Foundation seminar series 2011-2012 -
Improving working conditions: Contribution to active ageing

„Productive Ageing“
Introduction

- Qualification unions
- Background
- Fields of action
- Outlook
Qualification unions

- Initiative of
- Regional or sectoral alliance of at least 3 companies
- Demand-oriented trainings on intercompany levels
- Life cycle-adjusted and age-appropriate trainings
- Active and preventive labour market policy
Background: Demographic change
Conditions to enable workability until the regular retirement-age

Empirical results:

- Personal health conditions
- Appreciation of work performance

Employees > 45 years
- Personal health conditions
- Appreciation of work performance
- Low level of physical exposure

Employees < 45 years
- Diversified non-monotone working activities
- Career opportunities
Change of functional capacity during the course of work life

<table>
<thead>
<tr>
<th>Physical work capacity according to the cardiovascular and musculoskeletal system, speed of learning capacity</th>
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<tbody>
<tr>
<td>Talent, intelligence, action and cooperation skills</td>
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<tr>
<td>Quality awareness and responsibility, decision ability, social competence</td>
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<tr>
<td>Job experience and job performance</td>
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</tbody>
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Older workers ≠ handicapped persons
Younger workers ≠ experienced persons

Source: Brigitta Geissler-Gruber 2006
Fields of action to promote workability in terms of „Productive Ageing“

- HR management
- Leadership style
- Vocational education and training
- HR development
- Health
- Human engineering
- Safety
- Organisation of work (individual, corporate)
- Corporate culture
- Working atmosphere
- Recruitment of new employees

Fields of action „Productive Ageing“
1. HR management

- Ageing-appropriate HR management and leadership behaviour
- Preserving and promoting the workability and the willingness to work is a management task
- Establishment of workability-oriented and age-appropriate working conditions
- Ageing-adjusted career planning (performance appraisal and career development interviews)
- Exchange of experience and networking within the qualification unions
1.1. Typical pathways of professional development

Interview results – example:

Field of work: Production

Typical professional development:

- Employee
- Team leader
- Foreman
- Head of Department
- Head of Production
- COO, CEO

Important steps:

- Laternal entry of semi-skilled workers
- Apprentice-ship diploma (e.g. craftsman)

Change to another department (product development, sales, design, office …)

Continuing education: master's degree, apprentice trainer, leadership, management

Computer Aided Production: continuous trainings for programming new machines, …

Further specialist trainings: materials, machines, tools, technologies, …

Up to 20 years: 21 - 30 years: 31 - 40 years: 41 - 50 years: 51 - 60 years: 61+ years
2. Health, Human engineering, Safety

- Health and safety in the workplace
- Raising awareness of health and safety
- Ergonomically designed workplaces
- Participation of employees
3. Organisation of work

- Ageing-appropriate organisation of work, job-design and work-flows
- Age-related part time employment
- Job rotation
- Job enrichment
- Job enlargement
- Participation in projects
- Job sharing
- Vacation schedule
4. Corporate culture and working atmosphere

- Cooperation of younger and older employees
- Sensitising of employees – prejudices vs. focusing on strengths
- Mentoring programmes

Source: Juhani Ilmarinen Consulting, presentation on 29.04.2011
5. Recruitment of new employees

Empirical Results:

- Demographic-sensitive HR planning
- Analysis of age structure (incl. forecast)

- „Adequate“ mixture of ages
- Structured and age-appropriate training of new employees
6.1. Vocational education and training in qualification unions - P&K Unternehmensberatung GmbH (P&K Consulting GmbH)

- Sensitising HR managers regarding „Productive Ageing“ (approx. 3000 companies in the provinces Tyrol und Upper Austria since 2007)
- Analysis of age structures, workplace evaluations, illustration of typical career pathways
- Involvement of employees
- Life cycle-oriented learning (approx. 5000 trainings in the provinces Tyrol und Upper Austria since 2007)
- Age-appropriate trainings
- Promotion of participation of employees over 45 years

Goal: long-term ageing-adjusted HR strategies in SMEs
6.2. Training - Motivation

Empirical Results:

- General interest
- Ability to better handle own tasks

**Employees > 45 years**
- General interest
- Ability to better handle own tasks
- Competition with younger colleagues

**Employees < 45 years**
- Enlargement of responsibilities
- Wage increase / financial improvement
6.3. Training - Obstacles

Empirical Results:

Employees > 45 years
- Strong work load
- Already sufficiently trained
- Inappropriate training opportunities regarding personal needs and interests

Employees < 45 years
- Domestic responsibilities
- Inappropriate working time
- Inappropriate training opportunities regarding personal needs and interests
Outlook

Which different levels can be addressed in order to promote life-long learning? How can obstacles be decreased?

• Individual level
• Corporate level
• Educational and consulting level
• Social and political level
FOR A FAIR SELECTION EVERYBODY HAS TO TAKE THE SAME EXAM: PLEASE CLIMB THAT TREE

http://slaymyboredom.com/tag/same-exam/

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