates (about 9 hours) over a period of 3 to 5 weeks.

Implemented actions

Stop and Go! 45 + is tailored to the target group of older jobseekers that offers individual counseling in different areas and finds solutions with the participants.

objective

They work with participants on the best way for next steps in the search for jobs. Based on potential analysis and individual coachings, the results and suggestions are forwarded to the AMS consultant. If necessary contacts with other organisations are made.

Contents of the clarification

Professional orientation

Qualification requirements

Illuminating individual application strategies

Employment potential

Health check

Developing solution for integration obstacles and difficulties in finding a job

Pension conditions

Personal circumstances

Social conditions

Positive/negative side effects

positive:

personal-tailored individual counseling

Respond to the individual situation of each person

Survey of employment potential

Addressing barriers to integration and assist in the solution of this

Assistance in contacting other agencies



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Awards given to enterprise for best-practice

2009 Styrian Health Award "Fit for work"

2005 "Green Panther" Styrian advertising awards Green Panther in bronze in the "Prospectus" with the move-ment company folder, Agency Tincom Graz

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MOVEMENT PERSONAL- UND UNTERNEHMENSBERATUNGS GMBH, AUSTRIA

Primary Business

Human Resources and Management Consulting

Number of employees

About 38

Classification

Supporting entrepreneurial activities of elderly, employability, health/prevention of illness, knowledge transfer

Target group

Unemployed

Title of initiative

Experience counts – Career Management 45+

Genesis

01.10.2002 Start of Implacement project "Experience Counts" on behalf of AMS Styria and the province of Styria in Graz and surroundings. In the following years extension to the upper and southern Styria.

Duration

Duration of action

12 weeks, 25 hours per week

If necessary, follow-up 12 weeks

Implemented actions

Career: 45 + Management helps unemployed to find the right job in the labor market.

objective

To find the right job with the right strategy and support.

Content of the action

Development of an individual application strategy for job success

Creating application documents

Labor market research

Support for integration barriers through counseling and networking with other organizations

Internships

Group Coaching - Training

Individual counseling

Results

About 60% of the participants found an adequate job within 12 weeks.

Positive/negative side effects

positive:

Integration of acquired knowledge

Exchange of experiences and opinions in a group of peers

age appropriate approach to the joint work in groups and in individual counseling

Entangled work in groups and individual coaching

Clarification of skills through internships in companies



SENIOR CAPITAL
Future is built on your experience



Awards given to enterprise for best-practice

2009 Styrian Health Award "Fit for work"

2005 "Green Panther" Styrian advertising awards Green Panther in bronze in the "Prospectus" with the move-ment company folder, Agency Tincom Graz

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MOVEMENT PERSONAL- UND UNTERNEHMENSBERATUNGS GMBH, AUSTRIA

Primary Business

Human Resources and Management Consulting

Number of employees

About 38

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Unemployed

Title of initiative

Experience counts - Placement Foundation 45+

Genesis

01.10.2002 Start of Placement project "Experience Counts" on behalf of AMS Styria and the province of Styria in Graz and surroundings. In the following years extension to the upper and southern Styria.

Duration

Duration of the Placement Foundation:
max. 6 months (in exceptional cases beyond)

Implemented actions

Placement Foundation + 45 helps to integrate unemployed persons 45+ into the labor market through tailored qualifications.

requirements

They are reported seeking employment, 45 years and are missing a qualification for entry to a company.

objective

Use of precise qualification for fixed employment.

offer

Joint development of an education plan - unemployed, company, counselor

Qualification: Theoretical (1/3) and practical (2/3) education and training

Case management: monitoring and advising companies and foundation participants throughout the Foundation

Positive/negative side effects

positive:

This offer is open to individuals and companies throughout Styria.

Linking theory and practice, as well as the inclusion of the company and the tailor-made trainings represent a win-win situation for job seekers and businesses

The company will pay a one-time admission fee of € 400, - and a monthly training fee of € 400, -, this leads to more acceptance of responsibility on the part of companies

Participants will receive the training unemployment benefits of the AMS and a grant of € 100, -.

Awards given to enterprise for best-practice

2009 Styrian Health Award "Fit for work"

2005 "Green Panther" Styrian advertising awards Green Panther in bronze in the "Prospectus" with the move-ment company folder, Agency Tincom Graz

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NOWA TRAINING COUNCELING PROJECTMANAGEMENT, AUSTRIA

Primary Business

Training counseling projectmanagement

Number of employees

About 11

Classification

Training/education, employability, mental health/prevention of illness, knowledge transfer

Target group

Employed, unemployed, retired

Title of initiative

Learning Center – IT for 50plus

Genesis

Especially for women 50 +, there are less low-threshold offers for computer users.

Duration

Regular, for the whole year, since Approx. 10 years

Implemented actions

IT-trainings in:

- IT Basics
- Internet and E-Mail
- Windows, Word, Excel for beginners and advanced, PowerPoint
- Digital photo and film
- Creative works on PCs

Technical competences (mp3 player, smartphone, tablets) and age-appropriate learning methods

Results

Older learn through practical examples and exercises to use the computer for their needs. Classical training is combined with self-learning and practice.

Positive/negative side effects

Older participate in technical and social developments, private and on the labour market. Access to Internet, e-mail, social media, etc. prevents isolation.

Evaluation of practice-results

809 participants/2012

high level of satisfaction of the participants (questionnaire)

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ÖPWZ – AUSTRIAN CENTRE OF PRODUCTIVITY AND EFFICIENCY, AUSTRIA

Primary Business

Social institution

Number of employees

About 27

Classification

Employability, health/prevention of illness

Target group

Employed

Title of initiative

Fit for the Future & Future Circles

Genesis

Fit for the Future is a programme involving a total of 20 pilot companies in Austria with around 13,000 employees from 8 different sectors which aim to demonstrate that it is possible to maintain employability of the workforce up to an advanced age. It combines economic interests with health and quality of life of the employees.

Funded by PVA (Public Pension Institute) and AUVA (Austrian Workers' Compensation Board), the programme uses the Work Ability Index Plus TM to support work management.

Duration

Since 2009

Implemented actions

During the European Year 2012, Fit for the Future organised a series of conferences under the title "Future Circles", allowing participants to meet and discuss with experts and learn strategies to increase employability by implementing workplace health promotion measures. The conferences were held in Vienna on the 19th of March, the 5th of June and the 4th of October. On November 29th ÖPWZ (Austrian Centre of Productivity and Efficiency) also participates in the 5th Enquete on Employability, a one-day seminar in Vienna offering a broad spectrum of insights and outlooks on age-appropriate labour.

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REGIONAL GOVERNMENT AUTHORITY STYRIA, AUSTRIA

Primary Business

Public Authority

Number of employees

About 7.566

Classification

Training/education, employability, health/prevention of illness, knowledge transfer

Target group

Employed (45+)

Title of initiative

45 + motivation, performance and enjoyment in and of the second half of active working

Genesis

39% of the employees are over 50 years old. Average age total 45, average age of women 44,16 and the average age of men 46,86

Duration

Regular offer in the Administrative Academy of Styria,

Implemented actions

Workshops - 2 times a year, 2 days each

Contents:

Differences in learning and performance of younger and older persons, age-appropriate learning and working, younger and older employees – competitor or teamplayer, motivation – what affects now?, mental changes, What is „getting older“ doing with me?, The brain ages differently – use it or loose it..., vitality blocks

Results

In these workshops participants should be aware of
 - which resources can be resorted to in the second half of work
 – how each individual may maintain or strengthen focus, energy and motivation.

At the same time the focus is directed to changing values, attitudes, goals and priorities. The aim of the workshop is to reflect personal work and performance under the perspective of the own work history.

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T-INTERIM; BELGIUM

Primary Business

Consultancy Business Services

Number of employees

>250

Classification

Other

Target group

Unemployed

Title of initiative

Office 45+ (a specialised division for the recruitment of older temporary workers)

Genesis

In the past decade, different initiatives have been introduced by a number of temporary work agencies in Belgium, aimed at the recruitment of older workers. Several explanations have been attributed to the reason why older jobseekers have not been attracted to temporary work. For one, the youthful image of the temporary work agency sector did not appeal to many older jobseekers. Temporary work was also often regarded as an initial springboard for young, inexperienced school-leavers towards a permanent contract. As a result, older jobseekers did not think that they would be successful in applying for such jobs.

Duration

started in 2002

Implemented actions

Prior to this, T-interim conducted a survey among candidate employers and employees. The results of the survey revealed that many companies were interested in hiring older (temporary) employees because of their knowledge and experience, and that some older candidates were also interested in temporary work. Another finding of T-interim's survey was that, although employers were interested in hiring older workers, they feared that the financial costs in doing so would be higher. In response, Office 45+ began to focus on allaying these fears. Office 45+ promotes the ACTIVA plan, through which employers can receive government subsidies when they hire older employees. Office 45+ consultants also emphasise the added value of older workers' knowledge, experience and flexibility.

Results

The most important lesson that T-interim has learnt from this initiative is that the target group needs a specific approach as well as a separate temporary agency (contradicting what was concluded 10 years ago). Because of the young image that the temporary sector tends to have, older candidates can feel embarrassed about approaching a temporary agency for work. Therefore, a separate office has been established and older candidates are interviewed by a consultant of their own age. Unlike younger candidates, the older candidates are not tested, but are instead asked about their experience. Due to this unique approach, the candidates feel more respected and their fears of approaching a temporary agency for work are diminished.

Positive/negative side effects

Once the financial barriers are removed, companies seldom object to the employment of older employees. The experience is that temporary contracts for older workers are also often transformed into permanent contracts (as is the case for younger employees). The experience is that they are a motivated group of people, who are still very active but who miss the social contact of work. They are also very flexible and do not always expect a job of the same level as their previous job. In addition, it is noted that older temporary workers do not find it as difficult to switch jobs as their younger colleagues. The Office 45+ division did not have to advertise extensively to attract sufficient older candidates. T-interim developed a webpage where details of Office 45+ were outlined. The media also picked up on the initiative and helped to attract some publicity. Word-of-mouth did the rest.

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CHARITA OPAVA, CZECH REPUBLIC

Primary Business

Charity sector

Classification

Training/education, employability, health/prevention of illness

Target group

Unemployed

Title of initiative

Velké Hoštice workshop

Genesis

The sheltered workshop Velké Hoštice targets long-term unemployed people aged 50 years and over, providing employment in the field of ecology, largely in the break-up and separation of waste. The company is located in the district of Opava in the Moravian-Silesian region in the northeast of the Czech Republic – an area with one of the highest unemployment rates in the country.

The opening of the workshop was preceded by almost a year of preparation in which the management participated on a voluntary basis. Currently, the workshop specialises in ecological disassembly and industrial activities, mainly in the pre-processing of waste. The sheltered workshop operates on a commercial basis and uses the tools of active employment policy to compensate for decreased work productivity linked to health-related incapacities. The workshop is not a social service; employees have at least 50% of a healthy employee's productivity level and their salary is adjusted accordingly and on the basis of legislative provisions.

Duration

started in 2002

Implemented actions

Employees of the Velké Hoštice sheltered workshop were selected in cooperation with the local Job Office, with the main target group being people of pre-retirement age who have been registered at the office for three years. Once employed, the workers participate in a one-month training course, which is tailored by an integrated secondary school. The aim of the course is re-qualification and the provision of specialist knowledge, along with the re-establishment of work habits among long-term unemployed people. This includes health and safety training, which is designed to equip employees with the necessary skills – should the need arise – to provide effective first aid, thus adding to the sense of security of disabled employees. The employees are also given the opportunity to start work on a one-week voluntary contract, which allows them to test out the work and decide if they wish to take on a longer-term contract. A new member of the team is trained by a more senior employee, which increases the opportunities for knowledge sharing.

Due to the size of the company, social dialogue is informal. However, external supervision is carried out by a social worker, whereby anonymous feedback is obtained from the employees relating to various areas, including social networks in the workplace and, for example, based on the method of 'giving advice to your boss'.

A specialised medical professional supervises the workplace, evaluates every job, and assesses whether it is appropriate for an employee given their specific health problems. At the same time, the professional recommends measures for adjusting the workplace, for 'job rotation' or for adequate physiotherapy.

The management continuously strives to improve the workplace. A front-man is present at the workshop and helps solve problems, as well as being responsible for quality control.

The workshop is equipped with visual aids that assist orientation with the processed materials. Currently, new social facilities are being built that are separate from the workshop, with the aim of further improving the workplace and providing better facilities for relaxation.

The jobs at the workshop involve medium-level manual work, which is reflected in the four-hour working day; the latter can, if necessary, include two shifts – one from 06.00 to 10.30 and the other from 10.30 to 15.00 including a half-hour break. A six-hour working day had also been tested, which proved to increase the physical burden on employees without impacting on their work productivity. The workshop aims to ultimately place its employees in the 'unprotected' labour market. The person responsible for negotiations with contractors also actively searches for job opportunities and makes recommendations regarding the workshop employees; at the same time, the workshop provides a frame of reference for prospective employers in relation to employees' skills, capabilities and health-related incapacities. Velké Hoštice accepts responsibility for the employees and if they fail to progress in their new workplace, they are accepted back into the workshop. The company also provides social counselling, pastoral care and advice in crisis situations, for example if the employee is experiencing financial problems. Moreover, employees benefit from material advantages such as purchasing waste wood for heating at bargain prices or the possibility of obtaining a recyclable product from waste, such as a personal computer (PC) that can be repaired.

The workshop's budget includes an almost even proportion of profits and various subsidies. Special subsidies meet the costs of running the workshop and of varied social programmes for employees, including trips, cultural events and social gatherings. The main sources of subsidies are contributions for the employment of persons with a disability, contributions for the creation of a new job, and grant money derived from projects and budgets of the region or town. Funding derived from the European employment initiative EQUAL also represents a significant proportion of the budget. Employees' salaries must, however, be covered by the company's profits.

The company hired an external expert to evaluate the project's sustainability. On the basis of its findings, it changed its policy regarding contractors, diversified its risks, embarked on cooperation with foreign companies, and engaged in a wider partnership with the community, the commercial sector, schools and local councils. The company aims to provide services that other companies do not consider profitable enough or too complicated, such as manual work, complex documentation, and the transport of materials; in this way, it aims to fill other 'gaps' in the market and to increase its competitiveness.

Results

In total, the workshop employs 25 persons, four of whom are technical administrative staff, including two women. Some 23 of the employees have the status of a person with reduced work ability due to health problems, all of whom are aged 50 years or older. Originally, the workshop only employed men, but on the basis of a recommendation from the Job Office, it also began employing women; this was seen as a positive move both by the management and employees.

Positive/negative side effects

The employment of the Velké Hoštice workshop's target group plays a significant role in the prevention of social problems in a region with high unemployment levels, following the transformation of heavy and steel industries. Older employees are highly motivated and have a better grasp of work tasks, particularly if they have experience from various – mainly private – companies. They place a high value on the company's culture, appreciate friendliness and open communication within the team and form social networks more easily with colleagues, as well as outside the workplace.

The case of the Velké Hoštice sheltered workshop thus embodies good practice in recruitment, as well as in the areas of job design and ergonomics, changing attitudes, exit policy and an overall comprehensive approach. The company has a strong and motivated managerial foundation, with clearly defined values and a business plan. It aims to be a successful social company, which has a significant impact not only on the lives of its employees and clients, but also on the wider community.

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SENIOR UNITY, CITY OF AARHUS, DENMARK

Primary Business

City administration

Classification

Health/prevention of illness, volunteering

Target group

Employed

Title of initiative

Flex-Seniority

Genesis

Senior Unity of Aarhus, an organisation based in the City of Aarhus, Denmark, seeks to implement on a local level Denmark's long-running campaign on age-friendly practices within the workplace. Over the last 10-15 years Denmark has had campaigns on age-friendly practices at national level addressing companies and managers. The initiative in the City of Aarhus is a new approach at local level and thus an important supplement to the national campaigns.

Duration

Pilot-project 2011, further development in 2012

Implemented actions

The City of Aarhus is committed to helping seniors find purpose and passion later in life and improve their health habits, encouraging more seniors to stay longer on the job and improve age-friendly practices in companies. As a pilot project in 2011, the City of Aarhus has run pre-retirement courses for older workers in the public sector and will develop in 2012 new dialogues and courses with the decision makers at local level. They will also organise workshops for managers, workshops for shop stewards and pre-retirement courses for senior workers. The courses and workshops will be implemented in public and private workplaces.

Results

After five 2-days courses with altogether 100 seniors the evaluation showed that:

- 38 seniors decided – to stay in the job longer
- 44 seniors decided – to spend more time as volunteers
- 45 seniors decided – to improve their health habits

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MINISTRY OF SOCIAL AFFAIRS OF ESTONIA, ESTONIA

Primary Business

Administration

Classification

Training education

Target group

Unemployed

Title of initiative

Integration of unemployed persons over 45 years of age in Põlva County

Duration

2004-2006

Implemented actions

Raising the competitiveness among elderly workers in the labour market through

- specialised training sessions toward unemployed persons compiled by cooperation with civil service and private company, recently set in the area (Nordic Foods Ltd.).
- organising direct communication with employers through round-table sessions for project target group

Results

After retraining and counselling, in May 2006 40 out of 50 unemployed persons involved in project, applied for work. 35 of them were subsidised during first months. Project target group as well as employers found the project to be very advantageous. Employers declared that people who got employed in their company through project were trained, with high sense of duty and motivation.

Positive/negative side effects

Due to great success developing co-operation opportunities with employers in the projects targeted to unemployed will be continued in the programming period 2007-2013.

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ASSPRO ASSOCIATION, FRANCE

Primary Business

Information and Resources Agency

Classification

Other

Target group

Unemployed

Title of initiative

Senior Solidarity Social Network

Genesis

ASSPRO's mission is to inform of all the diverse possibilities of returning to work, and to link job seekers and entrepreneurs with local socio-economic drivers. Committed to developing links between active seniors and all forms of employment, ASSPRO is also working on initiatives for individuals over 45 in search of employment, an additional activity or wishing to set up their own activity.

Implemented actions

In the context of the European Year 2012, the association's action consists of:
Organising monthly "Active Networking Coffee Meetings" at cafés between job seekers and company managers in several western France towns.
Developing a Senior Solidarity Social Network online (www.initiatives-emploi.fr) to share information and experiences, and ensure that +45 year olds are not left to face unemployment alone.

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ARBEIT UND LEBEN NRW, GERMANY

Primary Business

Institution for continuing adult education

Number of employees

36

Classification

Volunteering, social entrepreneurship

Target group

Retired

Title of initiative

Agentur für gesellschaftliches Engagement (AGE) (Agency for Social Commitment)

Genesis

The Agency for Social Commitment (AGE - Agentur für Gesellschaftliches Engagement) project facilitates the volunteering of senior citizens. Supported by their former employers and the staff of the AGE office, retirees have the opportunity to socialize, lobby for topics of public interest and participate in volunteer projects.

Implemented actions

During the European Year 2012, AGE commits to continue working on solutions for demographic challenges, by organizing projects, seminars and study visits.

- SchuB (school and job) - elderly volunteers prepare young students in schools prior to the transition into professional life
- TRAMP (Transnational Mobility of Older People in Europe) - Supported by pupils and students
- "Older workers in companies and on the labor market" - study visits organized by Arbeit und Leben in Cooperation with CEDEFOP
- "Media group" - retirees make films about socially relevant issues
- Support for Quax - The Foundation for Historic Aircraft Association receives practical help with craft maintenance, repair and assembly of old aircraft
- Computers for Charities - volunteers from DuPont work on discarded computers of their former companies to allocate them to schools, nurseries and to associations.

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BUNDESMINISTERIUM FÜR FAMILIE, SENIOREN, FRAUEN UND JUGEND (BMFSFJ), GERMANY

Primary Business

Federal ministry

Title of initiative

„Demografiefeste Personalentwicklung und Weiterbildung, Übergänge gestalten – Engagement stärken“(Pilotprojekt)

(„Demographically aligned human resource development, shaping transitions – strengthening commitment“)

Genesis

The federal government formulates a stronger focus on the active promotion towards an increasing employment of elderly employees. Regarding the government's aim, the federal ministry conducts a pilot project for the public service sector. Within the national volunteering strategy, an own model in order to promote the commitment of employees and to mobilize elderly and former employees has been developed. The model follows other best practices in large enterprises and has led to the establishment of a volunteering culture in the ministry since 2012, which meets the employees' wishes and shall play a leading role in other resorts.

Duration

Since 2012

Implemented actions

New innovative approaches for modern instruments of the human resource development shall be set up. Questions on how elderly employees can be prepared for an active life stage after their retirement and how potential volunteers can be motivated for public welfare tasks shall be clarified.

Subject of the cooperation between the ministry and companies is the promotion of volunteering as an instrument for the transition management in the public and private sector (and possibly for civil society organizations). A common base and essential aspects for possible programs and other proceedings shall be formulated. A close cooperation with a private company, which has a leading position in the qualification field, is planned. On a midterm-perspective, other federal resorts and institution shall participate.

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DAS DEMOGRAPHIE NETZWERK E.V. (DDN), GERMANY

Genesis

The ddn is a network of companies for companies, founded in march 2006. The network consists of various companies, associations, consulting firms, research institutions and local councils.

More than 350 businesses and institutions having personnel responsibility for over two million employees have joint forces to actively structure demographic change.

Duration

Founded in 2006

Implemented actions

The ddn-companies are committed to follow the „10 golden rules“, such as a non-discriminating, age-neutral personnel policy; an age-balanced staff; a comprehensive health promotion and the knowledge transfer between the different generations. The centerpiece of the network are 11 professional work groups and subject groups, in which new knowledge is developed and existing know-how is shared amongst each other. Main topics are health care, labor organization, qualification and further training as well as management and corporate culture. In addition, 17 regional ddn-networks were founded. The networks enable the access to the results of the subject groups for small and medium-sized enterprises.

ddn members represent the philosophy that new creative ideas can be generated through sharing experiences with other actors. That is why ddn sees itself as an open network welcoming new companies at any time. ddn stands for a mutual learning, comparing and innovation process that shall prepare companies and institutions for the demographic change.

Evaluation of practice-results

The “ten golden rules” (german):

http://demographie-netzwerk.de/fileadmin/content/download/flyer/10_Regeln.pdf

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ERFAHRUNG IST ZUKUNFT, GERMANY

Classification

Service- and advisory platform

Title of initiative

Erfahrung ist Zukunft ("Experience is future")

Genesis

The initiative's aim is to stimulate a wide debate to raise the awareness for the challenges of the demographic change and to promote a new picture of age and aging. The initiative wants to show the prospects of an aging society regarding working, education, volunteering and daily life and wants to promote necessary changes.

Implemented actions

Besides five federal ministries, five central associations from the public and private sector belong to the initiators. With their expertise and their contribution, the initiative is of great value for people of the generation plus. The initiators exchange their experiences and tie their activities together within the network. The initiative bases on the support by companies, associations, organizations and networks from different branches. The platform provides for everyone information on working life, education, volunteering and daily life of the age group 50 plus. Various reports show examples for an active ageing: Different social organizations, initiatives and companies are presented. They all tell the stories of how they promote the participation of elderly people and how elderly people join an active (work) life. Since 2013, a famous German actress has become the ambassador of the initiative.

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FORSCHUNGSINSTITUT BETRIEBLICHE BILDUNG (F-BB) GEMEINNÜTZIGE GMBH, GERMANY

Primary Business

Research

Classification

Training/education, other

Target group

Employed

Title of initiative

AQUA (age appropriate training methodology)

Genesis

In light of the demographic changes in today's society, businesses must adapt their recruitment strategies to a workforce whose age structure has changed. In order to ensure that older workers benefit from quality job training and qualifications, and in the interest of keeping businesses competitive, the AQUA project aims to increase the awareness of human resource and other company managers of this dimension of human resource recruiting and development.

Duration

2002-2005/2006-2007

Implemented actions

In the AQUA project new types of autonomous workplace-like environments –conducive to autonomous learning– are being piloted. It includes a view to showing business companies how they can integrate experienced workers into job training programs. AQUA also develops long term solutions that enable companies to help their workers develop their skills and acquire new ones at an early stage.

Results

The developed learn agreement „EQUA – erfahrungsbezogene Qualifizierung“ („EQUA – Experience-based Qualification“) can be easily and practically applied. It is also suitable for smaller companies.

Evaluation of practice-results

- http://www.aqua-nordbayern.de/aqua/index_outcomes.html
- http://www.f-bb.de/index.php?id=60&type=123&cHash=ed7fba933f&tx_indexedsearch%5Bsword%5D=&no_cache=1&tx_fffb_pi4%5BshowUid%5D=73
- <http://www.bildungsforschung.org/index.php/bildungsforschung/article/download/40/38>

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JOBCENTER FRANKFURT MAIN/DARMSTADT, GERMANY

Primary Business

Employment agency

Classification

Training/education, employability, health/prevention of illness

Target group

Unemployed

Title of initiative

Beschäftigungspakt „Jobs für best!agers“ (Employment pact „Jobs for best!agers“)

Genesis

„Jobs for best!agers“ is an employment pact for unemployed persons in the age of 50 and more who seek for jobs. The pact is part of the nationwide program „Perspektive 50plus - Beschäftigungspakte für Ältere in den Regionen“ („Perspective 50plus – Employment pacts for elderly persons in the region“) by the ministry of labor and social affairs. The aim is to support elderly unemployed persons to find a job and to improve their general situation on the labor market.

Implemented actions

The elderly unemployed get special supervision by professional job agents who knows the unemployed persons' concerns and needs. Together, they analyze the unemployed persons' chances and potentials and the demands on the labor market. The Job center supports them with the re-orientation of their professional career. The participants of the program have full access to all support instruments of the center:

- To become prepared for the labor market
- To keep their knowledge and professional skills up-to-date
- To support with applications
- To help to find a suitable traineeship
- Additional projects and measurements such as enhancing preventive health care
- Publishing a profile on the online-application data base www.best-agers.de

(e.g. health care services, language courses, Job-Speed-Dating, support in difficult personal situations)

Results

Each personal job agent supervises only a small number of unemployed persons and maintains a close and regular relationship to each of them. Due to group specific projects and measurements as well as the close relationship between job agent and the unemployed, the center experiences great mediation success of the “best agers”. The employment of persons over 50 increases continuously.

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MEHRGENERATIONENHAUS TROISODRF, GERMANY

Genesis

General aim is the enhanced cooperation between multigenerational houses and job agencies. Since January, the Multi-Generation house Troisdorf has confirmed such a cooperation agreement. The aim is to motivate unemployed to participate in qualification measures at the house Troisdorf through the advice and support by the job agencies. Furthermore, the cooperation project should facilitate the reintegration of the unemployed into work. Currently, together with the job agency of Rhein-Sieg, Troisdorf qualifies migrants in the fields of housekeeping services, child care and senior's activities. Thus, the chances of the unemployed to return to the labor market increase.

Duration

Since 01/2013

Implemented actions

For 17 women with migration background the working opportunity is a chance to be integrated into the working life in Germany. Through professional support and guidance, the participants can expand their professional skills. They learn and train how to organize their daily life in order to deal with the requirements at work. The participants have the opportunity to do easily accessible work in social institutions for child and senior care services. Thus, the personal advice and the opportunity to do volunteering help the participants to gain more self-confidence which helps them to return to work.

To build up a network

Long-term unemployed do not only experience material poverty but also the loss of a social network. When the participants can be successfully motivated to do volunteering at the multigenerational house, it gives them also the feeling of being needed again. We help them to build up a social network again and to get to know other persons who have a job and can maybe help them to access new job opportunities.

Volunteering with twofold benefits

By doing volunteering at the multigenerational house, job-seekers do not only help other people but can also work on their own professional career and job opportunities. The mutual aim is, that job agencies use the offers of our house more effectively for their counseling work in order to offer our participants not only the opportunity to train their social competences but also their professional skills. Thus, the participants can be prepared for their re-entering into work.

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SENIOR CAPITAL
Future is built on your experience



NET45PLUS OF SAP DEUTSCHLAND AG & CO KG, GERMANY

Primary Business

Non-Profit organization of civil law

Number of employees

Net45plus: more than 350

SAP: 65.667 worldwide

Classification

Supporting entrepreneurial activities of elderly, training/education, health/prevention of illness, knowledge transfer, volunteering, social entrepreneurship

Target group

Employed, retired

Title of initiative

net45plus

Genesis

The network is a loose association of employees of the company. There is no obligation to a membership or membership fees. The network is open for every age. Current SAP employees, elderly part-time employees and pensioners can be part of the exchange of experiences to benefit from the knowledge and experiences of the network members.

Duration

Since 2007

Implemented actions

The network's aim is to bring together all staff members who want to share their experiences and ideas. The network provides general information about pension insurance and preventive health care. Relating articles are collected and passed on within the network. The network members do not only support each other but also provide their knowledge and experiences for external groups. The network offers the employer to participate in setting up new concepts in the field of human resources development, health care, training and working environment.

The demographic trends demand a process of rethinking. The network wants to promote current debates with the aim to ensure that elderly employees would not be seen as a marginal group. Main tasks and issues are:

1. Maintaining contacts to the staff, who is currently employed, works in part-time and is retired (monthly meetings, periodical newsletter, presentations)
2. Preparation for the period after the employment (information about SAP social benefits, preventive health care, social commitment, planning support for the (pre-) retirement)
3. Participation in working groups of SAP and external companies as well as in organizations to improve the working and living conditions of elderly employees.

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SES (SENIOR EXPERT SERVICE), GERMANY

Target group

- (1) Pupils
- (2) Young people in vocational training

Title of initiative

- (1) Coach@school
- (2) VerA

Genesis

The story of SES began in 1983, when a few experts and a few operations were counted. Nowadays, SES has become one of the largest German sending organizations for retired volunteering professionals. Almost 11.000 registered experts and 30.000 missions in 160 countries can be counted since its foundation.

Duration

- (1) 12.2010–12.2014
- (2) Since the end of 2008

Implemented actions

(1) The pilot project **coach@school** is currently located in 60 schools nationwide. These schools do not have a full-time mentor who facilitates the entering into work. SES provides each school three to four retired professionals. In close cooperation together with the responsible persons in school, they offer orientation events and talks. The school sets focal points. The expense allowances for the experts are carried by SES. The tasks of the experts include:

- Answering technical questions
- Fostering social competences
- Increasing the vocational training abilities
- Providing information on professional assistance offers
- Supporting the search for traineeships or vocational trainings
- Presenting different working fields
- Help to contact companies
- Supporting application writing

(2) Prevention of breakups and strengthening youth with their vocational training
As mentors for the vocational training, the senior experts support young people to reach their training objectives:

- Solutions for a better learning motivation and the strengthening of social competences as well as a better dealing with daily problems
- Professional and theoretical promotion and practice of practical qualification
- Preparation of exams
- Support to overcome language difficulties
- Enhancing the bond of trust between the trainee and the company

Evaluation of practice-results

- (2) The evaluation took place; the results are not published yet.

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(2) <http://vera.ses-bonn.de/>

THE NATIONAL ASSOCIATION OF SENIOR CITIZENS' AGENCIES (BAS), GERMANY

Primary Business

Civic association

Number of employees

HQ: ca. 15 permanent staff. However there are ca. 300 local BaS units across Germany

Classification

Training/education, employability, knowledge transfer, volunteering, social entrepreneurship, other

Target group

Employed, SMEs, public authorities, social economy institutions

Title of initiative

The Experience Generation. Opportunities for 50 Plus

Genesis

"The Experience Generation. Opportunities for 50 Plus" is a project run by the German National Association of Senior Citizens' Bureaus (Bundesarbeitsgemeinschaft Seniorenbüros) for employees aged 50 and above. It provides accreditation for senior citizens' bureaus in order to achieve three aims: improving the living and working conditions of older employees, ensuring companies to be in a better position to face future challenges, and encouraging a commitment to voluntary work. Since August 2011, eleven senior citizens' bureaus and senior citizens' service offices from all over Germany have been working to gain the support of small and medium-sized enterprises (SMEs), municipal authorities and/or the social economy in putting this project into practice. Older employees should not be spending the last 5 or 10 years of their working lives simply sitting waiting for retirement. Instead, their job satisfaction, motivation and performance levels should be increased by providing them with good working conditions and training opportunities, by encouraging them to pass on their valuable knowledge to the next generation and by providing them with information on sport, healthy eating and work-life balance. At the same time, they should be given help in taking the next major step in their lives and making the transition into retirement.

The main challenge of this project is the fact that most senior citizens' bureaus have so far operated as part of the local and regional infrastructure for promoting volunteerism among older people and have never before worked together with businesses in this way. Senior citizens' bureaus first have to learn how to carry out their new role as providers of talks, workshops and advice providers before they can feel confident to approach SMEs, public authorities or institutions within the social economy. This is why an important focus of the project is on developing the profile of senior citizens' bureaus and on approaching and collaborating with companies.

Another challenge for this project is the fact that the management of SMEs has often not really tackled the question of how demographic change will affect their businesses. The realisation that it is possible to counter the looming skills shortage by providing their (older) employees with good working conditions in order to increase their job satisfaction, health, motivation and performance has been bolstered by a growing focus on this topic in the press, but the point can also be driven home through direct approaches on the part of the senior citizens' bureaus.

Duration

Since 2011

Implemented actions

The managers of the senior citizens' bureaus are given training in two blocks of three days and the associations in their regions are offered a mix of informational events, presentations, workshops and advice sessions. Topics include: demographic change in the region and its effects on companies, public authorities and the social economy; healthy eating and exercise in the workplace; the last 5-10 years of working life; how to make a successful transition into retirement; and 'the sandwich generation', a generation that is being squeezed on all sides, with specific advice on how to balance work with responsibilities as a carer.

Results

The project has already had some success, with the accredited senior citizens' bureaus now feeling confident to approach SMEs and provide talks and information. Some municipal authorities have already included 5 modules or parts thereof in their staff training programmes. Some companies have also expressed an interest in working with regional senior citizens' bureaus and the National Association of Senior Citizens' Bureaus. The project is to continue beyond 2012, with training being provided to more of the 280 senior citizens' bureaus around Germany so that they can approach SMEs, public authorities and social economy institutions in Germany to offer them assistance in dealing with demographic change.

Awards given to enterprise for best-practice

2012 3rd place in the category „Workplaces for People of All Ages“ of the European Year Of Active Aging Award

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WABE WALDKIRCHER BESCHÄFTIGUNGS- UND QUALIFIZIERUNGS-GESELLSCHAFT MBH, GEMEINNÜTZIGE GESELLSCHAFT, GERMANY

Genesis

The WABE initiative is an example on how different regional players join their forces, combine their means and skills to improve the societal and employment conditions in their community. Growing unemployment and the negative effects of social decline (vandalism etc.) were the main drivers at that time for the initiators of the WABE project to develop a concept in order to improve the social conditions in Waldkirch. As an organisation WABE was created by owners of private businesses, representatives of the municipality of Waldkirch and a registered non-commercial association founded by individual residents to support the WABE initiative. Their aim was to build a partnership for the benefit of job-seekers in the area and to broaden the skills of the unemployed and to develop individual solutions for their problems in all aspects of life. Improving the conditions for employment and personal guidance was perceived to be the most effective way to provide new impulses for personal development, improved employability and as a consequence for further economic prosperity in the community.

Duration

Established in 2004

Implemented actions

From the beginning, WABE e. V. was supported by enterprises and thereby combined voluntary work of private citizens with the CSR-policy of these firms in co-operation with the local administration. The members of WABE e. V. had been able to provide employment opportunities for long-term job-seekers and internships (ger.: "Praktika") for hard-to-place youngsters.

The WABE gGmbH distinguishes and focuses its services on four target groups: The young and the elderly job-seekers form separate target groups because of their stage of life and the age-related problems to enter and re-enter the labour market. A third group is formed by the job-seekers with relatively limited vocational skills regardless of their age. And the fourth group is made up of job-seekers who carry substantial skills but had been hindered in their career because of personal circumstances such as a longer lasting maternity break etc. For each group specific training opportunities and support measures have been developed. Internships are primarily provided for young job-seekers, whereas unemployed people with longer job history before becoming unemployed primarily ask for advanced training courses. An individually and combined strategy can thereby be provided for those persons who fall into more than one of these categories. Motivational, social and legal services are provided as well. This includes job application training, financial aid for advanced learning and measures to support work-life-balance etc. In order to accompany each person into her or his new job, a 5-stage methodology was developed, beginning with practical courses and ending with the job placement in a firm. The following steps are distinguished:

0. Preparatory classes

1. Skill classes
2. Provision of temporary jobs on the basis of combined wages (jointly financed by the company and the local employment office).
3. Vocational training (qualification as Office Management Assistant etc.)
4. Longer-term placements
5. Permanent employment.

Results

For the involved enterprises, the WABE gGmbH became a training unit and a shared tool of their human resource strategy. Being asked about the motivation for their involvement, the representatives of both firms brought up similar arguments: one argument was to attract and retain staff.

The WABE initiative functions as a contact point as well as a training device where a larger pool of potential job aspirants can be assessed according to their skills and their potential for further development. And the business effects go beyond these workplace issues. By contributing to social welfare in the community, a positive publicity can be achieved.

A HR-Manager recognises the main business advantage of the foundation of WABE gGmbH in getting access to new and highly motivated employees. By offering hard-to-place job-seekers help to solve personal problems (e.g. alcoholism, indebtedness etc.) and providing training to improve their skills, the involved firms can profit from motivated and loyal new staff members.

This initiative generated both positive societal benefits and opportunities for growth of local companies. Especially remarkable is the fact that the involved players were able to establish organisational structures to systemise and optimise their charity work and to guarantee its continuation in the long run. This good practice case gives proves that bottom-up-initiatives of civil society can contribute substantially to the employment development at the local level.

Positive/negative side effects

The creation of the WABE gGmbH had been an organisational challenge for all parties involved. But none of the interview partners could recall significant hindering factors in this founding process. They all agreed that management experience (organisational capital) and the existence of good network contacts (social capital) played a decisive role in the formation of WABE gGmbH.

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EUROSYSTEM SISTEMARCA S.R.L., ITALY

Primary Business

Implementation of projects of information technology tailored for SMEs

Number of employees

About 100

Classification

Training/education

Target group

Employed

Title of initiative

Skills development in high seniority employees

Genesis

Goal: training to raise consultancy skills rather than purely technical skills among a workforce whose education often stopped at high school level but that gained great operative experience in the work place. The real challenge and value for them is to enhance consultative skills and approach on the client relationship. This set of skills and the method used to achieve them are the key challenges one has to face in order to really add value to this category. The objective was to respond in a flexible and personalised way in a highly changeable market environment, taking into consideration also the new pension laws and regulations.

Duration

Since 2011

Implemented actions

In order to deliver a proper solution in this type of environment company have developed **two different training approaches carried out in an innovative way**. The first training approach delivered a project management solution suited to information technology that allowed to create support tools such as standard documentation and toolkits that feature practical examples. This training approach has been delivered on the job and has been supported by a financing system available for Italian companies provided by Fondimpresa. The second approach that delivered a solution by the name of Business Process Management (BPM) has been put together in cooperation with Padova University and focussed on methods of analysis of companies' workflow management. This was meant to achieve both a comprehensive knowledge and understanding of the theory and at the same time to guarantee a practical opportunity to acquire those notions and make them part of their day to day experience in the work place.

Results

- 1) change of attitude within the work place among personnel
- 2) increase of motivation within the workforce.

Positive/negative side effects

Personnel have realised that they are better equipped to face work challenges in the years to come gaining better satisfaction from their work, and, being enabled to have a more active role within the organisation.

Awards given to enterprise for best-practice

Presentation to second session of foundation seminars organized by Eurofound
„Improving working conditions: contribution to active ageing“

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VENETO REGION, ITALY

Primary Business

Veneto Region is one of the 20 regions of Italy.

Classification

Volunteering

Target group

Retired

Title of initiative

Civil Service for the Elderly

Duration

Since 2010

Implemented actions

The aim is to encourage the participation of retired people with low income in the different activities of their community. Those who take part in the activities are employed with a contract and are responsible for activities involving the social and cultural life of their municipalities. This project connects the elderly with their municipalities. Through actions of social interest the elderly interact with and become involved in their local communities. Since 2010, yearly calls for proposals have been published, rewarding the best projects presented by the municipalities. Winning initiatives are selected based on the social utility of planned actions, and the assignment of private contracts to people with low income, giving them an additional salary of 300/400 euros per month.

Results

The project has been running since 2010, and since then, 577 initiatives have been presented and 2,631 elderly have been employed.

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SENTER FOR SENIORPOLITIKK, NORWAY

Primary Business

Organisation

Number of employees

6

Classification

Other

Target group

Employed, unemployed, retired, other

Title of initiative

Ask the Scientists

Genesis

The aim of the initiative is to make the knowledge and experiences of the Fafo Institute researchers available to whoever has a question.

Duration

started in 2012

Implemented actions

Hence, the Centre for Senior Policy will organise throughout the European Year 2012 four online "Ask the scientists" meetings in its webpage. These e-meetings are mainly aimed at enterprises, HR personnel and social partners (employers and employee organisations), as well as public services in the field of active ageing. The reports resulting from these exchanges will be summed up and posted online. Time and themes: March - "Initiatives and measures in the workplace to prolong work careers and increase labour participation for the 55+ population".

1. June - "Adaptive measures in the workplace and health 2. of older workers".
3. September - "Older workers and lifelong learning".
4. December - "Effects of the Norwegian pension reform on active ageing policies at enterprise level".

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SENTER FOR SENIORPOLITIKK, NORWAY

Primary Business

Organisation

Number of employees

6

Classification

Other

Target group

Employed, employer and union representatives

Title of initiative

VinnVinn (WinWin)

Genesis

WinWin (VinnVinn) is a website developed by Norway's Centre for Senior Policy (CSP) offering guidance to senior workers, union representatives and employers. Senior policy includes all activities conducted to recruit, develop and keep good senior employees and their skills in order to optimally advance the aims of the company, the individual and society.

Duration

Campaign since 2007, website existst until today

Implemented actions

For employers: The website includes detailed information about the benefits of employing senior workers and a five-phase project guide for the development of a good senior policy in companies.

For workers: It offers a series of video-testimonials of senior workers and how they have proved to be a valuable asset to their employees.

For union representatives: The website offers tips on how they can influence and make senior policy a priority for their employers.

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MUNICIPALITY OF PORTO, PORTUGAL

Primary Business

Public sector

Classification

Health/prevention of illness, volunteering

Target group

Employed

Genesis

The Municipality of Porto has started a preventive training programme to prepare employees for their transition to retirement. Due to Portugal's special pension law for civil servants, most employees, especially low-skilled workers, retire from work relatively early. Many employees find it difficult to cope with the transition to retirement and the loss of a daily routine. To prepare employees for this new situation and to facilitate their transition to retirement, the municipality has developed a unique pre-retirement programme. The programme was introduced two years ago and, in 2006, some 48 people participated in the course.

Duration

Started in 2004

Implemented actions

The programme aims to prevent social, mental and health problems among employees approaching retirement age and to strengthen their autonomy and social inclusion.

The programme encompasses the following strategic goals:

- to support activities and measures that strengthen the municipality's social responsibility towards its employees;
- to identify and minimise social, psychological and health problems;
- to prepare employees in a proactive way for a life without paid employment;
- to transform retirement into a productive phase of life;
- to support employees in developing autonomy and independence, while encouraging self-development;
- to facilitate the transition from an identity based on work to an identity based on the employee's personal life and interests.

The course consists of three different modules:

- Module 1 – retirement and its implications for daily life (transition to pension, legislation, rights and duties);
- Module 2 – areas for intervention (personal development, changing attitudes, health promotion and nutrition, family life, intellectual changes, personal safety, security, economic changes, taxation, income and expenses, needs);
- Module 3 – alternatives and solutions (professional and social perspectives, voluntary work and participation).

- The course consists of a total of 27 hours' training, which is divided into nine sessions lasting three hours each. Both internal and external experts run the courses, depending on the particular subject.

The Municipality of Porto also runs a programme for people who are already retired because it aims to care not only for its employees but also for its retirees. For this reason, the municipality launched the so-called 'retirement week' in 2005, an event which includes cultural activities. In 2006, over 450 retired people – following an initial 300 people in 2005 – and their partners participated in concerts, day trips, museum visits and other cultural activities as part of retirement week. A similar programme has been organised for 2007. The municipality also organises a Christmas dinner for its retirees and their partners, as well as providing support to a group of retirees who meet regularly.

Results

Following the positive results of the programme in 2006, a new course has been scheduled for October to December 2007. Employees in the following categories are entitled to participate in the programme:

- employees aged 61 years or over;
- employees who have already applied for a pension;
- employees who retired the year before.

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EIM, HUMAN RESOURCE DEVELOPMENT CENTRE, SLOVENIA

Primary Business

Corporate and Business Services

Number of employees

About 10

Classification

Training/education, employability, health/prevention of illness, knowledge transfer, volunteering

Target group

Unemployed (over 50, who are registered by the Employment Service of Slovenia)

Title of initiative

Pilot social experimentation action "Active after 50"

Genesis

Project of "social experiments" aimed at improving and developing policies and programs in the area of active ageing.

Duration

01/2010-12/2011

Implemented actions

One of the pilot "social experiments" was "Active after 50". The intent of the pilot training program was to activate the target group (50+) potentials (mental, motivation, communication, innovation, problem solving capacity, new situation adaptation, work organizing and planning,...) with the purpose of identifying, strengthening and realizing how to use their social and generic competences, enabling them employment and active integration to the labour market as well as social inclusion.

TRAINING SESSIONS:

Programme was ran combined, according to the following model:

- workshops in classrooms, suitable equipped according to the programme requirements;
- individual work at home and fieldwork;
- individual work with the mentor and
- self-help groups.

DURATION:

Programme was divided into 4 parts:

- In orientation phase programme was implemented within one month (12 days), three times a week (Monday, Wednesday and Friday), 4 teaching hours in the morning (altogether 48 hours).

- Modular phase included group meetings, implemented within 5 months once a week in the premises of the activity holder 4 hours in the morning and individual activities at home and in the field (altogether 106 hours, 80 hours of this as teamwork in the premises of the activity holder once a week and 26 hours as individual activity at home and in the field).
- Individual work with participants was implemented once a week app. 4 hours within 5 months, altogether 74 hours
- Conclusion of the programme was implemented in 12 hours (4 hours in the group and 8 individual hours).

Results

Training programme for unemployed persons, over 50 years old Participants' expectations regarding the training programme were realised. 15 persons older than 50 years (average age of participants upon joining the pilot project was almost 54 years) have acquired new knowledge, new information. The pilot project offered a large amount of knowledge in various fields and experiences all in one place. The training programme had a major effect on the target groups in accordance with their needs. The users - participants assessed the training programme as **very useful**. They experienced their participation in the programme very positively, and they would recommend the programme also to other unemployed persons or persons in the same age group.

Positive/negative side effects

Effectiveness and success were reviewed true evaluation of the pilot project: the program **strengthened/improved social inclusion of the participants, increased adaptability and competitiveness of the individual and increased working activity and employability of the participants**. The pilot project proved to be the appropriate programme to activate the target group, as it was prepared in accordance with the needs of the target group, offered a wide selection of contents, and included methods that enable a more individualised and personal consideration of every individual. To improve the adaptability and competitiveness of the participants included in this training programme and increase their labour activity and employability, the pilot programme should be linked to other measures, in particular those that would motivate the employers to employ this target group.

Evaluation of practice-results

Evaluation of the pilot project «Active after 50» was done by external evaluator and was carried out during the period from September 2010 to October 2011. The evaluation of pilot project reviewed relevance of the pilot project, effectiveness/success, utility and sustainability. According to evaluation participants expectations regarding the training programme were realised, they strongly agreed that the programme was beneficial for them and that they have acquired new knowledge, new information. Because of that all participants would recommend the program to others, as the training.

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EIM, HUMAN RESOURCE DEVELOPMENT CENTRE & FOUNDATION FOR IMPROVEMENT OF EMPLOYMENT POSSIBILITIES, SLOVENIA/PRIZMA, AN INSTITUTION IN TRANSNATIONAL PARTNERSHIP, SLOVENIA

Primary Business

Corporate and Business Services (HRDC)
Activities of other membership organizations (PRIZMA)

Number of employees

10 (eim, HRDC) + 12 (PRIZMA)

Classification

Training/ education, health/ prevention of illness, knowledge transfer, other

Target group

(1) Direct target group: enterprises, especially SMEs, planning or being in the process of restructuring or have envisaged changes because of various reasons, representative of employees - trade unions and their representatives in enterprises, experts, health and wellbeing and business advisers, trainers, OSH/HW and HR managers from enterprises;
(2) Social partners and stakeholders – policy makers, local communities, employment organisations and services, other labour market organisations that are creating implementing and/ or supporting measures/programmes for the enterprises going under restructuring.

Title of initiative

Get employees Aware and Ready for changes_ Gear for changes

Genesis

The project aim was to encourage enterprises to introduce actions to prevent negative impact of change in terms of health and psycho-social risks on time. Experiences and HW practices focused on programs for workers/managers experiencing changes in the event of restructuring were exchanged through transnational expert network. The **Gear for Changes** objectives were also:

- (1) To raise awareness and promote benefits of permanently, on-time and constructive incorporation of individual and organizational health and wellbeing issues in to restructuring process;
- (2) To help employers and social partners to prevent and treat the health problems of workers faced with restructuring;
- (3) To raise awareness among employers (especially line/middle managers) of stress factors resistance to change and importance of communication prior and during restructuring.

Duration

December 2010 – November 2011

Implemented actions

Key Activities:

- **Transnational network for exchange of experiences, knowledge and good practices:** experts, advisers, OSH/HW and HR managers from enterprises, trainers and social partners in three partner countries were exchanging knowledge, experiences and good practices, preparing programmes and guide for managers and social partners within **transnational network**, at **the transnational seminar** and **via transnational E-forum**.
- **Guide for employers and social partners to help avoid/reduce the harmful consequences of restructuring on individuals health and encouraging enterprises to introduce the actions:** a guideline, including tools and good practices to promote and introduce efficient health and wellbeing actions was developed and introduced, discussed and promoted at **workshop** in each partner's country and it is now available in three languages (Slovenian, English and Croatian).
- **Programmes for line/middle managers and trade unions representatives:** based on the basis of exchange of knowledge, experiences and good practices, to raise awareness and build competences of participants of stress factors, resistance to change **two new programmes** were developed and implemented according to the needs and culture of each country: **(1) Programme for line/middle managers from enterprises** that planning to be or being in the process of change/restructuring were implemented in each partner's country and **(2) Programme for trade unions representatives** were implemented in Slovenia and Croatia.
- **Awareness raising and dissemination campaign** and final **transnational conference in Slovenia** was implemented to attract interest and attain participation of target groups, key stakeholders, raise awareness among them and inform brother public during the project and after its end.

All information about the project, key activities are available on the project website:

www.gear-progress.eu

Results

The project:

contributed to improved health and well-being at work (By exchanging knowledge, experiences and good practices, preparing programmes and guide for managers and social partners to prevent and treat the health problems of workers faced with restructuring within transnational network experts, advisers, OSH/HW and HR managers from enterprises, trainers and social partners were create new holistic policies, measures and programmes to encourage organisations and enterprises to incorporate individual and organisational health in the restructuring process in all three partner countries.)

- **raise awareness on health and well-being at work** (By disseminating GEAR for CHANGES project results through different events and by active involvement of key stakeholders representatives of companies and HW experts from partners countries to GEAR activities, awareness on health and wellbeing at work was raised as well as mainstreamed to companies, local / regional / national and EU health and wellbeing policies and programmes.)

- **strengthen capacities of managers and trade unions representatives** (By training line/middle managers and trade unions representatives were build competences of stress factors, resistance to change, and became aware on importance of supporting employees career and skills development, communication prior and during restructuring and assure "justice and trust environment" for employees during restructuring.)

Positive/negative side effects

Line/middle managers from enterprises expressed, that the training program is suitable for

- rising awareness on health and wellbeing at work,
- promotion / retention of older people in the workplace,
- promoting age management strategies.

Because the contents of the program were recognized as necessary, was after the end of project developed a customized training program "**Health promotion in the workplace**".

The training program was in year 2012 approved by the Ministry of labour, family, social affairs and equal opportunities as suitable program for companies.

Some of specific content of the program that have been proven to be very important are now also included in other training programs related to health promotion/ determinants of health and activity level of the individuals.

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Primary Business

Corporate and Business Services (HRDC);
Activities of other membership organizations (PRIZMA)

Number of employees

10 (HRDC) & 12 (PRIZMA)

Classification

Knowledge transfer, other

Target group

Employers, employment counsellors on intergenerational cooperation in working environment

Title of initiative

INTEGRATE KNOWLEDGE - Good practices and transfer of knowledge between generations

Genesis

The Integrate Knowledge initiative aims to promote intergenerational cooperation and learning in the working environment.

Duration

started in 2012

Implemented actions

The project included seminars and good practice presentations focused on the transfer of knowledge, skills and experiences between different generations, intergenerational cooperation and learning.

Transfer of knowledge and experiences across generations allows young people to enter more easily into the labour market and acquire relevant skills. On the other hand it **enables older employees to remain longer in employment, as they also gain relevant skills during the process of intergenerational learning**. Therefore, it is a win-win situation, with all generations being able to develop their potential and contribute to the competitiveness of organisations.

Results

- 24 seminars organised for employers and employment counsellors on intergenerational cooperation in working environment,
- 5 major organised events where intergenerational cooperation examples were presented,
- Published brochure on different concepts and good practice as well as recommendations for further measures.

Positive/negative side effects

Positive: promotion between employers of intergenerational cooperation and learning in the working environment.

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EIM, HUMAN RESOURCE DEVELOPMENT CENTRE, SLOVENIA

Primary Business

Corporate and Business Services

Number of employees

About 10

Classification

Training/education, knowledge transfer

Target group

employed, professionals that are working in development, organisation and implementation of training programmes for adults.

Title of initiative

Challenges in the Education of Older People to Promote Intergenerational Relations

Genesis

The **training programme "Never Too Old for Learning"** was designed as response to actual social trends. The program aim is to train the professionals in adult education for high quality response to the needs of elderly: the implementation of active aging strategy for cooperation and cooperation between the generations in the workplace, for life after retirement, to prepare a plan for quality of life, to understand the younger pairing of younger age and intergenerational harmony, opportunities for self-development among the elderly, education for work and another career in the earlier period, the work of voluntary and non-governmental organizations, the transfer of experience from one generation to another.

Through training the situation of the elderly in modern society and socio economic impact of ageing society is considered and methods and approaches to work with elder people are presented.

Duration

01/2012-06/2014

Implemented actions

- Development of a training program (methodology, curriculum materials, brochures, evaluation tools)
- Pilot and two further implementation of the program, where the professionals in adult education learn about new approaches and innovative methods to encourage the elderly to strengthen the professional skills necessary for reintegration and active involvement of older people in the work field and employment, and support the promotion of intergenerational relations in social integration into society.

Results

- 47 trained participants
- Guide „Never too old for learning“ for participants

Evaluation of practice-results

Evaluation of the each individual training program was done by internal evaluator. The evaluation of program reviewed relevance of the pilot project, effectiveness/success, utility and sustainability. According to evaluation participants expectations regarding the training programme were realised, they strongly agreed that programme was beneficial for them and that they have learn about new approaches and innovative methods to work with elder people.

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REGIONAL PUBLIC HEALTH INSTITUTE MARIBOR, SLOVENIA

Primary Business

Public Health and Health Promotion

Number of employees

About 303

Classification

Training/education, employability

Target group

Unemployed, employers

Title of initiative

Mobile support, information and advice service to increase social inclusion and employability of vulnerable groups" (hereinafter MPIS)

Project MPIS

Genesis

The project aim was to MPIS vulnerable target groups offer the possibility of re-social inclusion, improve employability and create jobs. The long-term unemployment is one of the individual articles vicious circle that inevitably leads to social exclusion. An unemployed person is a potential victim of passivity, which leads to weak social network, followed by lack of information, a person becomes unattractive to employers, lacking her skills and finding a job or they are outdated. Vicious circle is made with low self-esteem, which consequently reduces their repeated failure to find employment.

The project is an innovative approach and program MPIS promote the development and implementation of new forms of integration of disadvantaged groups (unemployed 55 + was one of the target groups) to enter the labor market. Innovation of the project is reflected in the methods and proactive approach, adapted to the selected target vulnerable groups who need special training methods, training and motivation, and promotes an active approach in solving their own problems of unemployment and the provision of equal opportunities in the labor market

Duration

03/2011-03/2013

Implemented actions

- Establishment of two mobile support units-information (one in Maribor and the second in Slovej Gradec) service to advise and strengthen social inclusion and employability of disadvantaged groups
- 300 individuals involved in 4 month training program for people from vulnerable target groups order to gain new knowledge and successful employment in the workplace, in the envisaged project: professional, administrative and technical assistant, assistant to vulnerable groups

- Training for advisers from Active employment service for working with elder people. 10 advisers later on worked with target groups in two counseling offices, where they provide counseling to unemployed, help them to find the job etc. They also were advice and training to find employment, while they also connected with business, especially for green jobs.

You can see more about the project on website: www.zzv-mb.si

Results

In MPIS office they helped 56 unemployed people from vulnerable target groups to employment.

The project increased adaptability and competitiveness of the individual and increased working activity and employability of the participants.

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REGIONAL PUBLIC HEALTH INSTITUTE MARIBOR, SLOVENIA

Primary Business

Public Health and Health Promotion

Number of employees

About 303

Classification

Training/education, health/prevention of illness, knowledge transfer, volunteering, social entrepreneurship, other

Target group

Retired

Title of initiative

Project „New Age – SRNICE“

Genesis

Work with elderly in local community on based on EURO-URHIS 2 – European Urban Health Indicators & other statistical data on elderly, EU projects DETERMINE - Social determinants of health inequalities, Mental Health and Q-Ageing

Duration

0.9/2010-12/2012

Results

Result of the pilot New Age in Maribor is that with a systematic work with the elderly in local community a new way and quality of life is possible to achieve for elderly population. By public recognition of the successful work and an active involvement in everyday life of the community a new dimension was established. By prolonging the started activities to a long term activity programme more and more participants will join. In such a way a new local and self shaped programme of socialization and activation of the elderly will develop besides the national one performed by official institutions. New quality of contacts and collaboration to political leadership, health and social institutions as also local associations was developed in the community. A "Red knob - Telealarm system" for health and property security of elderly persons was developed and represented in local community of Radvanje. It is not too expensive or difficult for the implementation, it uses existing structures and expert knowledge in the community but in a new and open way as also by active involving of the elderly population.

Positive/negative side effects

Positive results of the pilot project in 1 of the local communities of Maribor is a good basis for the implementation in others by involvement in a city plan or in a Regional development plan. In actual moment there is support for starting the project activities in at least 4 local communities in the city and region. It is not too expensive or difficult for the implementation it uses existing structures and expert knowledge in the community but in a new and open way as also by active involving of the elderly population. Interest for participation depends from the country specific needs and legislation as also the possibility of intersectoral,

cooperation of all participants involved. The way of living in Central Europe, cultural heritage and habits should be a positive factor for similar development or transfer of activities mentioned. The pilot project "New Age" is innovative in regard to the traditional way of work with elderly in Maribor. It is first time that interdisciplinary and intersectoral activities are performed directly in the local community. The outcome is positive and the municipality of Maribor intends to use the experiences in future work with local communities in districts. The importance to develop specific population tailored programmes for local communities through an active participation of the population involved to access their needs and demands.

Evaluation of practice-results

Evaluation performed under Evaluation of the Q – Ageing project, 29th April 2011.

See: <http://www.q-ageing.eu/documents.html>

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THE AMAZINGS, UNITED KINGDOM

Primary Business

Social enterprise

Number of employees

5

Classification

Supporting entrepreneurial activities of elderly

Target group

Employed, unemployed, retired

Title of initiative

The Amazings

Genesis

The Amazings is a marketplace where retired people can sell their skills and knowledge as experiences.

Duration

Started in 2011

Implemented actions

This social enterprise helps retired or approaching retirement citizens package the skills, knowledge and passion they've accrued throughout their life and turn them into activities which can be sold back to the community. The Amazings provides financial, technical and logistical support to people who want to sell their skills. In return, it takes a share of the ticket sales from each experience. Supported by Sidekick Studios, with funding from the Technology Strategy Board, The Amazings intends to become a national social business that uses the power of the web to connect amazing people to other generations, helping the exchange of skills within communities, and keeping people well for longer.

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