



Education and Culture

Leonardo da Vinci

Federal Institute for
Vocational Education
and Training

BiBB

- ▶ Researching
- ▶ Advising
- ▶ Shaping the future

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**Projects, initiatives and literature:
Instruments for the training of older employees**

Leonardo-Project

“Betriebliche Weiterbildung von älteren Arbeitnehmerinnen und Arbeitnehmern in KMU und Entwicklung von regionalen Supportstrukturen“

April 2006

1. Initiatives and projects

1.1 International initiatives and projects

Name and address	Project objectives	Project activities	Available products & results	Duration	Funded by	Executers/Partners/Involved parties
<p>Active @ work</p> <p>www.uta.fi/tyt/kkp/projektit/activeatwork/index.php</p>	<p>The overall goal is to increase the ability of enterprises to develop and utilize alternative working arrangements as a mean to prevent the early retirement of their employees and to create a truly age diverse workforce.</p> <p>Individualised working facilities for ageing employees (Finnish sub-project)</p> <p>The main objective is to enable and support individual workers' sustainable well-being and therefore motivation to work longer. In addition there are three other objectives:</p> <ul style="list-style-type: none"> - to gather understanding of ageing workers' individual needs, attitudes, motivations, working methods and environments - to identify opportunities for concept design - to develop proposals and concepts, which aim at supporting individual working abilities and motivations <p>Concepts of alternative working arrangements (German sub-project)</p> <p>The objectives are:</p> <ul style="list-style-type: none"> - development of concepts of alternative working arrangements for an age diverse workforce in three user organisations - partial implementation of these concepts on a pilot basis 	<p>The activities undertaken improve the quality of work for older workers and support sustainable well-being and motivation to work longer.</p> <p>Finland:</p> <p>The project applies a user-centred product concept design approach, which emphasizes involving users "early and often", using both scientific methods and subjective approaches and multidisciplinary practices with various perspectives and expertise. In this project several concept design methods such as observations, self-documenting, participatory workshops and multidisciplinary interpretations and ideations are utilized.</p> <p>Germany:</p> <p>Concepts of alternative working arrangement for ageing and older workers will be developed for each of these end-user organisations. The development work will be based on and derived from the specific problem situations in these organisations. These concepts will be partially implemented on a pilot basis in these organisations and thoroughly</p>	<p>Planned products and results:</p> <p>As one output of the project the enterprises will be provided with a model of implementation of alternative work arrangements for ageing and older workers</p>	11/04-10/06	European Union (ESF)	<p>Finland:</p> <p>University of Tampere University of Art and Design Helsinki The Northern Pirkanmaa Institute of Education The Confederation of Finnish Industries EK</p> <p>Germany:</p> <p>Empirica GmbH SAP Die Continentale Deutsche Bank</p> <p>Italy:</p> <p>Synergia S.R.L. Lecco Lavoro Province of Lecco Network Occupazione</p>

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	<ul style="list-style-type: none"> - evaluation of the implementation process throughout the entire piloting process. <p>Innovative strategies to promote active ageing – seniority social certification in Lecco province (Italian sub-project)</p> <p>The three main objectives are:</p> <ul style="list-style-type: none"> - to study the local industrial scenario, analyzing current trends and emerging issues - to support the development of strategies within small and medium sized enterprises able to prevent the early retirement of their employees - the planning of a Seniority Social Certification that will be allocated to the companies that show good practices in the improvement of the quality of work for elderly employees 	<p>evaluated by the project team and supported by the Transnational Dialogue Forum throughout the entire piloting process.</p> <p>Italy:</p> <ul style="list-style-type: none"> - preliminary discussion with national partners and stakeholders / national and international literature review / analysis of Lecco district industrial scenario - develop an evaluation process on a set of local firms and on a group of workers, selected during the previous phase, implementing the inquiry system and research procedures. The program includes the use of qualitative and quantitative methods: interviews and a structured survey on elderly workers. - identification good/best practices in Italy, the development of training programs and the planning of a Seniority Social Certification protocol 				
<p>AWISE - Ageing Workforce in Small Enterprises</p> <p>www.awise-project.net/</p>	<ul style="list-style-type: none"> - Identification of the specific conditions of employment and ageing; assessment of the potential to retain long-term employment in small and medium sized companies - Development of strategies to improve human resource management in SMEs, focussing on ageing employees and the development of suitable jobs - Development of tools to support staff recruitment, incl. drafting and 	<p>Scientific analysis</p> <ul style="list-style-type: none"> - national and regional analysis with regard to the demographic development, legal and institutional conditions (cf. attached documents: questionnaires, legal framework) - case studies from the participating countries, selection of good practise examples for demographic management in SMEs (cf. attached docu- 	<p>Comment: identify training, health & working time as central issues for the integration of older employees in Germany</p> <p>Available products and results (at the project homepage):</p> <ul style="list-style-type: none"> - Good practice 	12/04 – 11/06	European Union (ESF)	<p>ZWH – Zentralstelle für die Weiterbildung im Handwerk (Germany)</p> <p>Handwerkskammer Erfurt (Germany)</p> <p>Handwerkskammer Bildungszentrum Münster (Germany)</p> <p>ZDH - Zentralverband des Deutschen Handwerks (Germany)</p> <p>Vocational Training S.A.</p>

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	<p>testing qualification measures to respond to the changing demographic situation in SMEs</p> <ul style="list-style-type: none"> - Raising awareness of the potential of older employees in SMEs - European co-operation between the international partners to exchange experience, develop strategies and concepts and adapt the project results to the conditions in the different countries 	<p>ments: good practise study)</p> <ul style="list-style-type: none"> - sector specific and regional scenarios and identification of measures and activities <p>Development of strategies and measures</p> <ul style="list-style-type: none"> - exchange with local actors, companies and experts in workshops, conferences and company visits (cf. attached documents: workshop programmes) - joint development of an agenda for implementation and of regional and sectoral measures with all stakeholders (cf. attached documents: workshop programmes) <p>Implementation of measures</p> <ul style="list-style-type: none"> - awareness raising and qualification of the chambers' consultants in demographic issues ("ageworker") - development and testing of awareness raising tool for entrepreneurs, owner/managers and their co-working family members (workshops and integrated modules) - development and testing of an online tool for analysis and testing (demography-check) - development of a sector specific qualification concept for older employees - development of a 'skills pooling' concept 	<p>study for Germany, Greece and Spain (in English and German)</p> <ul style="list-style-type: none"> - Juridical survey - Legal framework of the labour relations and the social security – pensions' system in Greece (in English) 			<p>(Greece) IEKEP - Institute of Training & Vocational Guidance (Greece) Iniciativas è Innovacion (Spain) LAK – Latvijas Amatniecibas Camera (Latvia)</p>

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The Fair Play Partnership - Fair Play for Older Workers www.fairplay.bdf.es	<p>The overall aim of the project is to promote the contribution of older workers within the labour market. Working with employers and employer organisations the project aims to assist with the implementation of age management strategies in the workplace which maintain and invest in the continued employability and productivity of older workers.</p> <p>In particular:</p> <ul style="list-style-type: none"> - Greater awareness of equality and diversity issues in regard to recruitment, selection and employment of older workers and the business case for age diversity generated amongst all stakeholders - Development of age management strategies for employers, including changing the practice of using early retirement as a solution to corporate restructuring - Testing and developing of new ways of delivering training to older workers - Anticipation of ageing and employment trends - Development and piloting of alternative working arrangements 	<p>The project will work with both older workers and employers to develop tools which promote good practice, age management strategies and new ways of delivering training, to encourage the continued participation and / or re-entry of older workers in the labour market. This will support the development of the business case for age diversity and help to dispel the myths surrounding the employment of older workers.</p> <p>The target groups are:</p> <ul style="list-style-type: none"> - Small, medium and large employers in the private, public and voluntary sectors - Older workers aged 50 and over in employment - Unemployed older workers aged 50 and over - Recruitment/employment agencies 	<p>E-Learning courses:</p> <ul style="list-style-type: none"> - Self-assessment tool “Age driver” - “Skills assessment toolbox” for employers to support them in tackling age diversity issues 	11/04 – 10/06	European Union (ESF)	<p>Fair Play has overall responsibility for the management and co-ordination of the project.</p> <p>At national level a co-ordinating partner leads a cluster of organisations in delivering the project in each of the project partner countries. The national partnerships include key stakeholders from local / regional / national government, employer bodies and social partners.</p> <p>The national co-ordinating partners for each country are:</p> <p>Fair Play partnership (United Kingdom) BDF – Balear de desarrollo y formación (Spain) Action Synergy (Greece) VanDoorneHuiskes en Partners (Netherlands) OFA – National Employment Foundation (Hungary)</p>
Proage- Facing the challenge of demographic change www.proage-online.de/	<p>In the face of a declining and ageing working population, the project examined the fundamental questions of how to retain older people in the workforce, how to ensure the employability of older people and enhance their employment opportunities, and how, at the same time, to address the skills' shortage.</p> <p>The project was also designed to raise greater awareness in the public of the need for a paradigm change in social</p>	<p>In a series of transnational expert seminars and international conferences and drawing on the findings of two scientific studies, representatives from the world of politics, science and business were brought together to develop action-based approaches and strategies to tackle the impending employment gap created by demographic changes. Themes</p>	<p>Publications:</p> <ul style="list-style-type: none"> - Proage – Facing the challenge of demographic change (project documentation, available at the project homepage) - BDA, Ältere Mitarbeiter im 	10/01- 11/03	European Union (ESF)	<p>BDA - Confederation of German Employers' Associations (Germany) Bertelsmann Foundation (Germany) GDA - Company for Marketing and Services for German Employers (Germany) DA - Danish Employers' Confederation (Denmark)</p>

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	and employment policy towards longer career trajectories.	were: <ul style="list-style-type: none"> - Improving employment opportunities for older workers - Framework of law and collective agreements for the employment of older workers - Age management at the workplace 	<ul style="list-style-type: none"> Betrieb - Ein Leitfaden für Unternehmen (available at the project homepage) - IBEC, Employers guide to the Employment of Older Workers (available at the project homepage) - BDA/ Bertelsmann Foundation, Beschäftigungschancen für ältere Arbeitnehmer - Internationaler Vergleich und Handlungsempfehlungen, Gütersloh 2003 - BDA / Bertelsmann Foundation, Erfolgreich mit älteren Arbeitnehmern - Strategien und Beispiele für die betriebliche Praxis, Gütersloh 2003 			<p>AWVN - General Employers' Association Netherlands (Netherlands)</p> <p>IBEC - Irish Business and Employers Confederation (Ireland)</p>
RESPECT - Research action for improving elderly workers safety, productivity, efficiency and competency towards the	The project supports the process of knowledge about physiological and psychological changes regarding elderly people, the effects of working in the company as well as the influence of the cooperation in work with younger employees. Furthermore different solutions	<ul style="list-style-type: none"> - Development of new work models for company or society. The key problems built up the basic for research foci. Some laboratory studies and paper and pencil pilots in companies established the 	<ul style="list-style-type: none"> - Booklet: „Solutions for effective design of work life within the demographic changes“ - Databank with 	03/2001-03/2004	European Union	<p>IIP – Institut für Betriebslehre und Industrielle Produktion (Germany)</p> <p>Deutsche Bank (Germany)</p> <p>IAS - Institut für Arbeits- und Sozialhygiene Stiftung Berlin (Germany)</p>

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new working environment http://respect.iccs.ntua.gr/index.html	in form of new working models of job arrangements, health management, knowledge management, age awareness and qualification and training strategies were developed. The focuses were not only on elderly workers but also on younger ones and their cooperative on work.	present status of elderly workers physiological and psychological status and the working conditions as well as their assessment by means of the employees. - Development of criteria and tools to assess the used instruments and so to evaluate the effects of new work models on the employees and the companies. Socio-economic studies were carried out to judge the new work models based upon their overall socio-economic and quality of life impacts. - Formulation of generic guidelines for the work organisation of elderly workers as well as specific guidelines for companies. Furthermore policy interventions were proposed and their impacts assessed to give recommendations for the policy.	200 models for the integration of older people in working life			DaimlerChrysler (Germany) CNRS - Centre National de la Recherche Scientifique Strasbourg (France) TRUTH S.A. - TransEuropean Consulting Unit of Thessaloniki S.A. (Greece) TCCD - Therapeutic Centre of Chronic Diseases (Greece) ICCS NTUA - Institute of Communication and Computer Systems (Greece) COAT Basel - Centre of Applied Technologies in Mental Health (Suisse) FIOH - Finnish Institute of Occupational Health (Finland) Finnair (Finland) CAA - Civil Aviation Administration (Finland)
SAW – seniors and workplaces www.saw.fic.dk/	- Raising awareness of the potential of older workers in the labour market; develop strategies for age management in the labour market, special attention will be given to human resource and investment initiatives required to achieve this objective. - Development of good practice models, which can act as tools for key labour market actors responsible for producing the requisite change within the labour market, particular attention will be paid to low skilled older women	Analysis of current practice at the labour market at macro and micro level in all partner countries, exchange of information and experiences between the partners: An important element for an effective sharing of knowledge and experiences is an analysis aiming to reach a common definition, taking into consideration different contexts. Establishment of a national network of SMEs across sectors	Comment: stress open access to training and education for those at risk of exclusion from the labour market, in particular low-skilled workers and women and more investment of public authorities and companies in training and education.	11/04 – 12/06	European Union (ESF)	FIC (Denmark) SIPTU - Services, Industrial, Professional and Technical Union (Ireland) EXA TEAM (Italy) FOREM (Spain) OPZZ (Poland) The partners are specified as SME's across sectors, trade unions representing low-skilled unemployed older men and women, older male and female employees, con-

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		<p>in each country</p> <p>Development and test of good practice models in order to develop a transnational framework of best practice models (based on the analyses and exchange of experiences of the partners)</p> <p>Definition of a curriculum for Good Will Ambassadors: a new profile presenting and proposing in the companies as well as to local actors the good practices identified in the project, also an awareness campaign is intended to promote at local and European level, a more sensitive approach to seniors problems and opportunities for seniors.</p>				sultancy companies with experience in the field, and education and training providers with experiences in tailor made job training.
<p>Smart Region - Age management in innovative regions</p> <p>www.smartregion.net/</p>	<ul style="list-style-type: none"> - Researching demographic change and its effects as well as the reasons behind the current practice of early retirement in a regional and international comparison. - Developing and testing innovative methods for extending the working lives of current 35-45 year-olds and for maintaining their workability. - Transferring the successful experiences of large companies with the realisation of age appropriate management to SME through the creation or use of regional networks. - Create awareness among all relevant actors and the general public in order to raise the willingness to employ older workers and to reduce prejudice. 	<p>Measures at company and regional level will be developed and carried out in eight selected regions in Germany, Austria and Portugal.</p> <p>Scientific analysis</p> <ul style="list-style-type: none"> - National and regional analyses in relation to demographic developments, labour market policy data, and legal and institutional conditions. - Company and individual case studies in the project regions, selection of good practice models of age appropriate management in companies - Development of regional scenarios and identification of 	<p>Comment: Homepage provides detailed information on the ongoing activities and results (data of the regions, results of the interviews in the enterprises)</p> <p>Available products and results (at the project homepage):</p> <ul style="list-style-type: none"> - Verband Deutscher Rentenversicherer (Hrsg.), Smart Region. Eine innovative Maßnahme zur Bewältigung des 	12/04-11/06	European Union (ESF) Hans-Böckler-Foundation, Department for Economics of the Styrian Provincial Government, Austrian Federal Ministry of Economics and Labour	<p>Deutsche Rentenversicherung Bund (Germany)</p> <p>INIFES - Internationales Institut für Empirische Sozialökonomie (Germany)</p> <p>SÖSTRA GmbH - Institut für Sozialökonomische Strukturanalysen (Germany)</p> <p>ÖSB Consulting PLC (Austria)</p> <p>CEDEP – Centro de Estudos de Economia Internacional at the University of Lisbon (Portugal)</p> <p>Further co-operation partners: Slovenian Ministry of Labour, Family and Social</p>

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		<p>measures and fields of activity on the basis of the collated data</p> <p>Development of measures</p> <ul style="list-style-type: none"> - Discussions with regional actors and companies in the framework of regional conferences and visits to companies, and the joint development of implementation plans and measures for the regions <p>Implementation of measures</p> <ul style="list-style-type: none"> - Awareness-raising and qualification of multipliers (policy-makers, interest groups, labour market policy actors) in the framework of workshops and interviews - Establishment of regional networks of large and small and medium sized enterprises (SME) - Consulting processes and pilot projects in companies in the project region - Accompanying information and awareness-raising campaigns 	<p>demografischen Wandels in europäischen Regionen, Berlin 2005</p> <ul style="list-style-type: none"> - IG Metall Bezirk Bayern, Arbeit und Arbeitsmarkt im demographischen Wandel – Perspektiven im Freistaat Bayern und den Regionen, München 2005 			<p>Affairs (Slovenia)</p> <p>Sachsen Consult Poznan GmbH (Poland)</p>
<p>WAGE – Winning Age, Getting Future!</p> <p>www.wage.at/</p>	<ul style="list-style-type: none"> - Development and implementation of innovative strategies to enhance the productivity and employability of older workers, and thereby to raise their employment rate. Priority will be given to preventative measures. The motto goes: improve health and safety, diversify qualifications, and ensure the motivation of all employees in the workplace. 	<p>Empowerment by motivation, qualification and health promotion</p> <ul style="list-style-type: none"> - Creation of new modes of access to opportunities for further training, as well as new models for qualifications and further training, thereby opening new prospects to older workers. 	<p>Available products and results:</p> <ul style="list-style-type: none"> - Travelling exhibition “Winning age, getting future” - Information point for older workers - Workshops for managers, fore- 	12/04-11/06	European Union (ESF) Regional Government of Upper Austria	<p>International:</p> <p>Chamber of Labour Upper Austria (Austria)</p> <p>FIOH - Finnish Institute of Occupational Health Helsinki (Finland)</p> <p>GfAH - Gesellschaft für Arbeitsschutz- und Humanisierungsforschung (Germany)</p>

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	<ul style="list-style-type: none"> - Avoidance of senior unemployment and the creation of a new problem-awareness in business and among the general public. 	<ul style="list-style-type: none"> - Development of supplementary age-specific teaching techniques, by means of which ageing workers can be motivated to take part in further training. <p>Training for key players</p> <ul style="list-style-type: none"> - The target group (shop stewards, managers and personnel officers) in particular will be made aware that their companies will also, sooner or later, be affected by the approaching demographic changes and an increasingly aged workforce. They have a central role in promoting workers' health, qualification levels and motivation, and can make an important contribution to making the subject suitable for polite conversation, and implementing concrete measures in the workplace. <p>Innovative Working Conditions</p> <ul style="list-style-type: none"> - Creation of working conditions/regimes which are suited to keeping people in employment. Models for target-group-oriented age management are to be developed. Beyond this, the central concern is the creation of alternative working solutions and considerations of which areas it is wise and necessary to invest in human resources in. 	<ul style="list-style-type: none"> - men, shop stewards and workshops for health matters - Tourism expert's network - KMU associated consultancy - Firm-level strategies - Care project - Managerial training - Competition for artists and cultural initiatives - MINERVA award for innovative enterprises - Dialogue with school children - Initiative generation-specific teaching techniques 			<p>Arbeitskammer Bremen (Germany) DGB - Deutscher Gewerkschaftsbund (Germany) CGTP-IN - Confederação Geral dos Trabalhadores Portugueses - Intersindical Nacional (Portugal) CPPME - Confederação Portuguesa das Micro, Pequenas e Médias Empresas (Portugal) CMKOS- Czech-Moravian Confederation of Trade Unions (Czech Republic) JHK - South Bohemian Chamber of Commerce (Czech Republic) Bedex s.r.o. (Czech Republic), Nederlands Instituut voor Mediakunst (Netherlands)</p> <p>National: list of 17 project partners in Austria</p>

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<p>WorkAge - age-appropriate training and working in Europe</p> <p>http://www.iaw.rwth-aachen.de/projekte/workage/index.html</p>	<p>The project is concerned with training for older workers. A goal is the integration of older persons in work and the maintenance of resources for enterprises. This means:</p> <ul style="list-style-type: none"> - Knowledge must be preserved in the enterprise. - Knowledge exchange between the generation should be supported. - Lifelong learning should be promoted. - Age-oriented learning processes have to be developed. - The communication possibilities between enterprises, educational institutions and research institutes should be improved. 	<p>The project will look into the organisation of work appropriate to age and define new approaches and tools to this end. The findings of the project will be presented on an internet site.</p> <p>The target group for the study and tests are SMEs in Germany, Denmark, Sweden, the United Kingdom, Finland and Norway. The focus will be on lifelong learning with a view to ensuring that continuing and further training for older workers becomes an integral part of company culture in Europe. There will be an inter-generational exchange of learning experiences between groups of various ages and experience.</p> <p>In concrete terms, the project will develop internet-based tools to introduce older workers to training and tools for integrating older workers in group work processes. The experiences of SMEs with these tools will be the subject of scientific analysis and evaluation. Businesses, training providers and colleges will be involved directly in the project.</p>	<p>Results:</p> <ul style="list-style-type: none"> - Combination of existence knowledge on internet - training entrance for older workers - assistance for the employment of older workers in new forms of labour organization <p>Publications: A list of German publications is available at http://www.iaw.rwth-aachen.de/projekte/workage/publikationen.html</p>	12/2000-5/2002	European Union (Leonardo da Vinci)	<p>IAW – Institut für Arbeitswissenschaft / RWTH Aachen (Germany)</p> <p>Odense Technical College (Denmark)</p> <p>BS Consulting (Norway)</p> <p>Visiolink Oy (Finland)</p> <p>PAKK (Finland)</p> <p>Centre for Diversity and Business Ltd. (United Kingdom)</p> <p>Folkuniversitetet Kristianstad (Sweden)</p>

1.2 German initiatives and projects (selection)

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Altersausgewogene Personalpolitik www.intergenerativ-e-personalpolitik.de	Since 1990 the GfAH has participated at projects about demographic research.	Some projects in the last years: <ul style="list-style-type: none"> - Verbundvorhaben „Diversity als Innovationskultur“ (2004-2006) - Demografie-Initiative ZVEI und GfAH - Betriebliche Strategien für altersgemischte Belegschaftsstrukturen und generationenübergreifende Personalkonzepte (2002-2003) - Alt und Jung im Betrieb. Intergenerative Personalpolitik als Wettbewerbsfaktor (1999-2002) 	For the results of the projects see the homepage	Since 1990 several projects		GfAH - Gesellschaft für Arbeitsschutz- und Humanisierungsforschung mbH Projects in cooperation with different partners, e.g. Zentralverbandes der Elektrotechnik- und Elektronikindustrie, Hans-Böckler-Stiftung, etc.
AQUA – alternsgerichte Qualifizierung www.aqua-nordbayern.de	<ul style="list-style-type: none"> - New training models designed to satisfactorily reduce de-qualification risks during the worklife period - new concepts for on-the-job-training designed to support self-directed learning of the participants - training providers and trainers will be familiarized with learning scenarios for age- and ageing-appropriate further training 	<ul style="list-style-type: none"> - Study about training and learning requirements of older employees in enterprises in the Nuremberg Region - further development of well-established learning arrangements (AQUA project 2002 - 2005) - initiating and accompanying self-directed trainings for special subjects (English, IT etc.) - sensitizing enterprises and administrations for a better exploitation of their experienced employees' potentials - further development of the inhouse-training model “EQUA - erfahrungsbasierte Qualifizierung” 	Planned products: The findings and experiences will be spread through thematic exchange within the development partnership FAIR plus as well as in further-reaching networks. The new learning concepts and its ways of implementation will be published in a manual for training providers.	07/2005 – 12/2007	European Union (ESF)	Berufliche Fortbildungszentren der bayerischen Wirtschaft (bfz) Bundesministerium für Arbeit und Soziales (Federal Ministry of Labour and Social Affairs)
Arbid – Arbeit und Innovation im demographischen Wandel	Arbid is a common initiative from the employer's associations, the Federation of German Trade Unions and the country of North Rhine-Westphalia. The goal	Fields of action: <ul style="list-style-type: none"> - Winning of specialists and executive staff - Knowledge and competence 	<ul style="list-style-type: none"> - For enterprises analysis of their age structure - Arbid-erfa- 		European Union (ESF)	DGB Bezirk NRW GOM - Gesellschaft für Organisationsentwicklung und Mediengestaltung mbH

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www.arbid.de	is to secure the competitiveness and the employment through conditions which will be arranged generation-spreading. Enterprises should be prepared to work in a qualified way with older workers. This include improvement in safety at work and health protection.	<p>management</p> <ul style="list-style-type: none"> - Maintenance and promotion of health - Work organisation and organisation of work time <p>Three projects:</p> <ul style="list-style-type: none"> - Kompetenzentwicklung in Betrieben mit alternden Belegschaften in NRW- "KE-BAB" - Qualitätsmanagement in Betrieben mit alternden Belegschaften (Q-BA) - Benchmarkingstudie demografischer Wandel und Produktivitätsentwicklung in der Metall- und Elektroindustrie in NRW 	<ul style="list-style-type: none"> - meetings (Exchange of experience between executives, personnel managers, works council) - Information about vocational training possibilities - Competence pool 		Ministry for Labour, Health and Social Affairs North Rhine-Westphalia	<p>Landesvereinigung der Arbeitgeberverbände NRW e.V.</p> <p>Ministerium für Wirtschaft, Mittelstand und Energie des Landes Nordrhein-Westfalen</p> <p>Refa-Verband Nordwest</p> <p>Sozialforschungsstelle Dortmund</p> <p>Technologieberatungsstelle beim DGB NRW e.V.</p>
<p>Demographie-Initiative (DEMO-INI) - Betriebliche Strategien für eine altersgerechte Arbeits- und Personalpolitik</p> <p>http://www.iap-institut.de/Projekte/Demographie_Initiative.html</p>	Support of enterprises in the sector sanitary, heating and climate with consulting and seminars in the realization of operational concepts, measures and strategies	<p>Main demands are in the following fields:</p> <ul style="list-style-type: none"> - Optimization of the labour organisation - Implementation of interviews with employees and discussions within a team - Development of measures to secure the health of older workers - Recruiting of qualified employees - Qualification 	Available products: Booklet with examples of good practice under www.iap-institut.de/downloads/BR_DE_BR16.pdf		Federal Ministry of Education and Research	IAP - Institut für Arbeitssystemgestaltung und Personalmanagement GmbH (University Niederrhein) Zentralverband Sanitär Heizung Klima
<p>Demotrans - Öffentlichkeits- und Marketingstrategie Demographischer Wandel (Public relations and Marketing Strategy Demographic Change)</p>	<p>Exemplary solutions on the topics of awareness, consultation and transfer are being tested:</p> <ul style="list-style-type: none"> - Balanced age structures and innovation ability of companies - Age-related work and personnel policy - Employment and new fields of oc- 	<p>Solutions to the action fields are transferred by:</p> <ul style="list-style-type: none"> - Portray an impartial picture about older employees - Increase job chances for older employees - Activate and promote vocational competencies for the 	<p>Publications (also some in English) can be find at the project homepage (downloading option)</p> <p>Good practices on</p>		Federal Ministry of Education and Research	<p>IAO - Fraunhofer Institute for Industrial Engineering</p> <p>BTU Cottbus - Lehrstuhl für Technikphilosophie</p> <p>Hochschule Niederrhein – Fachbereich Wirtschaftsingenieurwesen</p> <p>FFG - Forschungsgesell-</p>

Name and address	Project objectives	Project activities	Available products & results	Duration	Funded by	Executers/ Partners/ Involved parties
www.demotrans.de	cupation for older employees	entire occupational biography <ul style="list-style-type: none"> - Improve the cooperation among different age groups within the company - Maintain and increase the operating efficiency and innovative ability - Devise action options for companies, politics and associations 	many ageing-and-work related topics (work & career development, integrative team work, maintaining & developing competences, Securing innovative ability, overcoming age structure problems) incl. a sample of projects on those topics			schaft für Gerontologie e.V. GfAH - Gesellschaft für Arbeitsschutz- und Humanisierungsforschung mbH Volkholz und Partner INIFES - Internationales Institut für empirische Sozialökonomie SÖSTRA - Institut für sozialökonomische Strukturanalysen Berlin ISF - Institut für Sozialwissenschaftliche Forschung ISO - Institut für Sozialforschung und Sozialwirtschaft Prognos AG (Suisse) TU Hamburg-Harburg, Arbeitsbereich Arbeitswissenschaft Unique Gesellschaft für Arbeitsgestaltung, Organisations- und Personalentwicklung mbH VDI/VDE Technologiezentrum Informationstechnik GmbH Zukunftswerkstatt e.V. der Handwerkskammer Hamburg
GOLDIE - Qualifizierung von älteren Beschäftigten im Handwerk http://www.iap-institut.de/Projekte/ Goldie.html	Crafts enterprises are dependent on qualified, healthy and motivated workers. A possibility, in order to remain competitive and to avoid a lack on qualified employees, exists in the vocational training of older workers.	In cooperation with employees, employers, guilds and regional chamber of crafts the qualification need of the employees will be determined and a qualification concept will be developed.	A booklet with the concept is available under http://www.iap-institut.de/downloads/goldie_konzept.pdf		European Union (ESF) Ministry for Labour, Health and Social Affairs	IAP - Institut für Arbeitssystemgestaltung und Personalmanagement GmbH (University Niederrhein)

Name and address	Project objectives	Project activities	Available products & results	Duration	Funded by	Executers/ Partners/ Involved parties
					North Rhine-Westphalia	
Gute Arbeit - Arbeit alternsgerecht und lernförderlich gestalten http://www.igmetall.de/cps/rde/xchg/SID-0A342C90-A17ACE61/internet/style.xsl/view_3196.htm	Goal of the project is the development of a new initiative for a humanisation of the labour work.	The project will inform about good practice in enterprises and support the employees and their representatives in organise their work conditions in an adequate and human way.	Available products: Collection of material, e.g. questionnaire on age structure, consulting concept for different fields of action (training and human resources development, organisation of labour), training and workshops			IG Metall
IKT-Einsatz und die Altersstruktur der Beschäftigten (ICT usage and the age structure of employees) http://www.zew.de/de/forschung/projekte.php3?action=detail&nr=343	Goal: To check the hypothesis that for older workers it is difficult to conform to the requirements at the workplace having changed through the adoption of information and communication technologies.	The project ICT usage and the age structure of employees analysed the hypothesis of an age-biased technological change. In a further step, the causes for the minor computer use of older employees were analysed. The project analyses allow important insights into the various links between working life, the creation of human capital and technology use.	Selected publications at the homepage: <ul style="list-style-type: none"> - Schleife, Katrin (2004), Dokumentation der Ruhestandsregelungen in verschiedenen Ländern, ZEW Dokumentation Nr. 04-01 - Schleife, Katrin (2004), Computer Use and the Employment Status of Older Workers - An Analysis Based on Individual Data, ZEW Discussion Paper No. 04-62 - Spitz-Oener, Alexandra (2005), The Effects of 	03/2003-06/2005		ZEW – Zentrum für Europäische Wirtschaftsforschung

Name and address	Project objectives	Project activities	Available products & results	Duration	Funded by	Executers/ Partners/ Involved parties
			Changes in the Unemployment Compensation System on the Adoption of IT by Older Workers, ZEW Discussion Paper No. 05-40			
<p>Inqa - Initiative Neue Qualität der Arbeit (The New Quality of Work Initiative) Initiativkreis 30, 40, 50plus - Äterwerden in Beschäftigung http://www.inqa.de/Inqa/Navigation/Themen/Demographischer-Wandel/</p>	<p>The initiators of INQA believe that promoting a new quality of work is an important task and a future challenge. INQA's goal is to combine employees' expectations of healthy and satisfying working conditions with the need to be competitive in today's economy. The basic idea is: "acting together – with individual responsibility". The aim is to raise public awareness of the demands of tomorrow's world of work and how it can be reconciled with personal goals. Even in times of structural change in the economy and serious problems in the labour market, the issues of quantity and quality of work remain inseparable.</p>	<p>In selected sectors the partners involved are developing and implementing concepts for the improvement of the working situation. INQA promotes good practice examples from companies that have already introduced exemplary models of innovative health and safety protection at work. Furthermore, INQA initiates the exchange of ideas and promotes cooperation between companies. INQA also participates in EU activities within the framework of the social agenda that describes "The Way to More and Better Work Places". This places the focus firmly on peoples' employability, their continuing qualification and maintaining their efficiency and health.</p>	<p>Booklets (available at www.inqa.de/Inqa/Navigation/Service/downloads.html):</p> <ul style="list-style-type: none"> - Alt und Jung – gemeinsam in die Arbeitswelt von morgen! Alter, Altern und Beschäftigung – Ein Ratgeber für die betriebliche Praxis. Dortmund 2004 - Arbeiten bis 65 in kleinen und mittleren Betrieben - Mit Erfahrung die Zukunft meistern - Altern und Ätere in der Arbeitswelt - Demographischer Wandel und Beschäftigung - Plädoyer für neue Unternehmensstrategien 	<p>Permanent; Start 09/04</p>		<p>The initiative is organised jointly by the federal government, the federal states, social insurance institutions, the social partners, the Bertelsmann foundation, the Hans-Böckler foundation and private industry.</p>

Name and address	Project objectives	Project activities	Available products & results	Duration	Funded by	Executers/ Partners/ Involved parties
Modelle altersgerechter Arbeit aus Kleinbetrieben und ihre Nutzungsmöglichkeiten http://www.sfs-dortmund.de/forsch/p900s/9004788.html	The project is concentrated on the handicraft and compiles in enterprises realised solution possibilities for age-oriented work.	<ul style="list-style-type: none"> - Development of a model catalogue of measures for the handicraft which should give the employers and employees especially in small enterprises hints how to promote the disposal of older employees in work - Analysis in four branches - Organisation of a coordination facility „Modelle altersgerechter Arbeit im Handwerk“ - Stocktaking of „models of good practice“ in small enterprises - Case studies 			Federal Institute for Occupational Safety and Health	sfs - Landesinstitut Sozialforschungsstelle Dortmund FFG - Forschungsgesellschaft für Gerontologie IKK - Innungskrankenkasse

2. Literature on instruments for the training of older employees

2.1 International literature

Name and source	Author(s)	Year	Content
Ageing workers in the European Union – Status and promotion of work ability, employability and employment	Ilmarinen, J. (Finnish Institute of Occupational Health, Ministry of Social Affairs and Health, Ministry of Labour)	1999	The book on ageing consists of two parts. The first depicts the status of workers over 45 years of age, and the second portrays the measures that can be taken to help improve the status of this group of workers as part of the labour market. For this purpose a new holistic model has been used that depicts the factors that affect the work ability of workers. The model consists of health and work ability, education and expertise, values and attitudes, motivation and job satisfaction, and work conditions and work demands. Special emphasis is given to portraying the work life of ageing persons for two reasons: there are little generalizable European data available on the subject, and developing worklife to correspond better with the needs and abilities of ageing workers will offer these workers significant potential within the labour market.
Combating Age Barriers in Employment: A European Portfolio of Good Practice http://www.eurofound.eu.int/publications/files/EF9719EN.pdf	European Foundation for the Improvement of Working and Living Conditions - Edited by Alan Walker and Philip Taylor	1998	The positive management of an ageing workforce presents a new, if necessary, challenge to governments, employers and to workers themselves in the European Union. This report provides illustration and analysis of more than 150 initiatives in favour of the retention, retraining and reintegration of older workers. It is intended as a practical tool for all those concerned with developing practice or supportive policies to combat age barriers in employment
Combating Age Barriers in Employment: Research summary http://www.eurofound.eu.int/publications/files/EF9718EN.pdf	European Foundation for the Improvement of Working and Living Conditions	1997	A summary of a European research report that charts the initiatives being taken to reverse trends for early retirement and exit from the labour market towards retention, reintegration and retraining of older workers.
EMCC – The workplace of the future – managing the challenge of an ageing workforce www.emcc.eurofound.eu.int/content/source/eu04014a.html	European Monitoring Centre on Change	2004	In a seminar organised for members of its Company Network, the European Foundation for the Improvement of Living and Working Conditions explored policies and practices associated with managing an ageing workforce. The seminar ‘The workplace of the future - managing the challenge of an ageing workforce’ was held in Vienna, Austria, on 4-5 March 2004. Three companies from Austria, France and Germany, representing different sectors (steel, electronics, financial services), and the Finnish Ministry of Labour presented their approach and policies to an audience of 60 participants coming from 12 EU Member States. The highlights of the results of the seminar are summarized on the homepage of the project. For the issue of training the following points are stressed: methods of training and learning must fit the specific learning abilities of the different age groups; investment in training should not be limited to the older workers but both, older and younger, should share knowledge and experience by working together in teams. Four company case examples are presented.

Name and source	Author(s)	Year	Content
Managing an Ageing Workforce: A Guide to Good Practice http://www.eurofound.eu.int/publications/files/EF9865EN.pdf	European Foundation for the Improvement of Working and Living Conditions – Alan Walker	2000	This booklet outlines the key elements of good practice in managing an ageing workforce. It draws upon the results of the project, Combating Age Barriers in Employment, which emphasised measures for the retention, retraining and reintegration of workers in the second half of working life. It is intended to act as a guide for social partners, policy makers and managers, particularly those involved in job recruitment and training.

2.2 German literature

Anforderungen an eine alter(n)sgerechte Personalpolitik. Personalprobleme in Kleinbetrieben	Lutz Packebusch / Birgit Weber, in: T. Schott (Ed.), Eingliedern statt ausmustern. Möglichkeiten und Strategien zur Sicherung der Erwerbstätigkeit älterer Arbeitnehmer	2005	
Demografische Analyse und Strategieentwicklung in Unternehmen	Institut für angewandte Arbeitswissenschaft e.V. Köln	2005	In this book specialists from science, enterprises and associations provide information, good practice and conceptual proposals how to deal with the demographic challenge.
Demographie-Initiative – Betriebliche Strategien einer altersgerechten Arbeits- und Personalpolitik – Schwerpunkte, Lösungsansätze, Ergebnisse http://www.demotrans.de/documents/BR_DE_BR16.pdf	Zentralverband Heizung Sanitär Klima (ed.), Authors of the main part: Lutz Packebusch / Birgit Weber	2003	

3. Examples of instruments for the integration and training of older employees

3.1 Guidelines

Gregor Fasel / Norbert Kailer (2001): Ältere Arbeitnehmer/innen. Last oder Ressource? Leitfaden zur Entwicklung und Nutzung der Kompetenzen älterer ArbeitnehmerInnen, Wien (Schriftenreihe des Wirtschaftsförderinstituts der Wirtschaftskammer Österreich)

Main objectives: Life-cycle oriented career planning; concrete help on the issue of development of competences of older employees, because there are only very few instruments that are tailored to that group

Target group: staff executives, HR managers, owners of SME, trainers and consultants

Chapter 1: Introduction

Basic information on the demographic change, situation of older employees on the labour market and in enterprises, age and discrimination, focus of most HR instruments on younger people; short introduction of the national action plan in Denmark since 1998 (“Senior Staff Policy”: Initiatives, pilot projects and studies on the improvement of the situation of older people, best-practice models of age management in enterprises and consulting of enterprises); presentation of some of the most common prejudices concerning older employees (lower learning aptitude, higher status of illness, higher costs, higher scepticism towards innovations, lower performance and productivity, out-dated knowledge, enough young people on the labour market to replace them, do not fit to customer wishes)

Chapter 2: Introduction of a model of competence that was developed at the research centre for personnel development at the University of Bochum

Components of competence:

- cognitive basis: capacity to act (explicit and implicit knowledge, skills)
- motivational basis: willingness to act
- responsibility

Personnel development → development of competences

- much of it takes place beneath classical forms of training
- focus on measures that take place at the workplace and consider the career perspective
- important for the enterprise: foster the acquirement and transfer of know-how

Development of competences is an interactive process between the employer and the employee.

The employee should provide:

- Capacity to act
- Motivation to take part
- Initiative to participate in self-directed learning

The employer should provide:

- Implementation of HR measures
- Internal composition (trainer, consultants, coaches)
- Organisational background (leave of absence, costs, task design, design of workplaces)

- Culture of development and learning

The whole process should take place under consideration of the lifecycle phases and the development of the following factors over time:

- biosocial factors
- familial factors
- vocational factors

Chapter 3: Preparation of an advertisement of a vacancy

Identification of manpower requirements and identification of required competences (→ available within the enterprise?)

The advertisement should contain an exact profile of possible candidates and of the vacancy (incl. conditions)

Chapter 4: Looking for new employees

Advantages and disadvantages of internal and external recruitment - advantages of internal recruitment of older employees: know-how and experience, important for the introduction of new employees, appropriate positions: coach, mentor, trainer or internal consultant

Chapter 5: Selection of personnel

Basis information on the handling of job applications, job interviews and tests

Chapter 6: Introduction of new employees

Basic information on programs with mentors; important: realistic expectations, intrinsic and extrinsic motivation

Chapter 7: Analysis of potentials

Experience of life: older employees have advanced social and communicative competences

Job experience: older employees have a sense of feasibility, time management, responsibility, identification

Basic information on the application of psychological tests (intelligence test, personality test, performance test) and assessment centers

Chapter 8: Measures for the development of competences (extern, intern, self-directed)

Self-directed measures are more appropriate for older employees

Conditions: competence of self-direction, problem: difficult for people who haven't participated in learning processes for a long time

Information about

- the learning behaviour of older employees and the differences between older and younger people concerning learning
- presentation of differences between classical leading/directive and participant-oriented/non-directive forms of teaching/learning

From these differences the following consequences for the design of measures of development of competence for older employees are drawn:

- As far as possible no ex-cathedra teaching; if at all only to communicate concrete knowledge with backing of audio-visual media
- Assessment and consideration of individual state of knowledge of every participant
- Choice of the adequate form of teaching for the individual situation
- Development of modular forms of learning → possibility to reduce individual deficits
- Learning in groups: merge people with similar state of knowledge
- Permanent checking and presenting of practicability of learned contents
- Preference of learning within the process of work (not in courses)

- Sometimes the combination of on-the-job and off-the job measures makes sense

Steps:

1. Development of an individual profile of competences for the employee
2. Development of a plan for the development of competences with the employee (deficits in the area of knowledge, in the area of experiences, in the area of skills?)
3. Decision between internal and external measures
4. Participation in an activity (flanked by interviews before and after participation)
5. Measures to foster transfer of learned contents to the workplace

List of internal measures for the development of competences

- Training on-the-job
- Job rotation
- Secondments, exchanges, visits
- Groups for the exchange of experiences
- Job-enrichment
- Job-enlargement
- Workshops
- Self-directed learning (e.g. via literature, computer or other media)
- Computer based training
- Coaching, mentoring, supervision
- Quality or learning circles
- Career planning
- Assistantships
- Project work; special tasks
- Proxy
- Team building
- Internal course
- Visit of trade fairs
- Temporary employment abroad
- Discussion forum via inter-/ intranet
- Collaboration in external networks
- Learning with and from other enterprises
- Appraisal interviews

All presented activities are shown in a table that summarises information on the following points: effects of the activity on knowledge, on experience, on skills; special adequacy for older employees; problems

Chapter 9: Influencing variables within the enterprise on the development of competences

Basic information on

- the influence of working time (shift work, reduction of working hours, accounts of working time, part time, transition to flexible working hours)
- the design of work (ergonomic measures, group work, decrease of time pressure, training in ergonomic behavior)
- career development

- corporate culture (background of values and standards, diagnosis)
- dimensions of a learning organisation

Chapter 10: Overview over initiatives in Austria

Chapter 11: Development of competences in SME

Special problems and barriers in small enterprises (-9 employees):

- Lack of time
- Problems with proxy
- Management reacts with reservation
- Few or no opportunities for advancement for the employees
- Financial problems
- Lack of specialists in the enterprise

List of activities that are adequate for small enterprises

- Mentorship for the introduction of new employees (e.g. by older employees)
- Appraisal interviews (to get to know plans and goals of the employees, develop collective goals and ideas for their realization)
- Exchange of experiences in groups (incl. regular's tables)
- Provision of information material to foster self-initiated learning
- Job-rotation
- Regular meetings
- Company visits
- Common courses with other enterprises
- Special tasks and orders as an incentive for the development of new competences
- Visits of fair trades
- Dialogues with customers

Chapter 12: Examples of initiatives in organisations and educational institutions

Included checklists:

Checklist 1: Importance of development of competence in the enterprise

Checklist 2: Clarification of the profile of competence of a job/ position

Checklist 3: Looking for new employees

Checklist 4: Selection of personnel: Selection criteria, What else has to be considered?

Checklist 5: Introduction of new employees

Checklist 6: Analysis of potentials

Checklist 7: Development of a profile of the competences of an employee

Checklist 8: Self-assessment of the employee

Checklist 9: Development of a plan for the development of competences

Checklist 10: Arguments for the choice of internal or external activities

Checklist 11: Choice of external trainers/consultants and offers

Checklist 12: Interview before an employee takes part an activity

- Checklist 13: Interview after an employee has taken part an activity
- Checklist 14: Fostering transfer to the working place
- Checklist 15: Implementation of an internal measure for the development of competence
- Checklist 16: Integration by occupational health and safety
- Checklist 17: Structured interviews with the employees
- Checklist 18 Planning and execution of activities for the development of competences in small enterprises

Demographischer Wandel – (k)ein Problem! Werkzeuge betrieblicher Personalarbeit (Demographic change – (no)a problem! Tools for in-company personnel work)

www.demowerkzeuge.de

The homepage offers a toolbox with four themes:

- Arguments and refutations in the enterprise (Selection of arguments for the in-form sensitisation)
- Demography-oriented analysis and planning (Selection of tools for enterprises to analyse if their personnel policy, their personnel measures and their workforce is capable to the demographic challenge)
- Support of personnel functions (e.g. vocational training, search for new employees, personnel placement)
- Corporate culture (Selection of tools to form a fair working atmosphere)

The toolbox „Support of personnel functions“ – section vocational training and personnel development - offers concrete instructions and examples for the implementations of the measures:

- Dialogue between the personnel department and the older employees about their working perspectives
- Age-oriented vocational training (Implementation of pedagogic principles to facilitate learning in each work phase / strengthen participation of older employees)
guideline under http://demowerkzeuge.de/extensions/bibliothek/Dokumente/PDF/1748_int_leitlinien_download.pdf
- Age-mixed training groups

3.2 Training and learning concepts

Project AQUA – Alternsgerechte Qualifizierung / age-based training by self directed learning (for more information see page 12)

www.aqua-nordbayern.de

Principles: Co-operative learning in groups; alternation of periods of self-directed learning and workshops (moderated by a trainer)

Background: Action Learning → treatment of a real problem / implementation of a project, reflection of implemented steps with assistance of the trainer → acquisition of new methodological and learning competences

Elements:

- Group learning
- Self-directed learning
- Learning from and for practice
- Reflection
- Organisation in phases:
 1. definition of the task
 2. recruitment of participants
 3. group building
 4. structuring and planning of the workshops (time & contents)
 5. execution
 6. information of organizational environment
 7. presentation of the results
 8. reflection within the group: individual learning success of the training

Role of the trainer:

- Training is centered to the participants (not to the trainer like in classical courses)
- Motivation, encouragement of proactive behaviour, abolishment of learning barriers
- Highlighting of the practical benefit
- Teaching and transfer of methodological knowledge