

AGE MANAGEMENT
GOOD PRACTICE EXAMPLES

Draft

Representatives from many European regions and countries held a meeting in Hamburg last 7th May 2008 in order to create a network on age management. Participants in the meeting agreed to send information about good practice examples developed in their respective countries and regions, in order to elaborate a compilation. The information has been collected in this document exactly as it has been sent by the participants, and is presented following an alphabetical order of Member States or regions. In no case the order of the practices obeys to a criterion of relevance.

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(1) E-value Age

Project Data

Title: E-value Age.

Theme: Active ageing; Axis 1 under EQUAL Initiative

Nation/Region/Area: Austria (AGEpowerment) , Germany (ALTERnativen), Italy (FRAME), Spain (EN-ACTIVO), United Kingdom (OWEN).

Period: 2005-2007

Leading partner: Thecnical Secretariat (Austria)

Partners: Development Partners of the following Equal projects: AGEpowerment, ALTERnetiven, FRAME, EN-ACTIVO and OWEN.

Contact person: Monika Meirer (monika.meirer@bab.at)

Synthesis of the project: the ongoing demographic change in Europe is causing the population to age, which in turn leads to an ageing workforce. Longer lives and better states of health also lead to longer working lives. This requires a change in working conditions in order to develop and maintain the ability to work for a longer time. The basis of this project is to analyse and share knowledge regarding the conditions related to work and ageing, specially in the partner countries and up to some extent in all Europe.

Under the framework of this project several products were developed. Among others products, for its interesting and helpfulness content, the brochure "E-value Age, European perspectives for work and ageing" should be highlighted. Concretely, it consists of the following chapters: labour market and ageing; five European projects on work and ageing; E-value Age: aims and activities; and lessons learned. In this regard, for its connection with the purposes of the present network special attention should be paid to the chapter titled lessons learned. Interesting results and insights can be drawn from this chapter.

Innovation

Facing the demographic change it becomes clear that there is a need for change. Companies need to prepare themselves by investing in human resources development and by changing organisational structures. Further education, mentoring models, preventive healthcare at the workplace, alternative career patterns and working time schedules as well as establishing intergenerational teams are concrete measures that could be part of an entire organisational concept with long-term strategies. These models and actions must be embedded in and supported by active labour market policies and the social partners in order to be successful. E-Value Age has based its work on these conditions and emphasises the transnational exchange of insights, methods and results on the topic in order to enrich both the national project work in each country and the transnational work. The work of E-value Age could be considered innovative in the sense that under the umbrella of transnational cooperation this project attempts to go in depth about the development of concepts on (re)integration and retention of older workers within companies and organisations; innovation through mutual knowledge exchange; translation of insights into local practice; and identification of best practices. Few previous projects can be identified which have addressed the issue of active ageing from a such global and transnational perspective.

Product innovation

Brochure E-value Age: European perspectives for work and ageing

This brochure can be ordered free of charge, for orders please contact the Technical Secretariat of this transnational project:

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Transferability - Horizontal transference.

This brochure has been distributed in the five countries partners, as well as it was presented in a transnational meeting which took place in May 2007, in Seville, organised by the Spanish DP (EN-ACTIVO)

(2) SECOT

Project Data

Title: SECOT

Theme: Spanish non-profit organisation composed of a group of retired executives collaborating as volunteers business counsellors.

Nation/Region/Area: Spain

Objectives of the organisation: SECOT (Seniors Españoles para la Cooperación Técnica / Spanish Seniors for the Technical Cooperation) is a non-profit association composed of retired executives that provides free online and face-to-face business counselling, mentoring, and training. This is to say, on a voluntarily basis, retired practitioners act as coaches sharing their wisdom and lessons learned in business with small and medium size enterprises just starting, young entrepreneurs, disadvantaged people or non-governmental organisations. Among these target groups, particular attention is paid to those with low resources to benefit from private business advice and help.

Innovation

One of the most innovative aspects of SECOT is that it's composed of retired workers who share their expertise and knowledge.

Mainly, SECOT provides the following services:

- To promote business start up by means of professional counselling overall directed to young entrepreneurs, people with disadvantages, small firms and NGOs with limited economic resources.
- To develop training activities in the topic of management and business development
- To collaborate with programmes of international cooperation
- Research and studies related to the elderly, active ageing and voluntary services.

Apart from in person business advice, SECOT offers online mentoring or counselling through its web page: www.secot.org.

SECOT has 26 offices distributed throughout the Spanish territory, with more than 800 volunteers donating their time and expertise as business counsellors.

During 2007, SECOT provides support and counselling to 1015 business projects.

Transferability

Although this kind of organisation is widely spread in United States, there hardly ever exist in Europe, there still more to be done in order to extend this type of institution to the EU territory.

Sustainability

SECOT was established in 1989 with the support of the Spanish Council of Chambers of Commerce and at present and for many years it will continue providing its services.

(1) Integration of unemployed persons over 45 years of age in Põlva County

1. Project Data

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

Theme: Age management

Nation/Region/Area: Estonia, Põlva County (regional)

Period: 01/09/2004 - 30/06/2006

Budget: 112 925 EUR, of which ESF support was 89 727 EUR

Contact person: Ms Katre Merimäe, Ministry of Social Affairs of Estonia, e-mail: sotsiaalfond@sm.ee, phone: +372 626 9187

2. Synthesis of the Project

Objective: To raise the competitiveness among elderly workers in the labour market.

Focus groups: 50 unemployed persons over 45 years of age (25 men and 25 women)

Leading partner: Department of the Labour Market Board Põlva County

Partners: Nordic Foods Ltd

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 well trained, with high sense of duty and motivated.

Innovation

- Specialised training sessions toward unemployed persons were compiled by cooperation with civil service and private company, recently set in the area.
- Among other activities it was organised for project target group direct communication with employers through the round-table sessions.

3. Transferability

Strengthening the collaboration with employers and promoting the idea that older unemployed people are motivated to take part of retraining and learning new skills.

4. Sustainability

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

(2) Persons seeking work who are over 50 years of age are more competitive in the labour market due to in-service training

1. Project Data

Title: Persons seeking work who are over 50 years of age are more competitive in the labour market due to in-service training.

Theme: Age management

Nation/Region/Area: Estonia, Saare County (regional)

Period: August 2004 – December 2005

Budget: 62 441 EUR, of which ESF support was 42 339 EUR

Contact persons: Ms Katre Merimäe, Ministry of Social Affairs of Estonia, e-mail: sotsiaalfond@sm.ee, phone: +372 626 9187

2. Synthesis of the Project

Objective: To increase the employment of unemployed persons over the age of 50 in Saare County.

In 2004, when the project started, 30 % of the unemployed persons in Saare County, in island Saaremaa, was made up by people 50 years of age or older. And for people mature in years but not yet retired it is more complicated to start all over again and acquire a new profession or find a new job. So the project was initiated to alleviate the problem in the region.

Focus groups/potential applicants: 30 unemployed persons over 50 years of age (15 men and 15 women)

Leading partner: Department of the Labour Market Board in Saare County

Partners: Saaremaa Learning Centre

Results: 90% of the participants succeeded to find a job after participating in the project. 6 participants took the additional business training and applied for a setting-up aid for entrepreneurship, becoming employers in the fields of handicraft and sewing, apiculture, bed and breakfast for tourists, electrical work and sheep breeding. And it is important for the people to be able to provide themselves with work in rural areas.

Innovation

- Training session started with three week self-assessment training to help people to think about subjects they could study and refresh their knowledge, after that the speciality trainings started.
- Business training sessions for elderly unemployed people and start-up aid.

3. Transferability

Promoting the idea of giving more start-up aid also for elderly people to create their own businesses. Project emphasised that encouraging older people with retraining they become more aware of their opportunities and at the same time not setting goals that are unrealistic or beyond the reach.

4. Sustainability

In the programming period 2007-2013 the Estonian Labour Market Board will continue giving start-up aid and activities for finding best solutions addressed especially for older people.

(1) Diversity Management - Test your workforce diversity management strategy!

The term 'diversity' has multiple layers of meanings. In a work context it usually expresses the heterogeneity, differences in nature and wide variations between individual employees. Diversity management as a business concept seeks to capitalize on this diversity of the workforce and utilize it for positive development. As a management concept the differences between people become an integral part of HR strategy and organizational development.

What is it?

<http://www.online-diversity.de> / <http://www.baua.de>

The Online Diversity tool enables businesses and public/ private institutions of all sizes in all industries to test how well they deal with a diverse workforce – i.e. their diversity management. It is available in the internet free of charge, and protecting your anonymity is a top priority.

- This diversity management online survey tool gives you a practical self-analysis and scientifically based evaluation.
- It is a learning and information tool. The automatic evaluation and assessment of your data is completely anonymous. Results are available exclusively to participants – data is not published and there is no comparison of the various participating organizations.
- Online Diversity covers the wide variations in personnel in respect of age, gender, migration background and the integration of differently abled people. It captures the following areas of action: diversity as corporate strategy, HR management, organization of work and labour, pay and performance, management and corporate culture, health, representation of interests, product and service development, marketing and PR.
- Online Diversity is universally applicable. It takes into account the needs of SMBs as well as large organizations. Manufacturing and service companies and public agencies can use the tool irrespective of whether they implement a diversity management policy or not.
- Online Diversity can also be used for repeat surveys in order to capture changes in the operational situation.
- To make an internal comparison between different departments or locations for internal benchmarking purposes, you can simply compare the respective results.
- An internal dialog on diversity can be initiated or continued when management, diversity officers and (if applicable) employee representatives complete Online Diversity in parallel. Alternatively it can be worked on together.

What can you expect?

You receive background information relating to diversity management. As well as general questions about your company/institution, the tool contains questions covering nine operational areas of action. These areas of action or influence have been selected for their relevance to diversity management.

How do you benefit from Online Diversity?

By using Online Diversity, for the survey as a whole and for each area of action you gain:

- An evaluation of your answers with point scores.
- A visualization with traffic light colours red, orange, green.

- An approximate evaluation of content intended to give you an initial indication of possible problem areas.
- The option to carry out a repeat survey to highlight developments.
- The capability to enter into an internal discussion process in your organization.
- Free and empirically based information relating to diversity management.
- Explanations of the relevant areas of influence.
- Hints on development potential.
- Insights into how you currently handle diversity in your workforce and your diversity management processes.

Contact:

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(2) Active Ageing: Integration of older long-term unemployed people

In 2005, the German Ministry of Labour launched a "call for proposals" as an idea competition addressing all 444 local job centres in Germany. Sixty-two employment pacts were chosen for promotion, involving 93 joint agencies and licensed local authority agencies nationwide. The successful projects received a total of €250 million in grants to implement their ideas and schemes. At the same time, in order to further develop the idea competition, the activities of all employment pacts were consolidated in the new federal programme entitled, "Perspektive 50plus – Beschäftigungspakte für Ältere in den Regionen" (employment pacts for older workers in the regions).

The aim of the programme is to increase employment opportunities for those over 50. Another aim is to find regional solutions by addressing regional or local companies, workers themselves, and the public, and convincing them of the advantages of older workers and to eliminate the barriers for their access to the labour market. The programme was developed by the Ministry of Labour (supported by the gsub mbH Berlin as a service provider) for a term of two years (2005–2007). The IAQ Institute was commissioned to conduct a formative evaluation.

By December 2007, more than 22,500 former long-term unemployed older persons over 50 have been integrated into regular jobs. Because of the tremendous success of this programme, the German parliament and the ministry decided to extend the programme until 2010. Since January 2008 the sixty-two employment pacts extended their regional networks and almost 200 joint agencies and licensed local authority agencies have been involved. They set the goal to activate more than 200,000 older long-time unemployed and integrate at least 50,000 of them into the labour market. For the next three years the programme has been allotted a budget of € 275 million.

Peculiar Elements

- new and successful strategy in labour market policy (first federal programme of the ministry that addresses regions and local areas),
- new approach in regard to flexibility of instruments and budget,
- employment pacts developed innovative integration strategies that include individual approaches, coaching processes, individual ways of empowerment and gradual activation.

(3) Training of 'Demographic Change Consultants' and supports regional consultations of small and medium-sized enterprises

Due to the challenges of demographic change, namely for sme's, the German New Quality of Work Initiative – INQA – developed a training module for 'Demographic Change Consultants' in 2005. The project focused on creating a compact training module, containing all relevant information on demographic change and its influence on working life, and qualifying people to cope with it on enterprise, civil service and community level.

This year INQA supported the free of charge qualification of Demographic Change Consultants, who are in return obliged to initially consult 7 sme's equally free of charge. All consultants are trained on issues like, e.g. the competence model of age, personnel policy and corporate culture (e.g. professional diversity management), life-long learning, qualification and knowledge transfer, job design and work organisation, workplace health promotion, WAI, regional and branch-specific basic conditions, consulting approaches, networking with local partners etc.. Target groups for training were health and safety experts, safety delegates, company physicians, human resource managers and members of the works council and skilled workers. In order to guarantee sustainability on the regional level a close cooperation with local partners, e.g. the chamber of commerce, the chamber of crafts, the health insurances, and with partners from education and politics were initiated from the start of the project. The idea was to work on the topic of demographic change with long established structures and with consultants, who have access to sme's and are funded by other contributions than project money.

(4) Vocational Training for a Longer Work Life

Vocational training is essential for a later retirement age –following the Lisbon strategy. Here the highlights of our findings after six years of EQUAL projects in this field. Older employees take much less part in vocational training than younger ones. There are still a lot of prejudices against older workers and their learning. It's true, older workers regularly don't volunteer for vocational training, but very often: they hadn't been meant!

- A cultural change in companies –as well as in administrations– is requested, if they want to include older employees in vocational training and benefit from their experience.
 - This process needs strong impulses, mostly from the outside.
 - It needs internal promoters, comparatively high ranking executives.
- Empowerment of staff members:
 - To profit from these benefits, it's necessary not only to demand participation in vocational training from older staff members.
 - It also requires from the companies, to offer to operating staff, participation in decisions, involvement in work organisation as well as leeway to influence work conditions etc.
 - Thus we got sustainability in assumption of responsibility by the workers. They acted toward quality of the product and too, for the work, the workflow, the reduction of frictional loss and got aware of personal skills and qualifications.
 - To keep operative staff involved, the forms of exchange with them have to shift toward argumentation and debate. Employees, encouraged to act along their own opinion don't stand back, when superiors ask for obedience and work on command.
- Superiors get new roles for vocational training:

- Superiors are highly involved in training near or at the workplace to get sustainability, when vocational training isn't any a here and there activity. It's not an interruption of the work, but part of the job –even for blue collar workers.
- They get better qualified staffs, which is not only willing but capable, too, to take over more and more self directed work organisation.

Our EQUAL project, like many others, we have learned, has developed ways, how this can be done. Each company need its specific conceptions, which have to be tailor-made to work. To spread these first –and still rare– best-practice-examples to a majority of companies, will require intensive effort to launch more than pilot projects. There is a big chance, that the developed methodologies and tools have experienced practically oriented scientists as promoters and counsellors, to support an ongoing mainstreaming process.

(Contact: Eva Hoerwick => eMail: hoerwick.eva@gmx.de; Internet: www.f-bb.de)

(5) Project AQUA (age appropriate training methodology)

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. Overcoming motivational barriers, the role of managers, and the selection and elaboration of job training program content are the key dimensions of the age-appropriate training measures deployed, which apply to persons of all ages, not just those over 50. (For more information visit www.aqua-nordbayern.de –only in German).

Aims

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. The AQUA project aims to elaborate practical learning arrangement guidelines for on the job training that are also suitable for older workers. Toward this end, company managers, the competent government agencies, workers, and job seekers are provided with brochures and guidelines containing implementation strategies. In addition, recent research on the occupational training needs of older workers, as well as evaluation results from the first project period (2002 - 2005), will be integrated into these efforts. The results obtained and experience gained from on the job training programs will be transferred via awareness raising measures.

Contact: Eva Hoerwick

Forschungsinstitut Betriebliche Bildung (f-bb) gemeinnuetzige GmbH (means: Research Institute for Vocational Education and Training non-profit Ltd.)

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(1) National Taskforce Grey Works

1. Project Data

Title: National Taskforce Grey Works

Theme: cultural change regarding older workers; Age management

Nation/Region/Area: Netherlands (national)

Period: 2004-2007

Budget: € 4 mln (national budget, no ESF)

Contactpersons: Rob Egberts (regberts@minszw.nl); Roy Hillers (rhillers@minszw.nl)
(Ministry of Social Affairs and Employment)

Website: www.senior-power.nl

2. Synthesis of the Project

Objective: to stimulate cultural change, attitudes more in favour of postponing retirement and positive view on productivity of elderly workers; to encourage age management

Focus groups: general public, employers and employees

Leading partner: president (ex minister, governor of province, member of the board of several big companies) and members were installed by the national government but independent from the government

Partners: well known public personalities, public managers, media personalities, politicians, experts and representatives of social partners

Results: 1 out of 3 employees accepts the necessity to postpone retirement and expects to continue working until the age of 65. Two years ago it was 1 out of 5.

Innovation

- Creating a sense of urgency not through a general information campaign but through systematic attention for the actions and views of the Taskforce by free publicity in media and at regional conferences
- stimulating initiatives, for example between social partners in the collective agreements, or by putting it on the agenda of work councils in enterprises (telephone campaigns)
- dissemination of evidence based information; confronting and tackling prejudices

3. Transferability

It was a mainstream initiative by the government, as an integrated part of a national action plan, in combination with other actions to postpone the retirement age: financial disincentives in pension and unemployment systems, grants for organizations to develop age management and an action plan to facilitate older unemployed workers to find a new job.

4. Sustainability

There is still a lot of work to be done. After ending its work, the Taskforce left an interesting document with recommendations to different parties and actors. The government will react on this.

(2) National grant scheme "age conscious HRM"

1. Project Data

Title: Grant scheme "age conscious HRM"

Theme: Age management

Nation/Region/Area: Netherlands (national)

Period: 2004-2008

Budget: € 21 mln (national budget, no ESF)

Contact persons: Rob Egberts (regberts@minszw.nl); Roy Hillers (rhillers@minszw.nl)
(Ministry of Social Affairs and Employment)

Website: www.agentschapszw.nl; www.leeftijdophetwerk.nl

2. Synthesis of the Project

Objective: to enable older employees to continue to work, thereby increasing the overall workforce. The aim of this scheme is to ensure that businesses begin to pursue a new HRM policy which addresses the specific circumstances and needs of older workers. Developing and implementing general age management in their organisation in order to prevent premature exiting.

Focus groups/potential applicants: enterprises in public and private sectors, sector organizations and training funds administered by the social partners

Actors: Ministry of Social Affairs and Employment provides the budget and eligibility rules, the SZW Agency is the Implementing body, TNO research and expertise institute is monitoring the projects

Results: More than 400 projects are carried out under this scheme.

Innovation

Grants are allocated for information and communication activities raising awareness; for the development and implementation of new tools; for research, for activities supporting and stimulating medium and small sized enterprises

3. Transferability

It is a mainstream initiative by the government, as an integrated part of a national action plan, in combination with other actions to postpone the retirement age: introducing financial disincentives in pension and unemployment systems, taskforce Grey Works, encouraging social partners to abolish obstacles in their collective labour agreements.

The best practices are published by TNO on website www.leeftijdophetwerk.nl

4. Sustainability

Sustainability and effects are being evaluated

Other best practices in the Netherlands, co-funded with ESF money

Action plan for the return of elderly (45+) registered unemployed to the labour market, 2007-2008. Implementation is co-financed with ESF 2007-2013 (action A in our OP 2007-2013).

Cooperation between the public employment services, municipalities and social partners aimed at mediation of 30.000 extra 45+ unemployed to jobs in two years time. Empowerment of the unemployed and the countering of prejudices of employers are part of the measures.

Training of elderly workers. They are one of the three priority groups in Action C in our ESF 2007-2013 OP provides for co-financing training of employees by the sector funds.

Poland

(1) Mentoring through IT

1. Project Data

Title: IT Transfer – complete system for managing the knowledge within an organisation

Theme: Age management; THEME 3F in EQUAL

Nation/Region/Area: Poland (national), EQUAL PL-78

Period: 2005-2008

Budget: about € 2,5 mln

Contact person: Miroslaw Hiszpański m.hiszpanski@kai-info.pl (project coordinator)

Website: www.kai-info.pl, www.mentoringpoprzezit.eu

2. Synthesis of the Project

Objective: The Partnership's objective is to elaborate an efficient model for mutual transfer of knowledge between a group of older people (over 50) and people entering the labour market. In the first phase people entering the labour market teach those who are over 50 years old how to use IT tools. Next, is dealing with the classic mentoring in which the older adults share their knowledge and experience with the younger ones. Transfer of knowledge will be made with the use of IT tools. Knowledge management is a crucial element for the companies. Thanks to IT Transfer system each employee can share his/her knowledge within an organisation. This help both companies and employees to boost their knowledge and as a result it reduces companies costs spent on external trainings. The system, puts a lot of attention to psychological aspects of employees and therefore recruitment decisions it supports are more complex.

System has a noticeably influence on Young people entering the labour market (providing them with a lot of know how) and employees over 50 making them more used with new IT technologies.

Focus groups: employers – medium and large organisations (public administration, enterprises, universities etc.)

Leading partner: KAI INFO – limited liability partnership

Partners: regional confederation of employers, IT (software) company, foundation supporting development of new technologies

Results: Well tested and developed it software for mentoring. Thanks to the System induction of the new employees in organisation is getting smoother as well as knowledge lacking process is limited.

Innovation

IT Transfer, which is a software, comprises three modules supporting knowledge management process:

- a) recruitment module based on psychological tests and games enabling matching people into effective teams
- b) education - mentoring module helping beneficiaries to create and participate in different courses
- c) administration module to help HR managers manage the knowledge transfer process within the organisation

3. Transferability

System is a software, ready to use, open source, IT tool under GNU-Public license.

4. Sustainability

System is currently being launched in several organisations from public administration and security. It needs however broader support to increase an awareness of age management.

(2) Wisdom comes from knowledge

1. Project Data

Title: WISDOM COMES FROM KNOWLEDGE

Theme: Age management; THEME 3F in EQUAL

Nation/Region/Area: Poland (national), EQUAL PL-61

Period: 2005-2008

Budget: about € 2,5 mln

Contact person: Mariusz Chrapek, m.chrapek@wasko.pl (project manager)

Website: www.dww.org.pl

2. Synthesis of the Project

Objective: Fighting with the discrimination of people employed in enterprises of defensive potential industry (DPI) because of their age. The target group consists of men and women in the age of 44-64 (further 44+ staff). The fundamental purpose is to create solutions and mechanisms that would assure saving the job by the 44+ staff in the time of arms sector crisis and during the restructuring and if they lose their job that will get help in finding a new one. An additional purpose is giving the 44+ staff a chance to change their qualifications quickly and get some new abilities in order to find another job in subjects localized in this or other economic sectors.

Focus groups: The target group consists of men and women at the age of 44-64, who are employed in the average and superior level of the company.

Leading partner: WASKO S.A. – public limited company

Partners: several trade unions from heavy industry companies, and communication & strategy company

Results: EQ-manager – an IT system of managing training sessions and e-learning; EQ-line – managing training sessions and projects; On-line system of research and analysis; EQ-project – open information platform facilitating management of a project.

Innovation

Procedures individually designed and guided by the 44+ staff will concern innovations in the field of their own work positions. DP come out of foundation that the employees can define the problems and fields of improvements that exist around their work position in the best way and also design and guide the ways of solving them very well. On the other hand we want to use the experience and knowledge of the 44+ staff for creating and guiding the management procedures that include all the core activities of the company. An innovative way of leading trainings and advisory. E-learning and blended-learning courses are flexible adjusting to the changing training needs of the beneficiaries. The beneficiaries got a tool supporting innovation- access to computer and training how to use information tools effectively.

Delving the personal policy in enterprises of defensive potential industry about their possibilities of creating an outplacement fund. This fund would enable financing the instructions for supplementing the staff qualifications, changing their qualifications, helping them in finding a new job in DPI company or in company from the other branch.

3. Transferability

System is prepared for further development by any enterprise. Such developing may touch specially technical and management details for particular branch.

4. Sustainability

System may be sustained by any enterprise for their needs. It will be also a part of further mainstreaming actions in future projects.

Spain

(1) Model of Digital Maturity in order to work on the Information and Communication Technologies with the e-seniors.

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Singular initiatives with senior citizens. Asturias

The singular initiatives are a method designed to work on the ICT with senior citizens. In the beginning the “commanding posts” from which these initiatives were to be implemented were the Local Centres

for technological Revitalisation (Public cyber centres). These singular initiatives were defined through a competition. Thus, groups of senior citizens participated through this contest. They took part with their knowledge, with their projects, with their best practices. They were eager to tell their stories, their experiences and daily occurrences but all through the new channel: the ICT.

What is a singular initiative made of? These are actions related with the ICT promoted by a group of senior citizens. And they shall not be actions of an ordinary nature: no courses, nor workshops, or navigation, no simple information research, these actions had to comply with a number of requirements.

They could be defined as activities promoted, supported and coordinated by a social agent, in which a group of senior citizens take part. In these activities,

1. A number of needs, of themes and specific interest of the seniors taking part in them were defined, in order to develop them.
2. These are developed by a united group of senior citizens who share the same objectives.
3. They have a well defined objective, which must materialise in a deliverable (a video, a web page, a Blog, a Wiki, multimedia, a presentation, etc.).
4. Each group will try to take advantage of all the available Technologies, using the most suitable means: Blogs, pod casts, Videos, photographs, presentations, documents / stories, Web pages, radio broadcasts through the Web, Wikies, e-mail, for a, chats...
5. The group will learn the needed ICT skills in order to achieve their good practice. Part of the group may even acquire some given competences while the other develops skills and abilities with different Technologies. The essential issue is group learning. The group has to be united. Individuals will share what they learn and teach one another the new ICT competences.

The main characters of a Singular Initiative with e-seniors are the participants and the person who lead them: *the social agent*. He acts as a technological mentor. When we say social agent, we mean those persons who belong to networks providing support and working with elderly people, as well as persons who worked for all kind of entities, whether they be public or private, profit or non-profit organisations, providing assessment and help to this target group, both from

a care provider or welfare point of view, such as with Health, associative world, entertaining or technological assessment, providing support to the senior citizens and answering their requests and interests.

Which general objective was achieved through the e-senior Singular Initiatives?

They contributed to an effective participation by senior citizens for the development of the Information Society, fostering their “e-inclusion”, and thus improving their quality of life, through these Singular Initiatives which rely on innovation, creativity and impact. In addition they achieved the following:

- They facilitated the acquisition of technology related abilities, skills and ICT competences which are useful for the everyday life of elderly people.
- They allowed developing strategies which facilitate the active participation of elderly people, associations, entities and professionals from the ICT industry and provide support the target group of seniors.
- They made the actions that were carried out much more visible and eased the dissemination of achieved results, stressing the importance of the abilities, skills and ICT capacities acquired through them by seniors, as well as the fact that they could be applied to everyday life needs in their lives.
- They created a social network of senior citizens and professionals who work with this target group, both from welfare areas, health care systems, education, as well as from the technological sectors and the entities concerned with their “e-inclusion”.
- They fostered the transfer of methodologies between different entities and between the professionals involved in the project, and allowed the use of these methodologies to help the seniors acquire competences and ICT-related skills while easing dissemination of the achieved results and thus securing the viability and sustainability of the project.
- They generated a number of Good Practices. Experiences Initiatives, procedures and ways of working with seniors which can be replicated in other contexts and with other target groups involved.
- They increased the motivation and self-confidence of elderly people, through a channel a mean, which seemed hostile to seniors in the beginning while being a facilitator for the Young. Yet, a reduction of the technological gap was achieved among the participants. This also applies to younger relatives of the senior citizens involved.

The digital maturity model

The Digital Maturity model, together with the associated evaluation method, allow us to assess and measure the level of maturity of an entity or a person in a given field and to devise a pathway for the improvement of its or his capacities in that given field. Through this proposal, we intend to build a tool which will allow all social agents working with elderly people to assess and to intervene in order to evaluate and improve the digital competence of these senior citizens. According to the Recommendation of the European Union discussed in the document Key competences for lifelong learning – An European reference framework, (published in the Official Journal of 30/12/2006, the definition of digital competence implies the safe and critical use of Information Society Technologies (IST) for working, leisure and communication. This relies on basic ICT competence such as the use of computers, to obtain, evaluate, store, produce, present and exchange information, to communicate and to participate in cooperation networks through the Web.

- **Structure of the model**

The structure of the model brings a standard set of *reference points* which will allow to assess the level of participation in given key ICT areas, compare results and identify strong points and weaknesses, defining improvement areas towards digital alphabetisation of this senior citizen.

In order to define the model we have identified:

- **Levels of maturity:**

We have defined **three levels of maturity** or achievement of goals on the part of seniors:

Level 1: Basic

At this stage the senior citizen already recognises some of the main technologies through which he would achieve digital alphabetisation: personal computer; fax machine; The Internet; Video, DVD television... He only achieves a very basic use of these, and it does not answer a scheme or reflection about what he might be doing and why, but he starts discovering their uses and utility, among other things, for the creation of documents the storage of the same and the possibility of exchanging this information with other people through these technologies. In some instances learning of more complex tools (such as word processor, databases...) might already start at this level, if this answer personal or professional needs.

Level 2: Connectivity

At this level learning and proficiency of communication tools through new technologies is introduced. The elderly person will be able to use resources, technologies and tools for accessing information, communications and relations with entities, enterprises and persons through the ICT (Internet is now paramount and becomes the main tool to access information, to communicate, to deal with administration's procedures and paperwork or to carry out entertaining or leisure activities).

Level 3: Integration of ICT in everyday life

At this stage we will find those senior citizens who use the Internet and other Information and Communication Technologies (ICT) to participate in discussion and exchange for a, thus contributing to the creation of social networks. These persons are proficient in the use of the tools and digital resources of different kinds (such as digital cameras, photoshop, blog edition tools, design of web pages...) and they also use them in their relationships with other entities as well as with the public Administration. They are able to carry out complete procedures. They are also frequent users of many services that improve their everyday life: banking, shopping, e-commerce, on-line learning, etc.

- **The areas:**

We try to identify the areas in which these persons must work in order to improve their skills and achieve integration of the ICT in their everyday life. These areas have been defined taking into account the interests and needs of elderly people in relation with the ICT according to the study *The senior citizens in the Information Society: Current situation and challenges for the future*, conducted by Rocio Miranda de Larra and published by the Auna Foundation.

This methodological document, aimed at senior citizens, identifies seven **key areas**:

Access to information

This includes the Information and Communication Technologies needed to access, process and store information, using the best suited interface: personal computer (and accessories such as a printer or a scanner), fax machine, digital camera, video/DVD, etc.

Communications/ Social participation

This includes the ICT that allow persons to establish contact with other persons, as well as with different types of entities. We could list within this area of intervention or interest: the telephone (normal or cellular), e-mail, chats, and videoconferences.

Remote control (electronic services)

This includes those ICT that allow persons to access information about an external entity linked to their own interest s(such as banks, the public administrations, on-line shops, and so on), communicate with these or conduct a relationship through these Technologies until they achieved the procedure or get the desired service (a reservation, booking, a payment, an application...)

Leisure and entertainment

This includes Technologies and services which allow access to leisure and entertainment utilities for elderly people; Through mobile phones, computers, the Internet and or the television (whether it be analogical or digital); downloading contents (music, news, etc.);

Training and online work

This includes Technologies which allow access to resources and platforms which facilitate learning, or telework, without the need to go to a given location.

Health and welfare ICT Services

These Technologies will go from “on-line assistance” (on-line alarms or direct lines which will allow to provide care and assistance in case of emergency or of need for help) to services of electronic procedures in relation with Health care or social services: electronic prescription, or on-line check-up or medical examination through a videoconference, for example...

Integration / Accessibility

This includes Technologies conceived with “Universal design” in mind, such as technical support for disabled persons or specific services or products which can be used by the largest possible number of persons.

From here on the model generates practices according to the different areas and levels discussed.

(2) Company's tutor role

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Good practice: Experiencing the role of the Company Tutor: it is an empowerment strategy for workers over 45.

Summary

Experiencing the introduction of companies' tutors in SMEs of the Navarra region for workers over 45. The objective is double:

1. To activate these persons working life
2. To allow companies to obtain a larger "profitability" from their staff by taking advantage of the knowledge of people with more experience.

To achieve this, we have designed a specific training adapted to this target group trying to make it attractive to them; also, practical and dynamic methodologies for gaining skills and competences needed, in addition to experience, to develop tutors functions.

Once they have finished their training, tutors put in practice all the knowledge acquired within their companies, assuming a more qualified job and more responsibility as required by their new post of tutors.

Context

The number of workers over 45 years old in Navarra companies is increasing, and, especially in the industrial sector, its growth is progressive. The goal of this action is to take advantage of the accumulated experience of these persons all over their working life, in order to allow them to pass on their know-how and experiences, as well as to put in value their working life.

Key elements of the good practice

- To concrete the new role to develop: designing a tutor's qualification adapted to Navarra companies.
- To design a type of training adapted to the specific needs of the target group: practical and dynamic, and focused only on the contents that bring an added value to their experience and that are necessary to practise tutor's role: ICT, training of trainers, social skills, knowledge management and those of the tutors' role.
- To design a campaign to raise their interest that is exclusively focused on them. In this sense, both activities – campaign for training and the experience within the company – have been successful. Many of them had never before used any training offer. An underlying prejudice had made them think, for example, that when one applies for a computer course the rest of the people participating in it will already know everything.
- To design an "**activities plan**" of "tutoring" to be implemented within their companies. Thus, they can see the practical point of view of all the activities that they are going to do.
- Monitoring and evaluation of the tutoring activity.

(1) IntegrAL

1. Project Data

Title: Integrative Employment-, Work- and Learning Processes for older labour force in Thuringia (IntegrAL)

Theme: Age management, employment and qualification

Nation/Region/Area: Germany, Thuringia

Period: 2005 – 2007

Budget: 180.000 €

Contact person: Rudolf Husemann Rudolf.Husemann@uni-erfurt.de, Uwe Jaeger jaeger@eichenbaum.de

Website: [Thüringer Netzwerk Demografie](#)

2. Synthesis of the Project

The project aimed on support for occupation of older labour force and operated on two fields of action:

(1) Human resource development (HRD) in enterprises. Development and implementation of an instructional programme (curriculum including facts of demographical development, consequences for the regional labour markets, aspects of age related PD strategies and the practical field of the interrelation of qualification and organisation of work) for HRD personnel. The subjects were discussed with the target group in round table seminars.

(2) Activation of older work force by vocational training and re-entry support. The activation was based on individual experiences and strains as well as on motivation problems concerning learning and re-entry activities. The project developed and tested a special qualification programme (curriculum) which qualified to “customer counselling” in which future demand was identified by enterprises.

The conceptualisation of the project was based on regional field research based on instruments which were developed in a former EU-Leonardo-project.

Leading partner: University of Erfurt, Chair for Adult and Further Vocational Education

Partners: Eichenbaum Gesellschaft für Organisationsberatung, Marketing, PR und Bildung mbH, Gotha / Chamber of Commerce, Gotha, / Labour Market Administration, Gotha, / enterprises

2. Innovation

Process innovation

- a) Activities: Workshops, conferences, papers, transfer into a regional research and development programme, homepage, et al. The management of the project was based on specific competences and fields of action of the contributing partners, organisation and formative evaluation by the leading partner. The main character of the project management was open and trustful communication including the financing institution.
- b) Rising awareness and support of age related HRD activities in enterprises and opening for the combination of qualification and tasks;
Curriculum development on the background of professional experience and towards demanded tasks;

Practical application of curricula with combination of methods and learning situations;
Profiling, continuous advice and support to the unemployed training participants for occupational re-entry;
Creating regional and practical networking on perceived changes on the labour markets i.e. in Thüringen rapid reduction of entries in basic vocational training on the one hand and extended elderly in employment because of extended retiring age.

- c) Regional measure; transnationality was not given in this project
- d) Mainstreaming activities were developed at several levels:
 - 1) on a transfer-workshop the cooperation partners of the project were informed and participated,
 - 2) in self-initiative of the partnership organised a common final conference to present their results to protagonists of occupation and training support, enterprises and organisations, including recommendations for the future promoting politics,
 - 3) the conception and results of the vocational training for older unemployed was described and given to the labour administration to use these for further activities,
 - 4) in addition, the project results were presented by five lectures at different conferences and a publication in a professional journal.

Product innovation

- a) Integrative approach including organisations and individuals as well as different fields of action (labour market strategies, PD strategies, organisation of work, qualification in various settings);
Connection of target fields (labour market, HRD in enterprises, individual re-entry)
Combination of methods and learning situations in qualification measures lead to increase of motivation (participants) and practical utilization (enterprises)
Foundation of the project activities on regional field research to investigate practical demands and attitudes and prepare for the acceptance of project activities.

Project-website: <http://uni-erfurt.de/ibw/integral.htm>

Barthel, C. / Vonken, M.: Empfehlungen zur altersngerechten Didaktik, Projekt IntegrAL, Universität Erfurt, Erfurt 2006,

download: www.uni-erfurt.de/ibw/integral/Downloads/DidaktEmpf_HP.pdf

Projekt IntegrAL. Integrative Beschäftigungs-, Arbeits- und Lernprozesse für ältere Arbeitnehmerinnen und Arbeitnehmer in Thüringen - Endbericht, erstellt v. M. Kattein, K. Grimm, M. Vonken, Erfurt 2007

Vonken, M.: Reif für die Rente? Beschäftigungsprobleme Älterer in Deutschland, in: berufsbildung. Zeitschrift für Praxis und Theorie in Betrieb und Schule, Heft 103/104, März 2007, S. 71-73

3. Transferability

- a) (1) Curricula for the target group of PD-management to other enterprises in the region;
(2) Curricula for the target group of older unemployed via open conferences;
(3) Implementation results by the named mainstreaming activities (see above: Process Innovation d.) in open conferences and project papers.
- b) The transfer went mainly via workshops, seminars and open conferences during the project work. This enabled the participation of interested persons with functions in enterprises and in organisations for promoting occupation and training. In result cooperation with new partners started resp. existing cooperation get more intensive (see below, 4.).

- c) The transfer was enhanced by cooperation partners by organising the trainings for PD-managers, by interested protagonists of occupation and training support who questioned for and enabled presentations of the project on their conferences and by the representatives of GfAW, who enabled the common final conference by prolongation of some projects' running time.

max 1000 chrs

4. Sustainability

Describe the DP' s management' s features that grant sustainability after the end of the project.

List all Project's activities that are still being carried on (we assume all projects are closed), indicate human resources and funds granting sustainability, the role of beneficiaries and stakeholders.

The following activities are in progress:

- (1) An ESF-promoted project ("Kund.i.K.") was launched in cooperation of Eichenbaum GmbH (leadership), chamber of craftsmen Erfurt and University of Erfurt. The project developed and carried out a work related training programme for older employees to prevent early retirement which was certified by the chamber of craftsmen. The curriculum was a winner of the Prize for Innovation in Continuing Education and Training given by the Federal Institute for Vocational Education and Training (BIBB) in 2008.
- (2) In co-operation with Eichenbaum GmbH and the chamber of commerce Gera an ESF-promoted project with the aim to develop methods to certify informal competences ("Lernstück").
- (3) In co-operation with Eichenbaum GmbH and TIBOR an ESF-promoted project with the aim to develop and transfer curricula concerning personnel and organisational development and sustainability for small and medium enterprises ("KEN").
- (4) As a co-operation of several organisations, an initiative for a regional network ("Thüringer Netzwerk Demografie") is established. The network will carry out projects dealing with demographical change and occupational development, including trade unions, chambers and institutions of the employers' side.
- (5) Within this network, the University of Erfurt will carry out a project supporting regional institutions of vocational education to orientate their offers on older work force.

This concerns the target groups involved this project:

- (1) The HRD-managers got support in age related HRD strategies and problem solving;
- (2) The unemployed participants could strengthen their chances to re-entry in occupation and their motivation in searching a new job;
- (3) The labour administration of Gotha ("ARGE Gotha") uses the conception for training unemployed in customer advising and the experiences of the implementation;
- (4) The chamber of commerce uses the developed certificate ("IHK Fachkraft Kundenberater").

Belgium Wallonia

Phoenix

1. Project data

Project name: PHOENIX

Duration of project: 15 months

EQUAL priority axis: ability to adapt, life-long learning, keeping workers aged over 45 in employment through appropriate competency management and HRM policies

ESF funding: € 202,353

Target group: workers aged over 45

Name of the PDD management body: HEC-Management School at the University of Liege

Names of the national partner bodies:

- C.P.N.A.E. – CEFORA Training Centre

- FOREM

- IFPM (associate partner without decision-making power)

Names of the cross-border partner bodies:

- Communauté de Communes de Lacq, Aquitaine (France)

- EUROBIC ABRUZZO E MOLISE S.c.r.l., Chieti (Italy)

Contact person: David Randaxhe, HEC-Ulg, Rue Louvrex 14 – 4000 Liege, Tel.: 04/232.72.54, Fax: 04/232.72.40, E-mail: David.Randaxhe@ulg.ac.be

2. Project summary

Global objective:

Workers aged over 45 are kept in employment via appropriate human resources management and competency management instruments.

Specific objective:

The specific objectives include creating awareness in companies of the stakes linked to managing ages; developing competency assessment tools suited to workers aged over 45; a methodology for diagnosing risks in the field of competencies within the 45+ age group and, finally, development actions based on the specific needs of the workers concerned and of companies.

Results achieved:

The results are the use of the tool in a large number of companies in varied sectors; practical assistance to companies in managing ages and setting up competency assessments for workers aged over 45, training for tutors, etc.

3. Innovation

Nature of the experimental activities implemented:

The aim of the experimentation phase was to test the approach and methodology for the tool. We tested it in four companies, two of which are in each of the partner sectors.

Type of innovation:

The cooperation initiative between HEC- ULg Management School and stakeholders in the field.

The developed tool also brings together several existing tools for competency assessment and human resources management practices.
The goal is to develop more precise and prospective age management in the company.

4. Mainstreaming

‘Flagship’ product:

The flagship product is the development of a diagnostic and/or self-diagnostic tool through a research initiative aimed at companies linked to the 45+ age group.

‘Support’ products:

The support products for the flagship product include a phase-by-phase user guide/instructions; a glossary of terms used plus support methods.

Prospects for new cooperation:

The Generation + project has been approved for the 2007-2013 programme. It continues the work of the Phoenix project and its main topics include managing inter-generational competencies, transferring competencies in the company and the tutoring policy.