# The 2nd meeting of the Steering Group
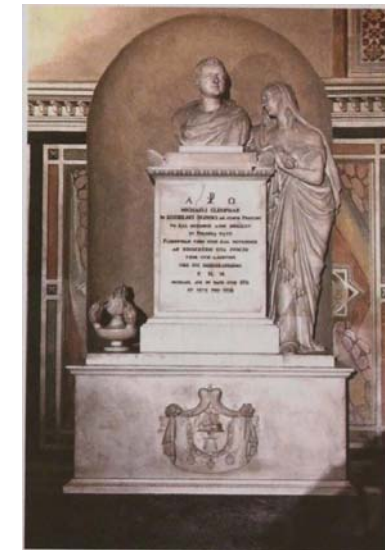
**Florence, 3 – 4 October 2019**

# Case studies





ANNO MILLESIMO NONGENTESIMO OCTOGESIMO SEXTO SALVTIFERAE INCARNATIONIS
FESTO DIE LVCAE EVANGELISTAE ADDICTO

## IOANNES PAVLVS II
SVMMVS PONTIFEX ET VNIVERSALIS PATER
RERVM A MAIORIBVS NOSTRIS IN EXCOLENDA HVMANITATE GESTARVM HAVD IMMEMOR
HISCE IN AEDIBVS DEIPARAE VIRGINI FLORIDAE DICATIS AMANTER EXCEPTVS
FLORENTINVM POPVLVM VNA CVM SILVANO ANTISTITE COLLAETANTEM
AD SEMPITERNAE SALVTIS NVNTIVM VIVIDIVS PROFERENDVM
IN VIAM AEDIFICANDAE PACIS
EREXIT CONFIRMAVIT ALLEXIT
ANNVM POST VICESIMVM A RE TAM FAVSTE PERACTA
HVIVS MAIORIS TEMPLI SACERDOTES NECNON OPIFICES VETVSTAE FABRICAE
VNA CVM ENNIO PVRPVRATO PRAESVLE
LAETI POSVERVNT AC MEMORES
A.D. XV KAL. NOV. MMVI

In KOZIELSKI OGINSKI AB ATAVIS
PRINCIPI
VII KAL OCTOBRIS ANNI MDCCLXV
IN POLONIA NATO
FLORENTIAE VERO XVIII KAL NOVEMBRIS
AN MDCCCXXXIII VITA FUNCTO

VXOR CVM LACRVMIS
VIRO SVO DESIDERATISSIMO

P.H.M.
MICHAEL AVE IN PACE CVM XTO
ET PETE PRO TVIS

**Good practice** is a solution that has already been implemented in a specific company, is often innovative, and brings measurable benefits and can be successfully used in other companies.

Good practice should answer the following questions:

- What were the reasons for taking action?

- What actions have been implemented and how?

- What effects (intended and unintended) have been achieved?

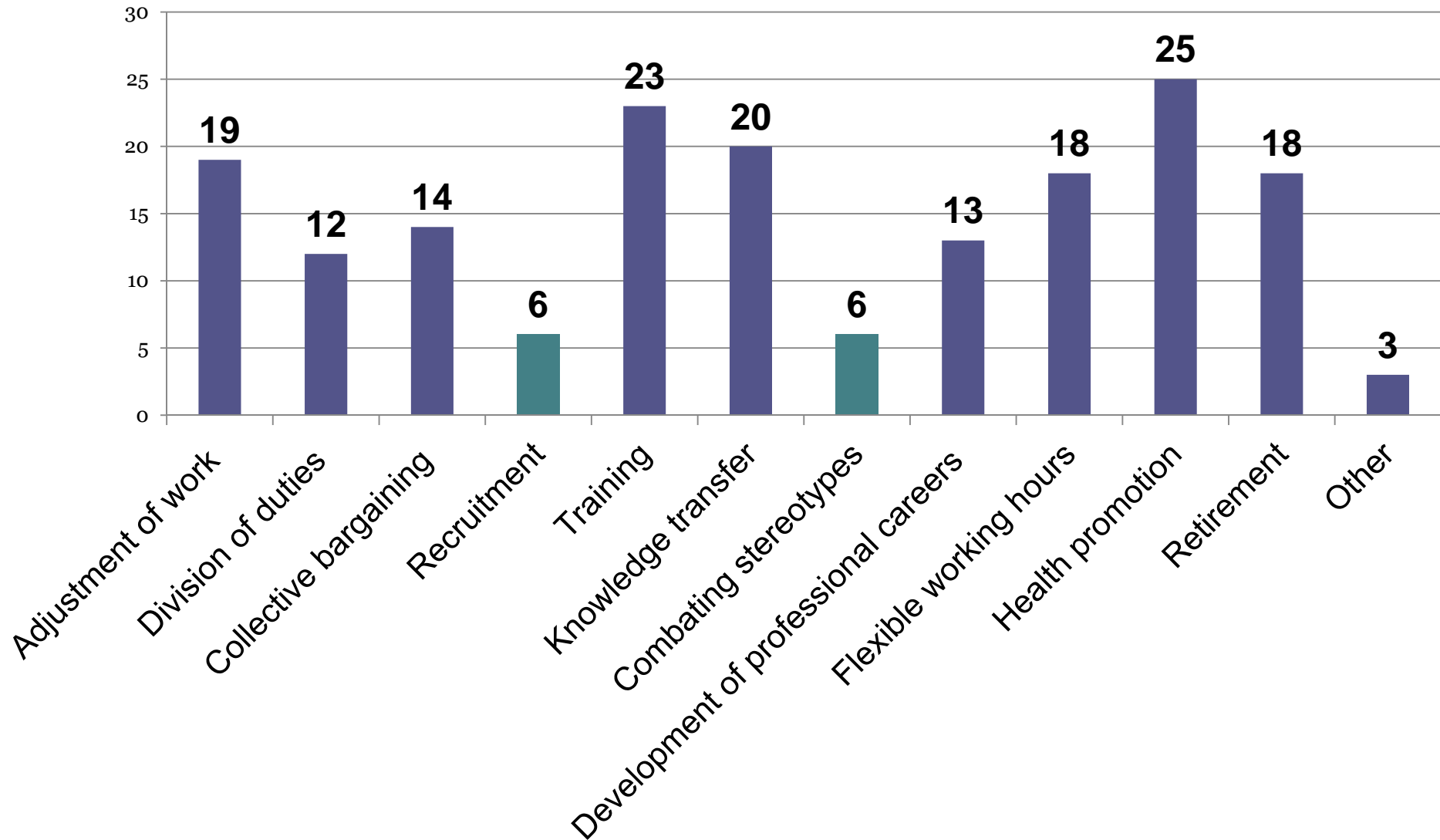- What were success factors?

- What barriers had to be overcome?

## Characteristics of good practice in the field of active ageing and intergenerational approach
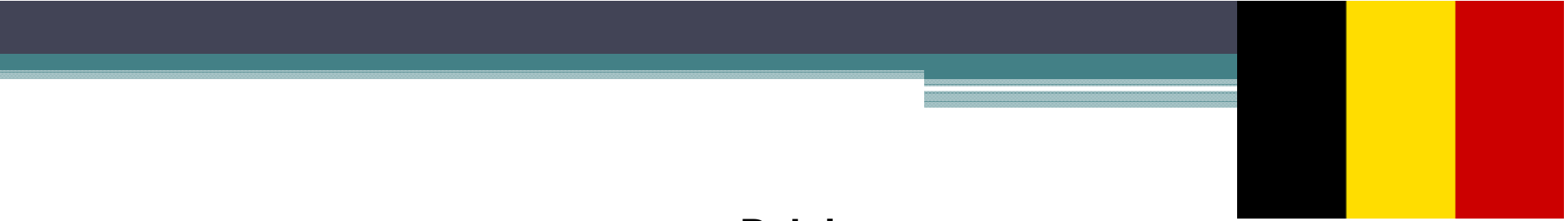
- intervention directly linked to risk reduction in the workplace in the context of an ageing workforce;
- a holistic approach to OSH in the context of an ageing workforce that combines risk prevention and workplace health promotion;
- a life-cycle approach to risk prevention;
- prioritising collective measures over individual-focused interventions;
- strong commitment on the part of the management;
- evidence of consultation between management and workers and their representatives;
- effective participation of workers and their representatives;
- successful implementation of interventions in practice;
- sustainability of interventions;
- evidence of real improvement;
- the possibility of applying the example to other workplaces.

## Scope of good practices in the field of active ageing and intergenerational approach
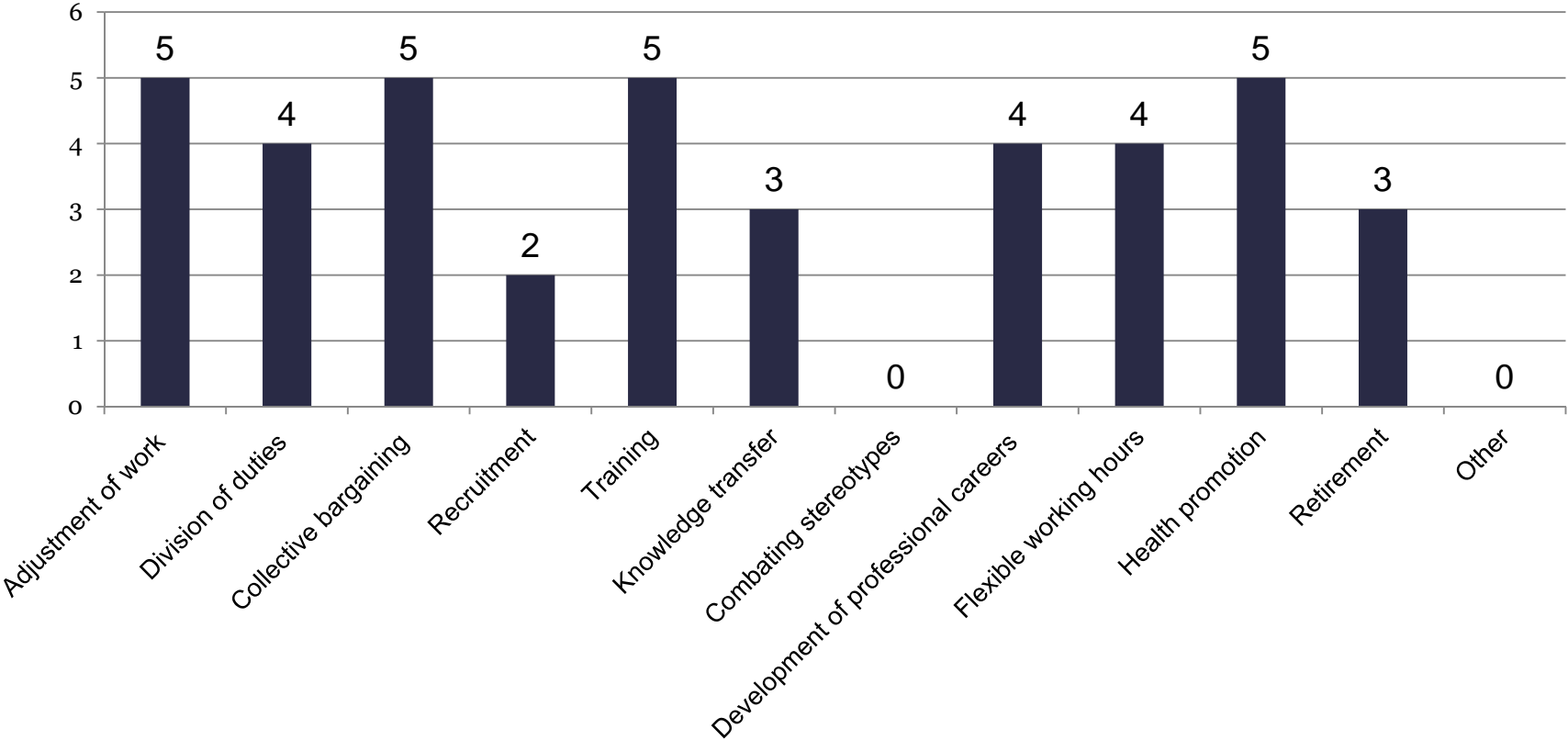
- adaptation of processes and workplaces to the needs of employees, taking into account their psychophysical abilities related to age and health condition
- ensuring an appropriate division of duties and tasks, taking into account the psychophysical capabilities related to the age and health condition of employees
- taking account of age-related issues in the negotiation and implementation of collective agreements
- recruitment
- training and lifelong learning
- gathering and transferring knowledge resulting from professional experience and passing it on to new employees
- combating age stereotypes
- planning and development of employee careers
- flexible organisation of working time, adapted to the needs of employees
- work-health promotion
- assisting workers at the end of their working lives and at the end of their retirement

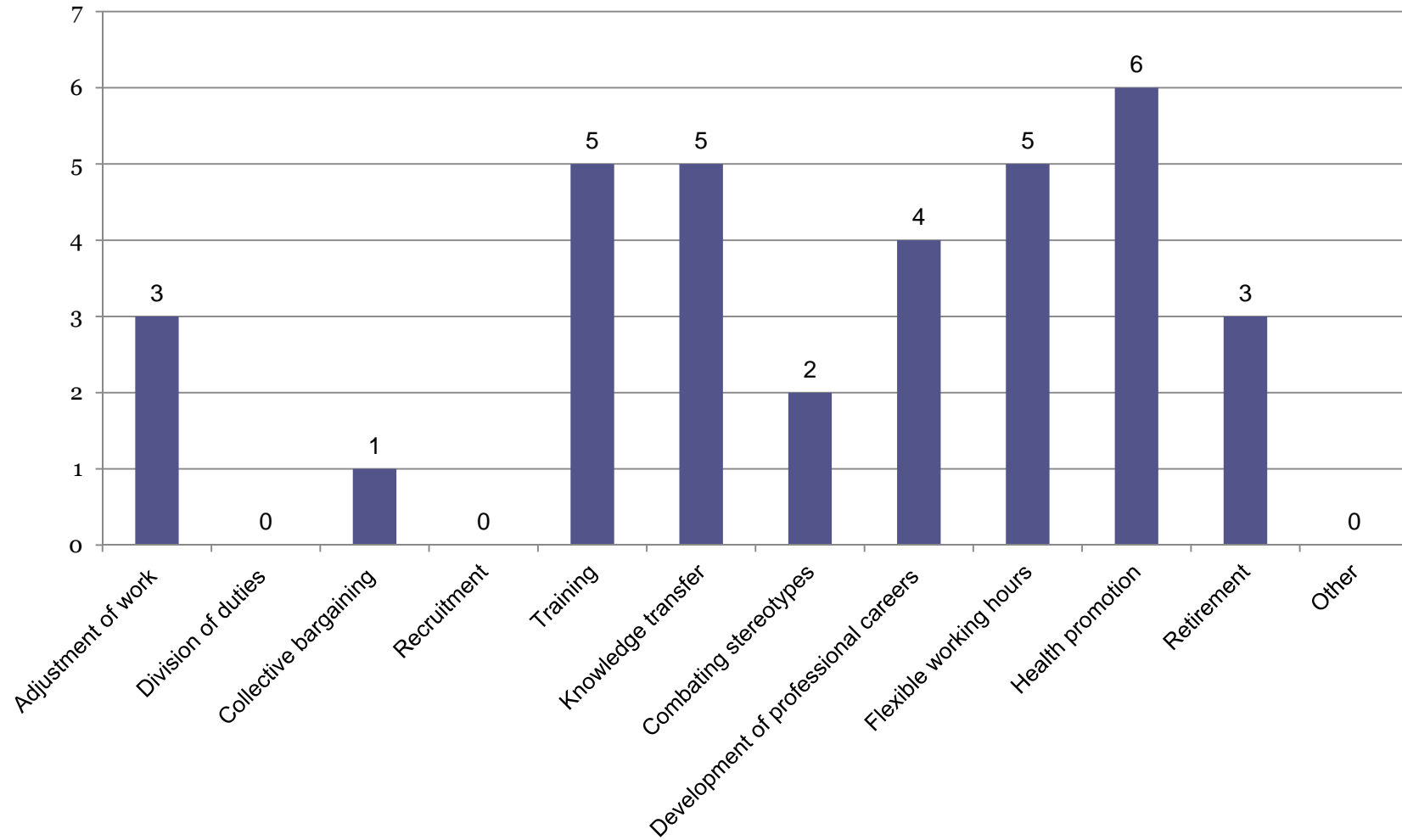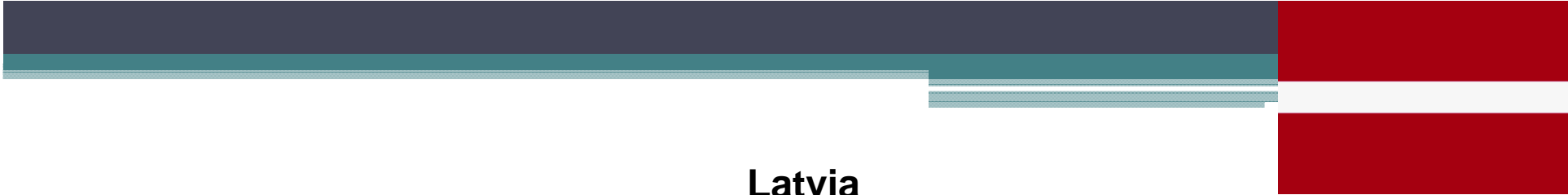# Number of good practices that related to specific areas
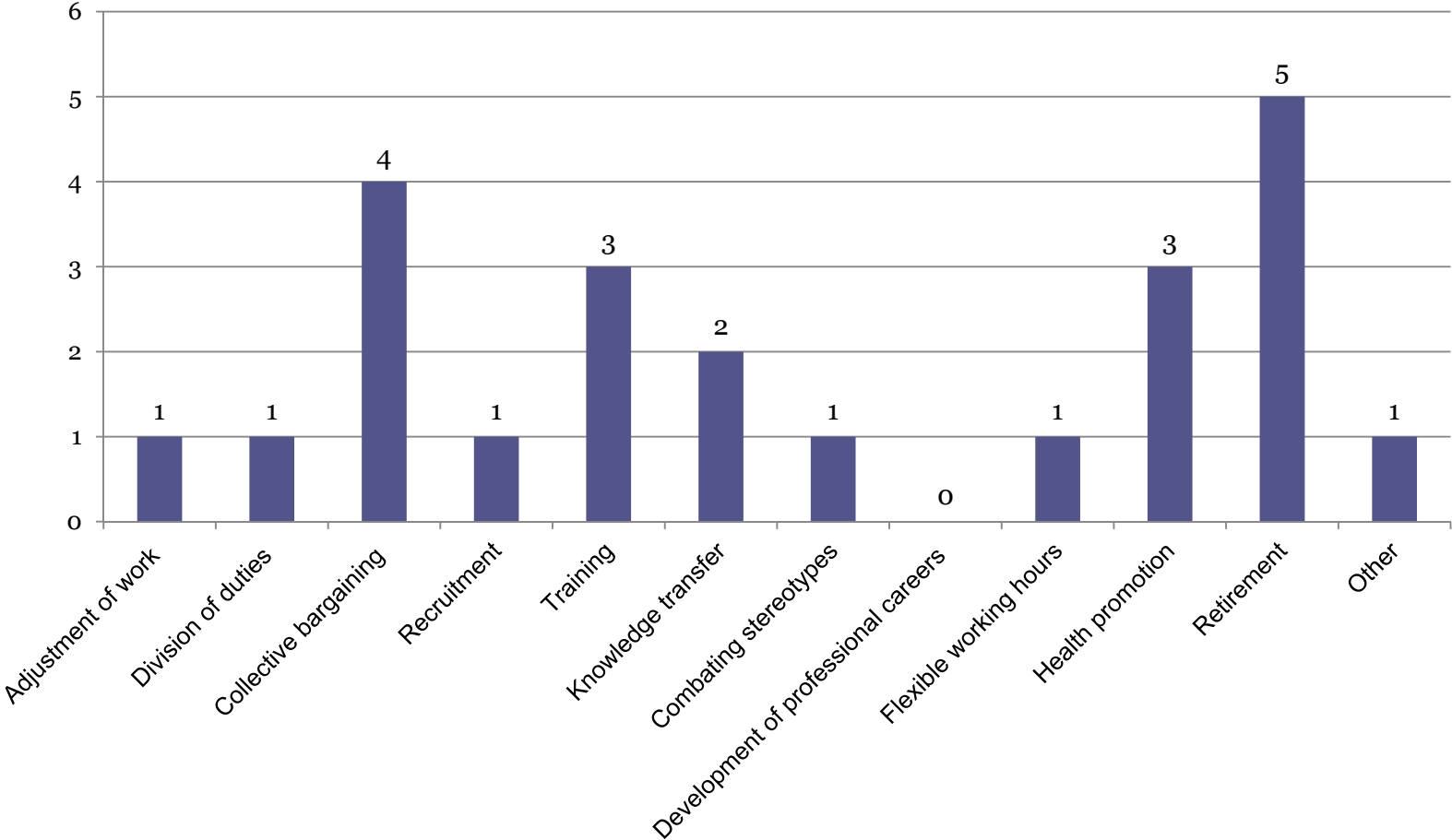
**Belgium**

# Poland



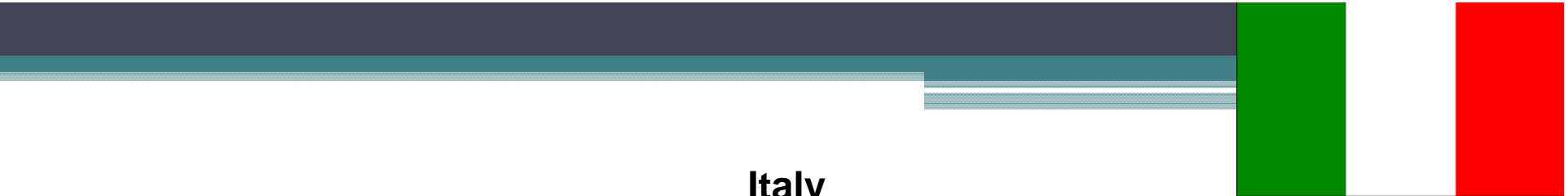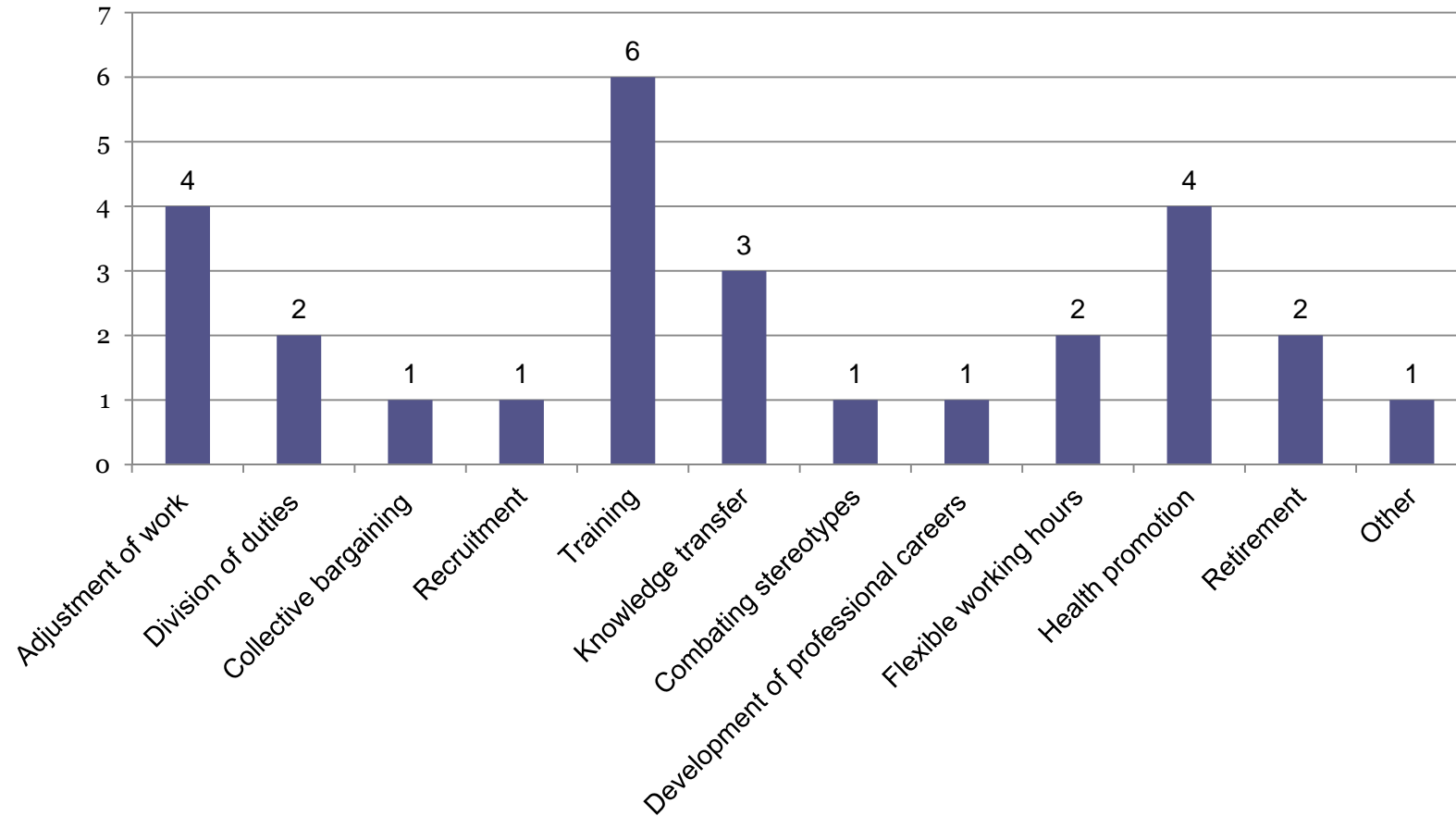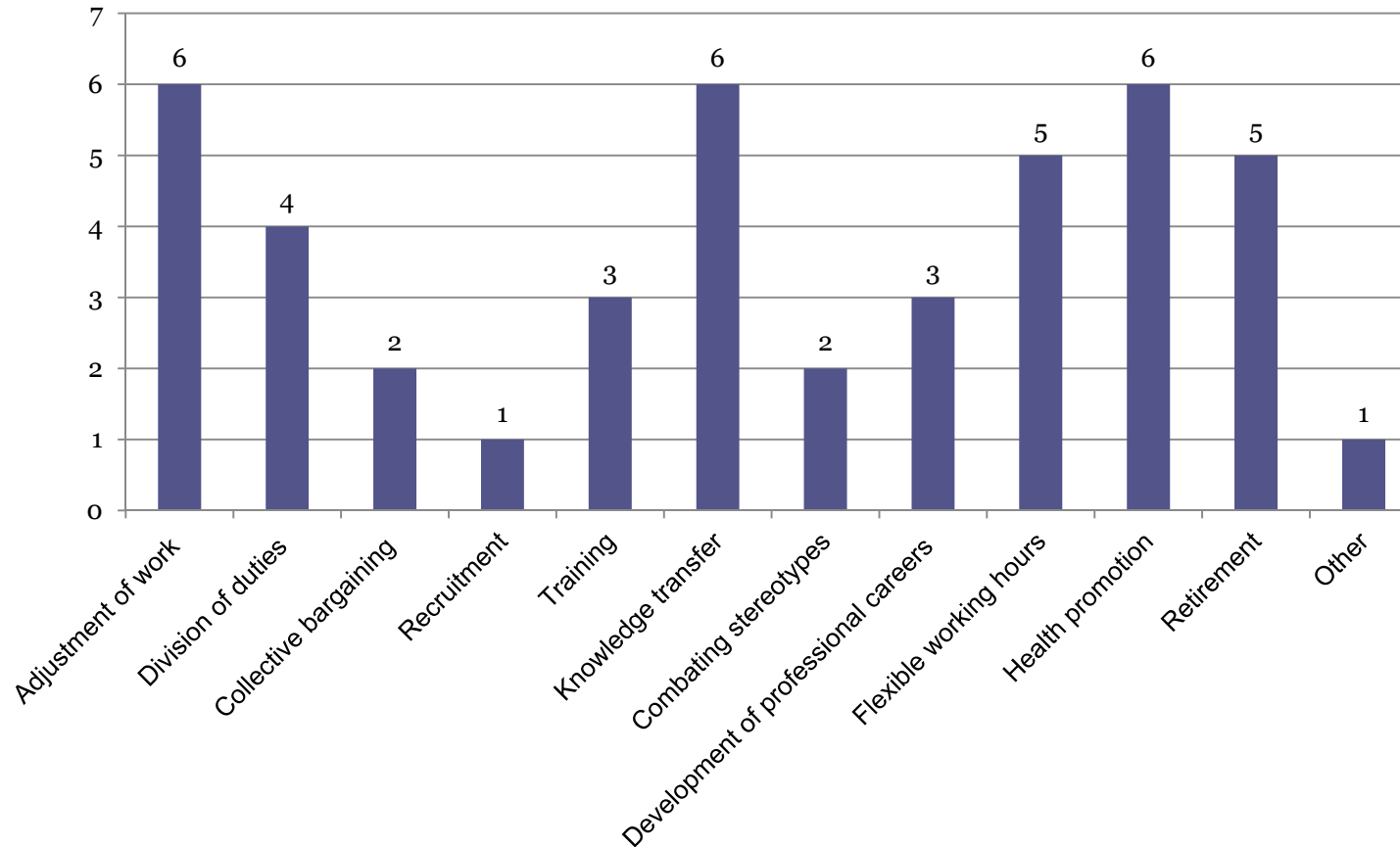| Category | Value |
|---|---|
| Adjustment of work | 3 |
| Division of duties | 0 |
| Collective bargaining | 1 |
| Recruitment | 0 |
| Training | 5 |
| Knowledge transfer | 5 |
| Combating stereotypes | 2 |
| Development of professional careers | 4 |
| Flexible working hours | 5 |
| Health promotion | 6 |
| Retirement | 3 |
| Other | 0 |

# Latvia

**Italy**

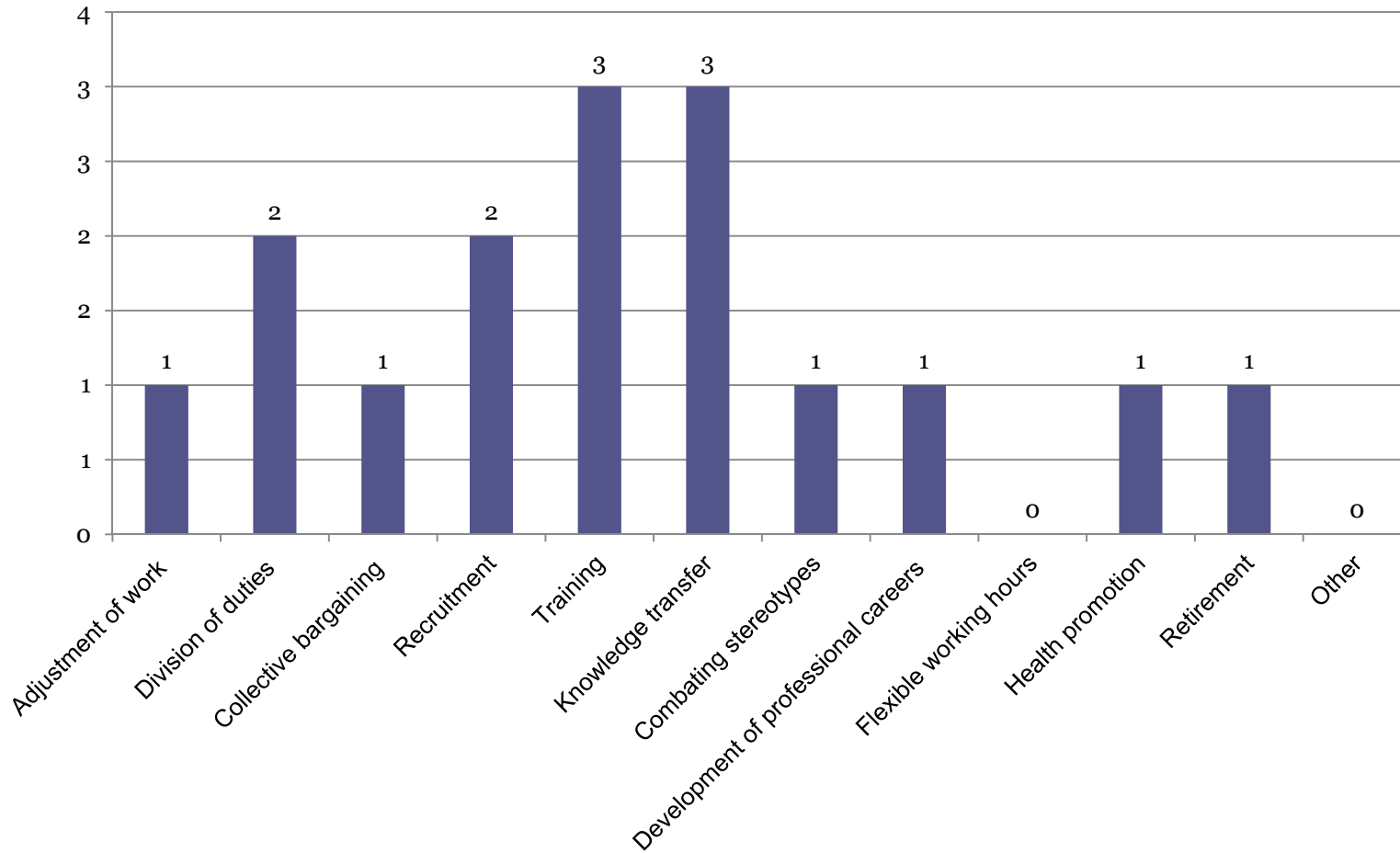* Other: Transversal competencies analysis

# Romania



* Other: Creating a proper environment for retired employees to continue their activity in the same institution adding the salary to the pension

# North Macedonia

# Rreasons for implementing good practices

- Ageing workforce
- The decreasing workability of elderly workforce (cardiovascular health problems, musculoskeletal disorders, loss of physical strength, reduced eyesight and sharpness of vision)
- Problems with new workforce recruitment
- Fear of losing knowledge and experience of older employees
- Corporate organizational culture based on social responsibility
- Willingness to be perceived as an attractive employer, to create jobs where employees like to work
- Willingness to develop long-term cooperation with employees, to meet their expectations and keep up with market standards

# Good practices' goals

Ø To protect employees' health and reduce occurrence of occupational health problem amongst the employees

Ø To recruit new employees

Ø To promote long-term employment in the company

Ø To protect employees of pre-retirement age

Ø To promote sense of belonging to the company among the employees

Ø To express the gratitude to the employees for loyalty

Ø To overcome age related stereotypes

Ø To explain to older workers that they still have a place in the labour market and still can build their career

Ø To reduce digital skills gap for older workers.

# Benefits and achieved outcomes

Ø Improving work efficiency

Ø Reduction of sickness absence and accidents rates, lower level of stress among the employees

Ø Reduction of staff turnover

Ø Building a sense of security and comfort in the workplace and in private life

Ø Increased employee involvement, satisfaction and loyalty to the company, better work motivation

Ø Increased diversity acceptance

Ø Raising employees' awareness of a healthy lifestyle and knowledge about how to prevent health problems

Ø Improving relationships between older people and young people, enhancing intergenerational cooperation, building more positive working atmosphere and better relations between the colleagues

Ø Improvement of technical and digital skills

# Success factors

Ø Applying holistic and systematic approach

Ø Ensuring consistency of subsequent actions as well as long-term plans and activities

Ø Voluntarism and flexibility

Ø Positive and supportive attitude of the management of the company

Ø Understanding and trust of employees for employer activities, their willingness to cooperate

Ø the mutual interest and communication of all involved parties – company management, trade union and employees.

Ø Monitoring of achieved results and continual improvement of actions and their adjustment to the changing needs and expectations
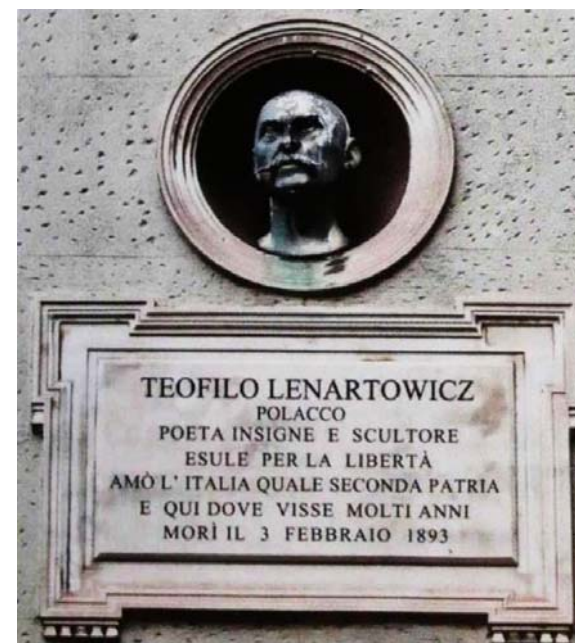
# Barriers

Ø Financial issues

Ø Sceptical  attitudes of individuals, both employees and managers, low awareness, reluctance and distrust of changes

Ø Unfamiliarity with the new system and the apprehension that junior employees would take over senior employees' work place.

Ø Dissatisfaction of the younger employees when elder workers were being assigned to less demanding workplaces, as this meant that they had to replace them at the more difficult positions

Ø Making senior management aware that mentoring is a real job and that it is important to consider it in the distribution of workloads

Ø Variety of locations, work stations - the need for significant diversification of activities

# Report



Via dei Banchi 7



Via Montebello 28

# Report

| Chapter | Pages | Based on |
|---|---|---|
| 1. Introduction | Ca. 5 | CIOP expertise |
| 2. Review of legal requirements – conclusions from desk research | 12 (ca. 2 pages per country) | Partners' questionnaires on legislation (already prepared) |
| 3. Case studies – examples of implementation of the Agreement | | Case studies |
|     3.1. Review of case studies | Ca. 5 | Case studies |
|     3.2. Examples of case studies and good practices (including ergonomics adaptations and intergeneration approach) | Ca. 70-80 | Case studies + CIOP expertise |
| 4. Current possibilities for individual and joint measures of social partners for the implementation of the Agreement | Min 6 (min 1 page for each country) | Minutes form national workshops |
| 5. Examples of recommendations for systemic changes to be introduced into the national legal regulations | Ca. 3-6 | Result of the second national workshop<br><br>Partners' questionnaires on legislation (already prepared) |

# Report – expected partners' input

- Improvement of case studies
- Minutes from national workshops (min 4 pages per country)
    - Problems discussed
    - Possible ways of implementing the Agreement
    - Barriers for implementing the Agreement
    - Success factors for implementing the Agreement
- Recommendations for systemic changes to be introduced into the national legal regulations

# Training module

Viale dei Poggio Imperiale 4

Via Santa Maria

## MODULE 1:
## Autonomous framework agreement of the European social partners on active ageing and the intergenerational approach as a tool for social dialogue in the workplace

**MODULE OBJECTIVES:**

After the training, the participant should:

- **be familiar with** the objectives of the autonomous framework agreement of the European social partners on active ageing and the intergenerational approach and the areas of activity covered by this agreement;
- know what **age management** is and what the workplace's age management strategy should cover;
- know **how to convince employers** to develop a formal age management strategy in the workplace.

Module delivery time: 120 min.(preceded by 15 minutes of introduction) - a total of 3x45 minutes.

## MODULE 1:
## Autonomous framework agreement of the European social partners on active ageing and the intergenerational approach as a tool for social dialogue in the workplace

**1. Autonomous framework agreement of the European social partners on active ageing and intergenerational approaches as a response to the challenges of demographic change:**

- Demographic change as a challenge for the labour market
- Objectives of the Framework Agreement
- Areas of action taken by the social partners to implement the agreement in the workplace

**2. Age management strategy in the workplace and benefits resulting from its implementation**

- The concept of age management
- Establishing an age management strategy in the workplace as a first step towards implementing the agreement.
- Basic elements of an age management strategy
- Benefits of implementing age management strategies.

## MODULE 2:
## Identifying problems and developing an action plan for age management in the workplace

**MODULE OBJECTIVES:**

After completing this training module, **the participant should know how to identify problems related to the ageing of workers in the workplace and how to propose an effective age management action plan.**

In particular, he should:

- know **what information should be analyzed** in order to identify problems related to ageing in the workplace and how to obtain it;
- know how the **objectives and priorities** in the company's age management plan should **be set.**

Module delivery time: 225 min. (5x45 min)

## MODULE 2:
## Identifying problems and developing an action plan for age management in the workplace

1.  **Understanding the needs, motivations and problems of employees from different age groups**
    - Values related to work in different generations
    - Age-related stereotypes and their control in the workplace.
    - Effectiveness of age-differentiated teams

2. **Analysis of age management problems in the workplace**
    - Analysis of the age structure of employees. Identification of personnel problems and demand for new qualifications in exemplary workplaces.
    - Methods and tools for analysing working environment conditions, health problems and employee motivation, including age, gender and work performance
    - Subjective assessment of work ability as a source of information on the motivation of employees to continue working in old age
    - Organisational factors affecting the employability of older workers

3. **Developing action plans on age management**

## MODULE 3:
## Organising office work to meet the needs of workers of all ages

## MODULE OBJECTIVES:

After the completion of this training module, the trainee should:

- know what risks and nuisances exist in office workstations, be able to identify them and know what can be done to reduce them, taking into account the needs of employees;
- know what factors in the psychosocial office work environment can cause excessive stress to employees and what can be done to reduce the causes and effects of this stress.

Module 3 completion time: 135 min. (3x45 min)

**MODULE 3:**
**Organising office work to meet the needs of workers of all ages**

1. **Age of the employee and the risks and discomfort in office work**
   - Typical risk factors and problems in office work

2. **Risks in the psychosocial working environment affecting the employability of older people and the principles for reducing them**
   - Factors shaping the psychosocial office work environment
   - Action to reduce work-related stress
   - Actions to reduce the impact of work-related stress

## MODULE 4:
## Occupational hazards associated with production processes affecting the employability of older people and methods to reduce them

**Objectives of Module 4:**

After the completion of this training module, the trainee should:

- be familiar with the **main risks associated with production processes** affecting the employability of older workers;

- know what **technical and/or organisational solutions** to propose to **reduce worker exposure** to these risks.

Module 4 implementation time: 225 min. (5x45 min)

**MODULE 4:**
**Occupational hazards associated with production processes affecting the employability of older people and methods to reduce them**

1. Work involving heavy physical workload

   - Age and ability to work with heavy physical workloads

2. Working in hot or cold microclimates

   - Age and ability to work in hot or cold microclimates.

3. Work performed in exposure to chemical agents

   - Age and ability to work in chemical exposure

4. Work performed in exposure to noise and/or vibration

   - Age and ability to work in exposure to noise and/or vibration

## MODULE 5:
## Good practices for age management in the workplace

**Objectives of Module 5:**

After the completion of this training module, the trainee should:

- know how to analyse organisational and technical solutions related to age management
- know how develop own prepositions of the solutions related to age management

Module 5 implementation time: 180 min. (4x45 min)

## MODULE 5:
## Good practices for age management in the workplace

Presentation and discussion on good practices
- Definition of good practises related to OSH management
- Analysing good practices from practical point o view

.

# Thank you