

# CASE NAME

## Negotiation with social partners

- ▶ Trade organization for education
- ▶ Area: (Considering issues concerning employees' age in negotiation and implementation of collective bargaining contracts, Recruitment, Training and life-long learning, Combating age-related stereotypes, Gathering and transferring specialist knowledge/skills and work experience acquired in the workplace and passing it on to new employees)
- ▶ Issues related with economical and social status of the employees
- ▶ Process of negotiation was undertaken in improvement of the working conditions
- ▶ Main success factor was good negotiation strategy
- ▶ Success achieved was signing of the collective agreement valid for next 2 years

# CASE NAME

## SURPLUS EMPLOYEES AT BANK

- ▶ It is medium sized bank deployed in North Macedonia
- ▶ The interviewed person is at age of 59 years old who was employed in the sector for issuing credit cards as bookkeeper.
- ▶ **Area:** (Division of duties and responsibilities among the employees with consideration to their psycho-physical skills resulting from their age and health, Gathering and transferring specialist knowledge/skills and work experience acquired in the workplace and passing it on to new employees.
- ▶ **Reasons:** necessity of hiring young staff members as well the new operational system
- ▶ Intention for the activities was instituting the new bookkeeping system and training junior staff members to operate.
- ▶ **Result:** all older employees were declared as surplus employees

# Case Name

## Chocolate and Wafers Factory

- ▶ Factory for chocolate and Wafers in Skopje - AD Evropa
- ▶ Interviewed person is at 64 years who worked as machine operator
- ▶ Area: (Health promotion at workplace
- ▶ Reasons: Occupational health problem among workers
- ▶ Intention: The frequency of occupational health complications and number of employees affected by work -related health problems were decreased
- ▶ Result: The workers' health was protected until they were retired

# Case Name

## Construction company AD GRANIT

- ▶ Legal entity (big size) with employees across entire territory of North Macedonia
- ▶ The company was privatized in 1991 and the interviewed person was employed as driver in the sector of company. He is retired currently.
- ▶ Areas: Adjustment of work processes and workplaces to the needs of employees and their psycho-physical skills resulting from their age and health, Supporting employees at the end of their professional career when they get ready to retire
- ▶ Reasons: employees' demographics structure and the need to create new job vacancies available for hiring younger employees
- ▶ Results: All employees who were willing to use these measures could exercise their right to pension could retire prior to reaching the legal retirement age and receive a financial package covering the years remaining before their legal retirement age.

# Case Name

## ARMY JNA

- ▶ Yugoslav national Army is independent - acting structure hierarchically organized and officer of lower ranking were expected to demonstrate absolute obedience towards higher - ranked officers.
- ▶ Areas: Division of duties and responsibilities among the employees with consideration to their psycho-physical skills resulting from their age and health, Division of duties and responsibilities among the employees with consideration to their psycho-physical skills resulting from their age and health, Training and life-long learning, Gathering and transferring specialist knowledge/skills and work experience acquired in the workplace and passing it on to new employees, Gathering and transferring specialist knowledge/skills and work experience acquired in the workplace and passing it on to new employees
- ▶ Intention: whenever elder employees would retire younger employee would take up their position
- ▶ Results: professional promotion and transfer of skills and knowledge acquired at the work place from senior to junior employees as part of mandatory training.

# Case name

## Education case

- ▶ Specialized high school in North Macedonia - Skopje
- ▶ Areas: Training and life-long learning
- ▶ Intention: to increase the capabilities in using the ICT ( information and Communication Technology) due to the lack of sufficient expertise so as to be able to keep up with younger teachers.
- ▶ Main success factor was intergenerational collaboration
- ▶ Results: Overcome the lack of ICT knowledge and skills by the elder workers