

# VODITELJ PRIHODNOSTI, USTVARJALEC ZAVZETIH ZAPOSLENIH

## Mednarodna konferenca

 27. marec 2018  Kongresni center Brdo



Javni štipendijski, razvojni,  
invalidski in preživninski  
sklad Republike Slovenije



EVROPSKA UNIJA  
EVROPSKI SKLAD  
SOCIALNI SKLAD  
NALOŽBA V VAŠO PRIHODNOST



ASI  
Celovita podpora podjetjem  
za aktivno staranje delovne sile



Zveza ljudskih univerz Slovenije



MOJAZaposlitev.SI



REPUBLIKA SLOVENIJA  
MINISTRSTVO ZA DELO, DRUŽINO,  
SOCIALNE ZADEVE IN ENAKE MOŽNOSTI



REPUBLIKA SLOVENIJA  
MINISTRSTVO ZA IZOBRAŽEVANJE,  
ZNANOST IN ŠPORT

# **«Age Management - Norwegian Experiences»**

**Åsmund Lunde  
Centre for Senior Policy,  
Norway**



# Centre for Senior Policy

seniorpolitikk.no

***Ageing and working in Norway:  
The role of the Centre for Senior Policy***

# About The Centre for Senior Policy

- The Centre for Senior Policy (CSP) is a resource and competence centre in the field of promoting active aging in the working life, in cooperation with the Social partners (the unions and employers associations) and the Government
- CSP was established in 1969. Around 1990 the **mission and goals** of CSP changed from preparation for retirement to prolonging senior workers participation in the workforce
- The major Social Partners are represented in CSP's board
- CSP is funded by the Ministry of Labour and Social Affairs

## Mission and goals for CSP

1. Help and guide companies to integrate *skills development, life-long learning* and *age management* in HR-policies so that more workers can **extend their working careers**
2. Increase the **political awareness** in society, in the workplace and among individuals about older workers situation
3. Increase the **employment-rate** among older workers



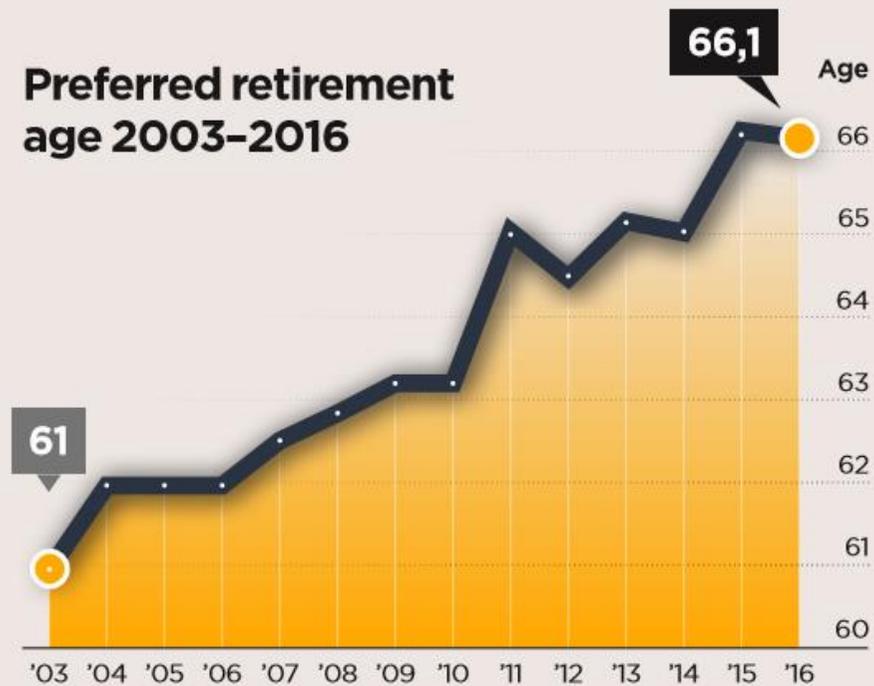
# Activities

- *Co-ordinates* research and information activities in our field
- *Co-operates* with the authorities, the Social Partners and HR-professionals, individual companies and public enterprises
- *Changes* the stereotypical view about older workers, and highlight the senior workers stronger sides, their skills and competences
- *Communicates: Awareness raising, information and public communication* are important tasks for CSP
- CSP has developed a web-based model for *analyzing, developing and implementing* a new HR policy for seniors in the workplace

# Results and impacts (1)

The Senior Policy Barometer shows that perceptions of older workers among the general population and among the older workers themselves both have developed positively.

**Preferred retirement age 2003–2016**

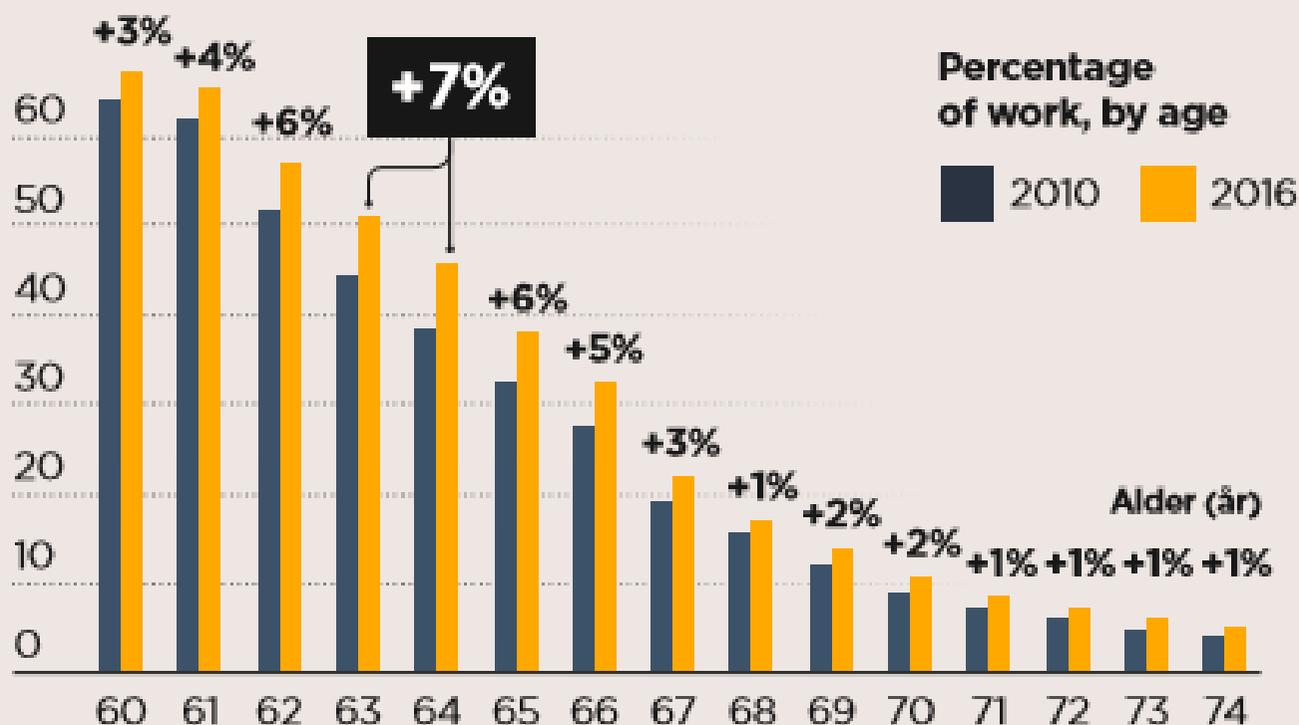


SOURCE: CSPS SENIOR POLICY BAROMETER

# Results and impacts (2)

## Senior workforce participation 2010 - 2016

Percentage (%) and age



Selvstendig næringsdrivende ikke medregnet. Kilde: SSB

SOURCE: STATISTICS NORWAY



# Goals

Adapt our staff policy to:

- The Norwegian pension reform
- Higher life expectancy and changing attitudes
- The company's need for skills and expertise

Siemens wants to adapt itself so that the majority of our employees have the skills, desire and opportunity to continue working in the company after they reach 62 years of age.

The work situation is adjusted to individual needs and skills development is assured, the management responsibility is focused.



# SIEMENS

**Aldersgrensen hevet** **SIEMENS**

**Siemens aldersgrense hevet fra 67 til 70 år**

Grensen sammenfalt med aml § 15-13 a som gir bedriften rett til å avslutte arbeidsforholdet uten oppsigelse når ansatte fyller 70 år.

Senere endring i aml; aldersgrensen satt til 72, Siemens har beholdt 70 år.



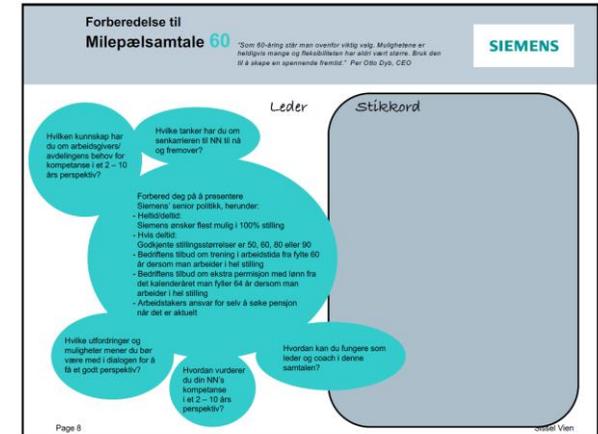
Page 6 Sissel Vian

# Siemens raises the mandatory retirement age from 67 to 70.



# Milestone discussions between employees and managers (managers are offered guidance beforehand)

- 1. Discussion after the age of 55**
  - Need for skills development and possible changes in the work situation**
  - The company and the individual's needs and plans moving forward**
- 2. Discussion after the age of 60**
  - Within three weeks of the seniors course**
  - Plans for future work/retirement**
  - Clarify competence requirements and possible adaptation**



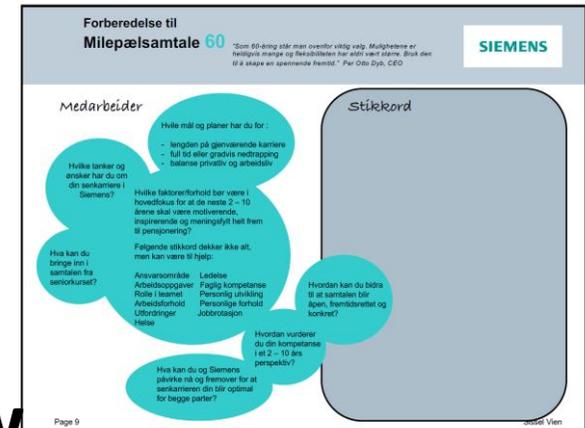
# Preparation for the milestone interview Manager:

- What knowledge do you have of the employer's/department's competence requirements in a two to ten year perspective?
- What thoughts do you have about NN's late career up until now and moving forward?
- How do you rate NN's skills in a two to ten year perspective?
- Prepare to present Siemens' senior policy:
- Full-time/part-time?
- Siemens wants as many employees as possible in full-time positions



# Preparation for the milestone interview Employee:

- What goals and plans do you have for:
- The length of your remaining career?
- Full-time or gradual reduction?
- Work-life balance?
- How do you rate your skills in a two to ten year perspective?
- What can you and Siemens influence now and in the future to make your late career optimal for both parties?

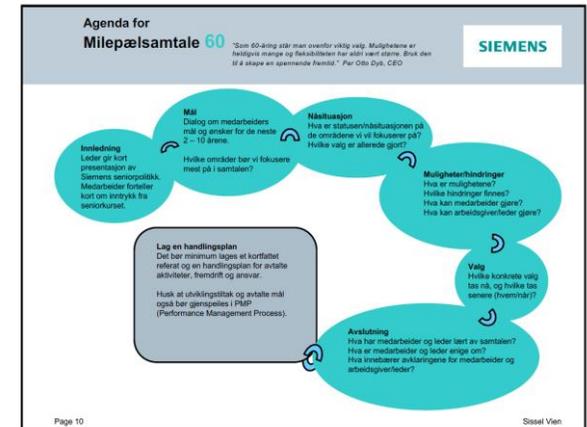




# Agenda for milestone interview 60:

## Create an action plan

- Introduction: manager gives a brief presentation of Siemens' senior policy
- Employee talks briefly about their impression of the seniors course
- Goal: Discussion about goals and wishes for the next two to ten years
- What is the current situation?
- Opportunities/obstacles
- Choices: which specific choices are made now and which choices are made later (who – when)
- Conclusion: what do the employee and manager agree on?



**SIEMENS**



# Offers a three-day seniors course in the year the employee turns 60

## Purpose:

- **Motivation for continued occupational activity**
- **Provide inspiration for a meaningful period as an older worker**
- **Provide factual knowledge and facilitate awareness and positive attitudes whether the employee plans to retire, reduce their hours or continue in their job.**
- **Spouse/partner is given the opportunity to participate**



## Senior holidays

If in a full-time position at 64 years of age, the employee has the option to take two extra weeks of paid holiday per year

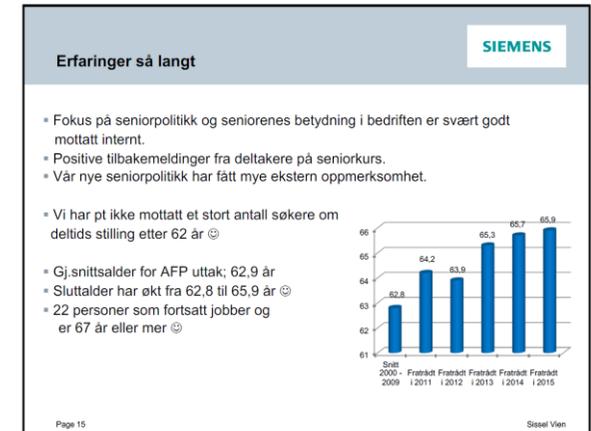
## Wellness

If in a full-time position at 60 years of age, the employee gets two paid hours a week for physical exercise in addition to exercising two hours a week in their own free time

# SIEMENS

## Results:

- A focus on senior policy and the importance of older workers in the company is very well received internally
- Positive feedback from participants on the seniors course
- Our new senior policy has received considerable external attention
- To date, we have not received many applicants for part-time positions who are over 62 years of age
- Average age for AFP withdrawal: 62.9.
- The age when people stop working has increased from 62.8 to 65.9.
- 22 people still working who are 67 years old or older.



# Older Workers: Great value for business



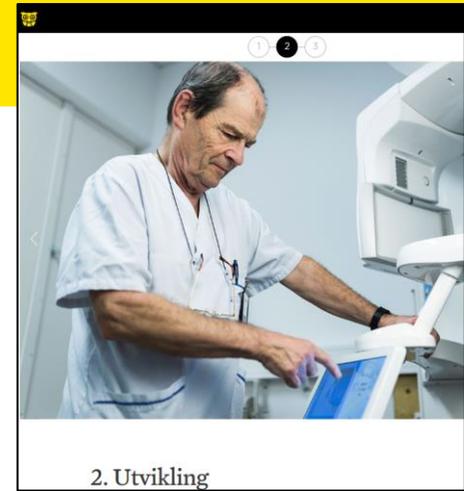


# Step 1: Mapping and analysis of current practices

Mapping and analysis of the current situation – what can/should you look closer at?

- Age and skills composition in the company
- Current practice
- The employees' wishes and needs

## Step 2: Development



- Develop goals for what you want the senior policy to achieve
- At a company level and for the individual employee, see which measures fit with the company's challenges and contribute to the achievement of goals
- Decide what you should start with first

### Examples of goals:

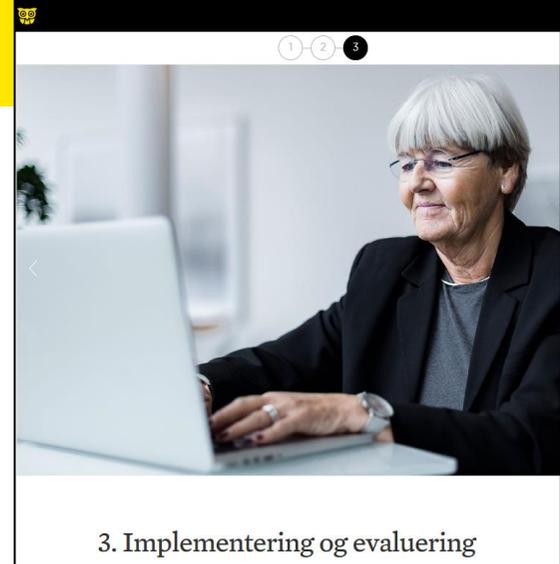
- Increase the proportion of workers recruited who are 50 years old or over.
- Increase the proportion of older workers who participate in various training measures
- Reduce the proportion of employees that have to end their professional career before the normal retirement age

## Step 2 Development – examples of action areas

- i. Competence
- ii. Organisation of the work
- iii. Older worker's perspective on restructuring and downsizing
- iv. Other measures
  - Management - management training
  - Mapping of work tasks that impact health
  - Culture - attitudes
  - Recruitment - anti-discrimination work

# Step 3 – Implementation and evaluation

- Implementation
  - Managerial responsibility
  - Information
  - Documentation
- Evaluation
  - How is the senior policy put into practice?
  - How are the various measures implemented?
  - Is feedback obtained from employees and managers?
  
  - Are there any measures that are missing?



# For your strategy to be successful...

- Develop measures based on the employees' specific needs
  - Participation-based development work
  - Both individually tailored measures and joint measures
  - Visible measures with clear criteria and procedures
- The senior policy must be firmly embedded in senior management and line management
  - Awareness of the company's real scope for action
  - Long-termness – influence attitudes and actual behaviour



# The importance of management

“The relationship between manager and employee is important. Not being recognised, included, cared for or encouraged by your immediate supervisor leads to a greater number of employees choosing early retirement. This applies to both sexes, regardless of occupation.

Midtsundstad 2005 (Fafo report 482/2005)

# Winners of The Award: “Senior Initiative of the Year”

## Tildelte priser – Årets seniorinitiativ:



### ST. OLAVS HOSPITAL (2011)

Motivation courses for senior workers - why and how continue working

Separate appraisals for seniors

Mentoring schemes

Management training:

- Appraisals and performance reviews
- Feedback and follow-up on individually level



### Oslo Airport AS (2012)

Individual seminar for senior workers:  
- Raising awareness of the responsibility for their own careers and their own competence development

Facilitating physical activity, energy breaks and increased knowledge about nutrition

Management training : ageing and work

# Are we hung up in stereotypical thinking?

Typical negative stereotypes about older workers:

- Forgetful and slow
- Difficulties to learn, especially new technology
- Problems with changes
- Less productive
- Often worn-out and with poor health



But: We are actually talking about people in an economically active age

# Is it about the **Old** versus the **Young** ?



Februari 2015

## SNS ANALYS nr 25

### Ungdomsarbetslösheten går inte att pensionera bort

**U**NGDOMSARBETSLÖSHETEN är hög i Sverige. Effektivt åtgärder för att minska den finansierar en grundlig analys av löslöshetsproblemen som föreslag på kort och lång sikt. Denna skrift analyserar om det är möjligt att minska ungdomsarbetslösheten genom ökade pensionsavgifter.

Iskriften diskuterar också hur man bör analysera den svenska ungdomsarbetslösheten för att komma fram till verkliga problemen liksom och hur man kan lösa dem.

**ARBETSMARKNADEN ANPASSAR SIG TILL ARBETSUTBUDET.** Det finns inte något tydligt samband mellan hur många äldre som finns på arbetsmarknaden och hur lätt det är för ungdomar att få jobb. Ett ökat antal pensionsavgifter skulle troligen inte lösa problemen med en hög ungdomsarbetslöshet. Och en höjd pensionsålder skulle inte försämra ungdomars möjligheter att ta sig in på arbetsmarknaden.

**FLER JOBB SKAPAS NÄR ARBETSKRAFTEN ÄR STÖRRE.** Det kan bland annat bero på att arbetsgivare både har betagarna att skapa arbetstillfällen och rekrytera när det är fler som söker arbete. Dels därför att det är lättare att hitta lämpliga kandidater när det finns fler att välja mellan, dels därför att många sökande innebär att företagen kan hitta vetenskapligt.

**BRISTFÄLLIG UTBILDNING DET STORA PROBLEMET.** Problemen med ungdomsarbetslösheten är i hög grad koncentrerade till de unga som inte har fullständiga gymnasiebetyg. Därför behövs en grundskola som ser till att alla elever går ut med betyg som ger tillträde till gymnasiet. Och det behövs en fungerande gymnasial yrkesutbildning med större kontakter mot arbetslivet.

**FÖRFATTARE**  
Anders Forslund är professor i national-ekonomi vid Uppsala universitet och verksam som forskare och biträdande chef vid Institutet för arbetsmarknads- och utbildningspolitisk utvärdering (IFAU).  
E-post: anders.forslund@ifau.uu.se

- The more people in the workforce, the more new jobs are created.
- It is not about the same jobs!
- Mass early retirement did not create new jobs for the youth, when this was attempted in the 90s in several countries.
- Recent reports confirm that early retirement can not reduce youth unemployment:
  - OECD Employment Outlook 2013
  - SNS Analys (Sweden) no. 25/ 2015



REPUBLIKA SLOVENIJA  
**MINISTRSTVO ZA DELO, DRUŽINO,  
SOCIALNE ZADEVE IN ENAKE MOŽNOSTI**



**EVROPSKA UNIJA**  
EVROPSKI  
SOCIALNI SKLAD  
NALOŽBA V VAŠO PRIHODNOST



REPUBLIKA SLOVENIJA  
**MINISTRSTVO ZA IZOBRAŽEVANJE,  
ZNANOST IN ŠPORT**

Konferenco sofinancirajo Ministrstvo za delo, družino, socialne zadeve in enake možnosti, Evropska unija iz Evropskega socialnega sklada in Ministrstvo za izobraževanje, znanost in šport.

***Thank you for your attention!***