

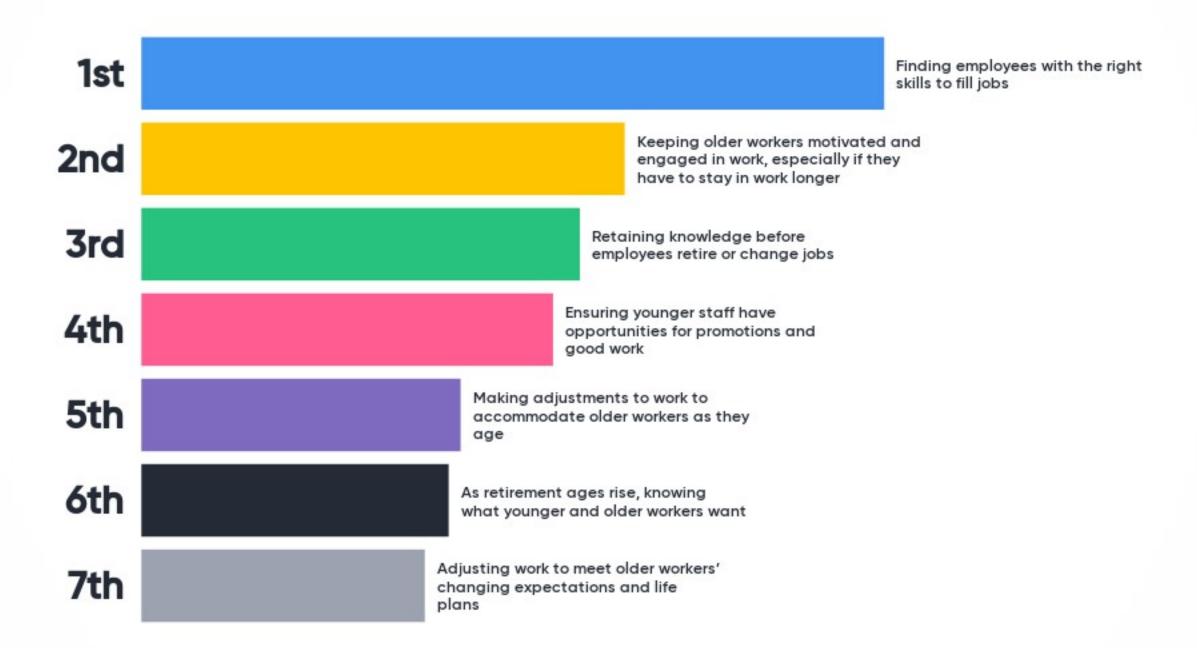
Intergenerational Diversity as an added value

Matt Flynn

Centre for Research into the Older Workforce



What are the biggest challenges facing your workplace?



What word would you use to describe an older worker?



What word would you use to describe a younger worker?



About me and CROW

- Professor of Human Resource Management at University of Hull
- Have carried out research for the European Commission, British Council, British Academy, UK Government, trade unions and employer representatives
- Research on:
 - Social dialogue
 - Intergenerational fairness
 - Managing retirement
 - Job transitions
 - Lifelong learning and knowledge management





Research which I will draw from

- ASPIRE: Active ageing and Social Partnership (European Commission)
 - 26 workshop discussions with employers and unions in the UK, Poland, Spain and Italy
- Work and Retirement Diagnostic (ESRC)
 - Cross-sectional survey of 800 workers 50+ in the UK
- Managing a Healthy Workplace (Scottish Centre for Healthy Work)
 - Workshop discussions with small and medium sized businesses
- The supply and demand implications of an ageing society (Foresight Future of Manufacturing)
 - Interviews with employers, government officials, advocacy groups



Why is workplace ageing important?

- Rising pension ages and lower retirement savings
- People living longer and healthier lives than before
- Technology is reducing the physical strains of many jobs- expanding the number of jobs older workers can do
- Most parts of Europe are facing labour and skills shortages. Employers need older workers as well as younger ones
- Big challenges:
 - Ensuring older workers have access to jobs which make good use of their skills and experience and are valued by them
 - Creating pathways for meaningful work for younger people
 - Making the job market work better for both younger and older workers





Why should employers care?

"If employers fail to develop more effective strategies for using older workers, they will find themselves faced with increasingly severe labour shortages.... However, there are also great opportunities to tap into older labour pools and markets. Future generations of older people will be healthier and wealthier than previous ones with more time for work and more money to spend." (Foresight Future)

Older workers can:

- Train and support younger colleagues into new roles
- Share their knowledge and skills before they retire
- Provide flexibility to help employers manage peaks and troughs





Do capabilities change with age?

- Changes in physical strength does occur universally but not uniformly.
 Some people in their 60's are capable of performing tasks someone in their 30's would struggle with
- Most jobs don't require peak physical strength. Technology can compensate for deficits in strength
- Three quarters of people 50+ workers have at least one long term condition but are able to manage it with their job
- No evidence that mental capacity decreases with age up to 65.
 Managers often mistake training needs with diminished capabilities





Sustainable approaches to ageing

In general, the approach of employers to active ageing tends to strike a balance between sustainability and productivity of an ageing workforce. These aspects are seen as two sides of a same coin in principle. However, in some contexts is much more difficult to combine them because short-termism tends to prevail in HRM. Workers wellbeing, in general, is considered as a cost: the return in terms of productivity is not immediate. Active ageing, in contrast, necessitates investment and a long-term perspective: this is the high-road to productivity.

-Italian ASPIRE Report





Sustainable Active Ageing

Age /gender aware management

Support for good diet, exercise, physical and mental health

Non ageist culture – generations encouraged to work together Job
satisfaction
– intrinsic
rewards in
the job

Active ageing worker

Training /
career support,
including later
life transitions,

Safe, healthy workplaces, low stress, job supports good health

Respect for care needs, flexible conditions where needed

Labour market supports hiring older job seekers

Social partners engage to support active ageing

ASPIRE

Active ageing through Social Partnership and Industrial Relations in Europe

Pensions and financial security

Centre for Research into the Older Workforce

Sustainability versus short-termism

Short-termism

- Early retirement for lowproductive older workers
- Training focused on younger workers to maximise a return on investment
- Capabilities managing older workers out of work

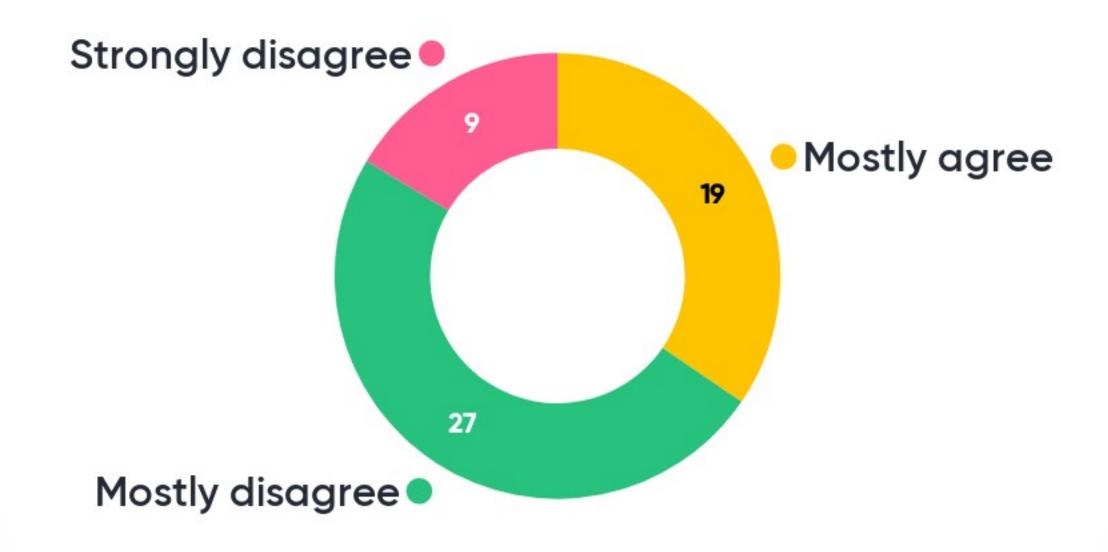
Sustainability

- Retaining knowledge of older workers
- Recruiting from a multigenerational labour pool
- Fitting the job to older workers' needs
- Fostering intergenerational support





Multiple Choice



Why do you agree or disagree?

age does not matter

It is not good for Society

50s are actually 30s nowadays!

Discrimination

Older people can learn younger many things.

Experience matters

Mentorship

50 is still young

Optimisation of work processes

Why do you agree or disagree?

Age doesn't matter

age is not important

Cohabitation

50 year old employee is still Young.

Not good for people

We need balance of both generations

Age is not important

We should give chances to young

Because we have to step out from our comfort zone and grow whatever the age is.

Why do you agree or disagree?

Knowledge transfer

Age is not a decisive factor, experience and dedication is

age is not important

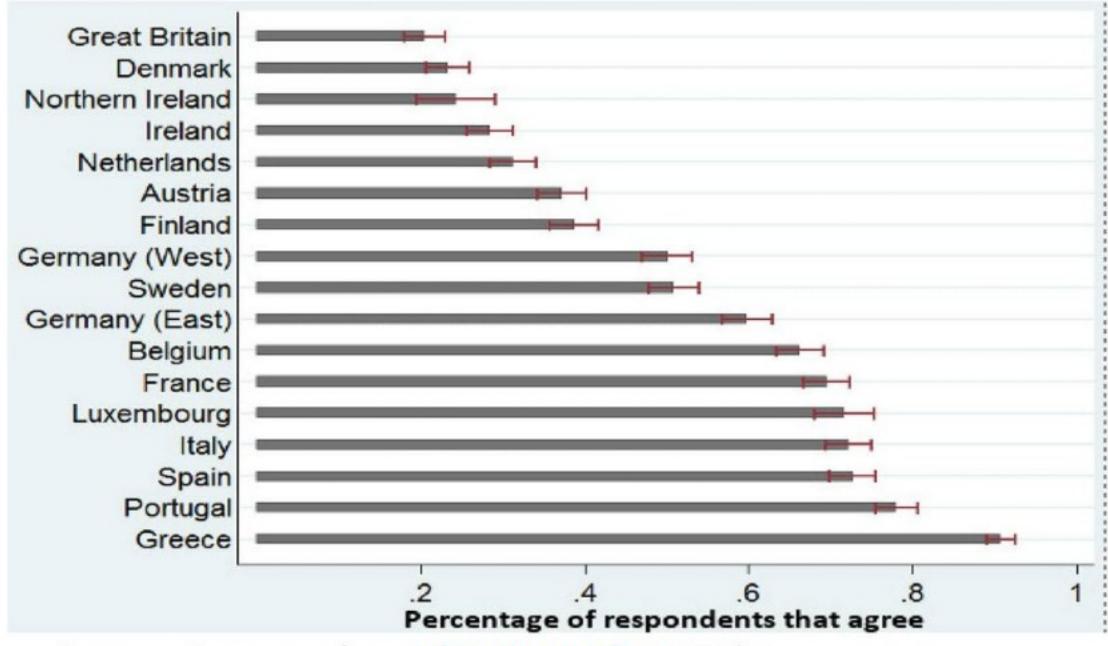
Both work for same reason

Discrimination, 50 is still young

age is a number, skills, competences, knowledge and expirienced are important at work.



Views across Europe



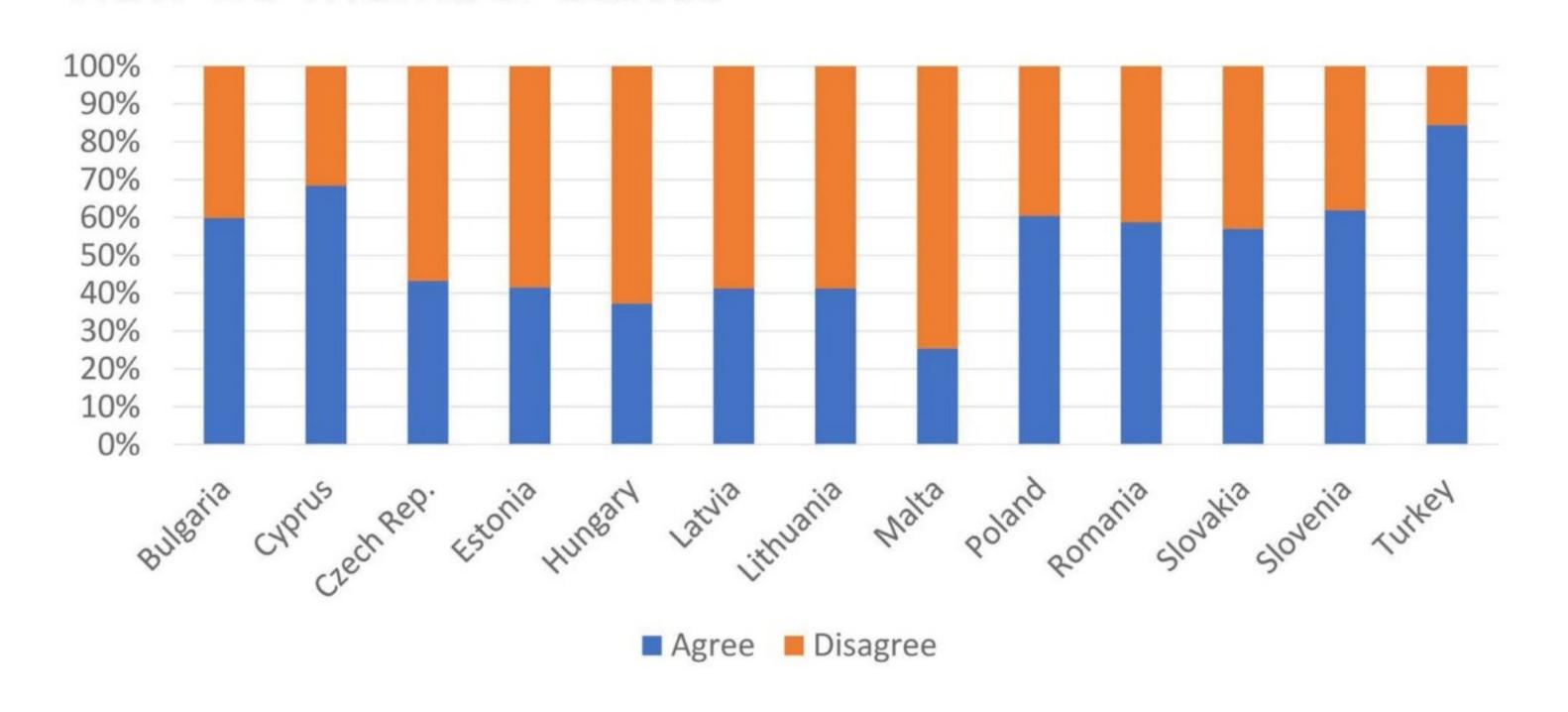






Views in Central and Eastern Europe and other Mentimeter new EU member states







Do older workers block younger workers' career paths?

- Across Europe, between 25% (UK) and 90% (Greece) of people believe that older workers should 'make way' for younger ones
- More likely to be felt in places with closed labour markets and high unemployment
- Can lead to older workers retiring early because of a sense of obligation to younger colleagues

BUT

 Evidence from Department of Labor (USA) and European Commission that older and young employment rates fluctuate in tandem rather than as a zero-sum game





Intergenerational Relay Mechanisms

- Embedded into employment law in Italy
- Managers close to retirement can convert from full-time to part-time
- Part-time devoted to succession planning and mentoring younger worker into the role
- Twist on the 'Early Collusion toward Retirement'
- WIN for older worker: Can reduce work time in advance of full retirement
- WIN for younger worker: Access to support in bedding into a new role
- WIN for the employer: Retaining skills and in-house knowledge



Progressive Printing (UK)

- Constrained business development
- Hired a former London City executive (retired)
- Initially helped with accounts and taxes
- Helped develop a business plan
- Mentored younger business owners, shared contacts, helped build the business
- 300% increase of company turnover in three years

(From: McNair, S., M. Flynn, and Y. Dutton, Employer responses to an ageing workforce: a qualitative study. 2007, London: DWP.)



Bekaert Milking Programme



- Knowledge management system
- Engineers and factory workers taken off the assembly line two years before retirement
- Documenting work responsibilities, routine, networks and problem solving
- Using post-it notes
- Presenting to work colleagues
- Re-engineering process

McNair, S., et al., Foresight: Implications of an Ageing Society for Manufacturing, Foresight Future. 2013, London.

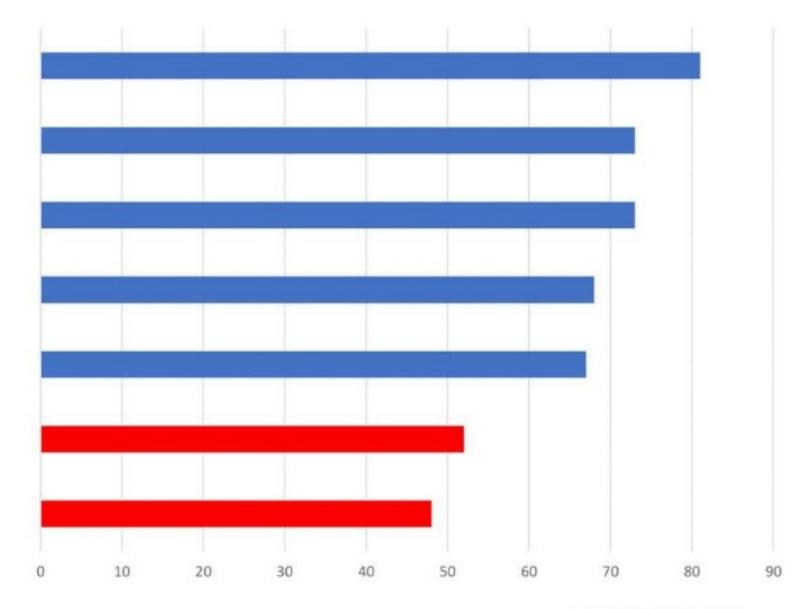






What do older workers think about working longer?

Doing important work Work in age-mixed groups Feel accomplished Work is interesting Feel everyone is treated equally In secure work Good career prospects







Most older workers....



- Are happy with their work, colleagues and managers
- Think their work pressure is about right
- Feel able to manage their work and health up to retirement age

But some....

- Struggle to cope with changes in their own capabilities
- Are reluctant to talk to their managers about their training needs

And others....

- Have been pushed out of work and find it difficult to find work at the same level of what they had done before
- May 'retire' early out of frustration about being unable to find good work





Mid-life Career Reviews

2013-2015 pilot project to deliver mid-life career reviews.

3,000 people in the 45-64 age range.

TUC trained trade union learning reps to deliver reviews to individual members.







50+ Military Service Leavers



- Have skills employers say they desperately need: Leadership, risk assessment, project management, STEM skills
- Have the right attitudes according to employers: Dedication, work ethic, integrity, grit

BUT

 Three in five 50+ Service Leavers say that their first civilian job was well below their previous pay, job status and capabilities





Barriers faced by Service leavers

- Ageism and anti-military bias
- Lack of formal accreditation
- Employer biases favouring younger job applicants and those in the industry
- Service leavers lack of experience writing CV, interviewing, negotiating, etc
- Lack of social networks
- Struggles with finding their new missions

"The fact that you've done 36 years in the Army, they'll either see you as — for want of a better word — 'an old knacker', or believe you're going to be institutionalised and you'll come out of there with a military discipline headon, and they don't want that."





Employer solutions

- Company open days
- Service leaver mentors
- Milk round for older Service leavers (and older workers)
- Top-up training and help with accreditation
- Networking events
- Guaranteed job interviews
- Bridge jobs







Employee voice

- Do you know what your older employees want?
 - Interesting work
 - Feeling accomplished
 - Good pay
 - Helping others
 - Any job will do







2017 Framework agreement on active ageing and an intergenerational approach



- Agreed between social partners with involvement of Commission in 2017.
- In the past EU has encouraged approach of extending working life (EWL) through social partner collaboration and age management. Active ageing is broader but supportive of EWL
- Framework Agreement calls for strategic approaches to assess workforce demography, having regard to skills, working conditions, job specific health and safety issues (particularly in arduous occupations).
- Calls for social partners to devise tools, transfer know how.
- A clarion call to social partners to collaborate and make partnership proposals to sustain older people in workforce for longer and reach across the generations.
- Assumes highly structured and effective social dialogue





Example of Organising and Partnership - UK National Health Service

Mentimeter

- 2013 Government legislation aimed to unify many different pensions in public services and raise retirement ages.
- Union protest strikes involved 3 million public sector workers NHS Working Longer Review was offered – looking at all working conditions to eliminate barriers to working longer. Unions collaborated – gave evidence etc
- Supporting officer workurs

 Supporting officer workurs

 Supporting officer workurs

 A Table to the Supporting of the Support of Support of

- High level recommendations on: Pensions and retirement, Working arrangements and work environment. Good practice in occupational health and wellbeing proposed.
- "Working Longer Group fulfilled its purpose and therefore ended..." Local activity not very much in evidence but some useful changes.





Performance management

- "Difficult conversations" are difficult (but necessary)
- Formal and informal performance management both matter
- Pathway to better working lives
- Older workers are less likely to receive feedback
- Relationships, and trust are critical
- Some younger managers find it difficult with older employees
- Older workers reluctant to signal when they want to retire
- Employers reluctant to start a conversation about retirement plans





BAE Systems

BAE SYSTEMS

- Defence and Aeronautics manufacturer
- Decline in youth employment
- Peaks and troughs in labour demand
- Employees leaving at short notice

SOLUTION

- Phased retirement one year before retirement
- Reduced working hours
- Mentoring staff
- Opportunities for redeployment





Take-aways from today

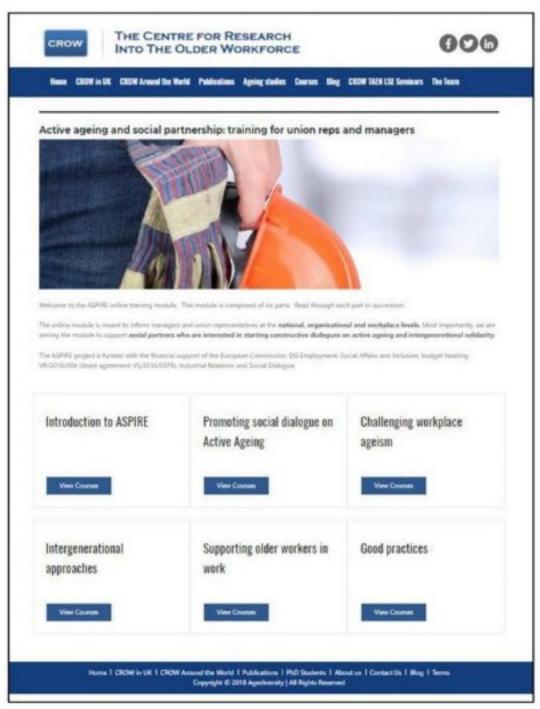
- Rising retirement ages are probably an inevitability
 - BUT It's good news because we're living longer and healthier
- And: There are benefits to organisations in terms of:
 - Upskilling and preparing younger workers for new challenges
 - Tapping into a new source of skills, experience and knowledge
 - Retaining tacit knowledge before it walks out the door with the employee
- Key challenges
 - Having a constructive dialogue with older workers about their aspiration and plans
 - Challenging ageist assumptions
 - Rethinking how skills are transferred from one job to another





Mentimeter

Online resource



Introduction to ASPIRE: Changing age and demographics across Europe, What do we mean by Active Ageing and Social Partnership? Why is the subject of active ageing important for unions and employers?

Promoting Social Dialogue on Active Ageing: Making the Case for Active Ageing for HR managers, ditto for workers, adapting older workers' jobs (basic tips), National level initiatives (example Poland), more....

Challenging workplace ageism: Combatting ageism and stereotyping against older workers, Early retirement cultures

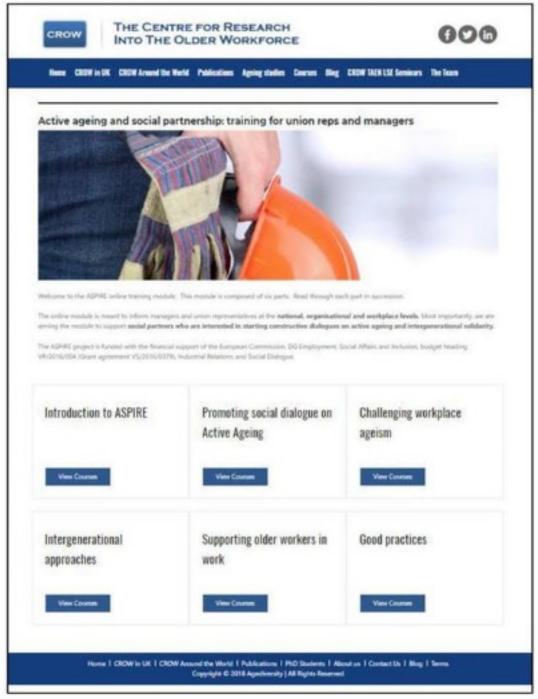
Intergenerational approaches: Building multigenerational work teams, Intergenerational solidarity pacts, Intergenerational relay and knowledge transfer mechanisms





Mentimeter

www.agediversity.org



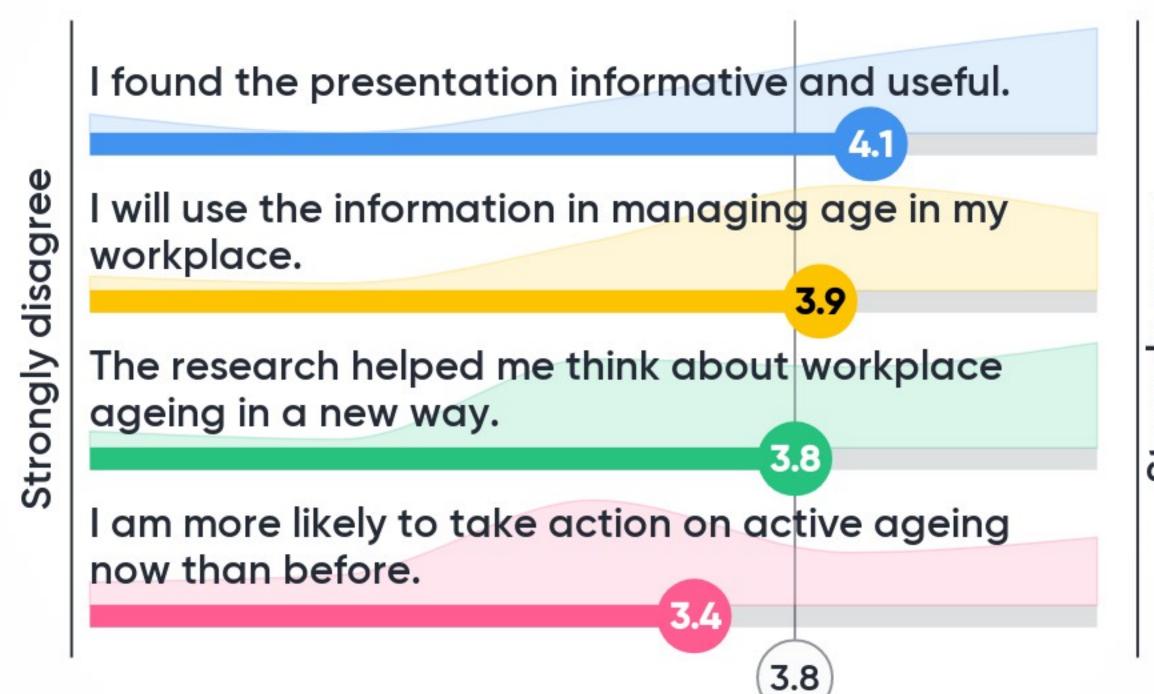
Supporting Older Workers in Work: Pensions and financial literacy, mid-career job transitions, flexible working in late career, planning retirement, dealing with outdated skills and resistance to training, using bilateral bodies and funds.

Good practices: Positive action committee on inclusion and diversity, Involvement of retired trade union members in consultancy, mentoring and counselling, community of practice – join us!





To what extent do you agree....



Mentimeter

Any final thoughts?





Hvala za poslušanje

Professor Matt Flynn

m.flynn@agediversity.org

Twitter: @agediversity

Facebook: www.facebook.com/agediversity



