



**COLLECTION
OF
BEST PRACTICES**





**PROJECT
«ADAPTATION TOOLS
FOR AGEING
WORKFORCE IN SME'S »**

**BASED ON DESK RESEARCH
AND INDIVIDUAL
INTERVIEWS IN PARTNER
COUNTRIES.**



**Co-funded by
the European Union**

1 EXECUTIVE SUMMARY

AGEADAPT is an international project, realised under the Erasmus+ program in the field KA2 – strategic partnership for adult education, focused on creating system of educational materials to support so-called age management for small and medium-sized enterprises and tools for workers over 55 years old. Fenomena of ageing of working class, despite it is caused by many reasons, leads to the same results every time – people have to adapt themselves.

The main goal of the project is to create learning materials for two main target groups. Firstly, the small and medium-sized companies (SMEs) that need to prepare for the changing age structure in order not to struggle with their workforce in the near future and secondly, people above age 55 (experienced workers) and their need to update their knowledge in independent usage of digital tools in work life.

In the project, there will be created 6 user-friendly project outputs and simple educational digitization tools. In this document, Collection of Best Practices (BP) examples from all partner countries were gathered between companies and its main aim is to motivate and inspire the companies to act in a similar way.

The project consortium consists of 6 partners from 5 European countries, these are Germany (as a coordinator), the Czech Republic, Poland, Slovenia and Spain. The organizations are experts in their respective fields, varying from SMEs associations, adult learning organizations, consultancy experts and similar. By cooperating together, the project aims to deliver innovative educational materials based on different experiences and practices in the area of age management. Moreover, several associated partners are involved in the project as well.



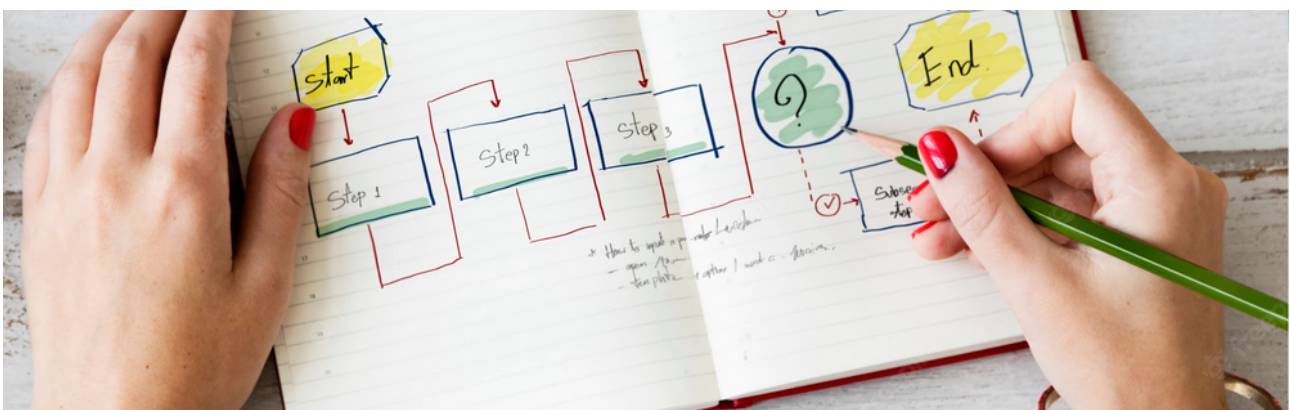
2 METHODOLOGY

The Collection of Best Practices (BP) examples represents good examples from all partner countries that were gathered between companies, their methods and measures towards employees over 55 years of age that address the differences of this age group and use age management methods to create a better working environment for this group. This collection brings the examples to others to motivate and inspire them to act in a similar way.

At first, all the partners debated and agreed through a workshop on all the parameters that needed to be included in the Best Practices examples. Then each partner selected 8 possible practices from their country with a focus on many varieties of age management methods used in companies of different sizes, that is examples of management with regard to the age of employees.

These methods of management take into account the course of life of a person in the workplace and his changing resources during ageing (for instance, health, competencies, but also values, attitudes and motivation) and methods how to include all age groups in the workplace. Finally, there were 5 examples from each partner chosen and collected for further elaboration, that is 30 best practices altogether, although we have made a little effort and collected 32 best practices examples at the end.

After getting familiar with the final document and providing the feedback, the final Collection of Best Practices was created and translated into all partner's languages. Now, it is available on the project website in a form to download as well as implemented directly in the Educational Platform.



3 LIST OF BEST PRACTICES

This is the list of Best Practices that you are going to find in this document. Following this list, you will find each of the Best Practices described in depth.



CZECH REPUBLIC

1. BOSCH DIESEL - Pre-Retirement Program
2. DPD - Cafeteria Benefits Package
3. Gebrüder Weiss ČR - Physiotherapist and Office Adaptation
4. GUMOTEX - Corporate Programs
5. Krok Kyjov - Working Ability House
6. MYERS Group - Experienced Employee
7. PERFORMIA - Hidden Potential
8. Správa železnic - Labour Medical Service
9. Škoda Auto 1 - Rehabilitation Program
10. Škoda Auto 2 - Seniority Program
11. Tesco ČR - Paid Leave During Pandemic
12. VAE CONTROLS - Older Employees As Mentors



GERMANY

13. BMW - Adaptation of Workplaces
14. GERT - Age Simulation Suit
15. Prysmian Group - Video Knowledge Base
16. TRUMPF SE&Co.KG - Fit for Service
17. Warnowquerung GmbH&Co.KG - Tailored Seminars for Older Employees

3 LIST OF BEST PRACTICES



POLAND

18. ANTAL Sp. - 50+ Academy
19. BNP Paribas Bank Polska - Agave's Age
20. Capgemini Poland - Awareness-raising Campaign
21. Grupa Doradcza Projekt - Restart
22. Spółdzielnia Mieszkaniowa Oświecenia w Krakowie - HR Leader



SLOVENIA

23. Anonymous - Systematic Education Planning
24. ATES - Strengthening the Competencies of Elderly
25. Iskratel, d. o. o. - Intergenerational Values
26. Odelo Slovenija d. o. o. - Teamwork and Integrity
27. Zavarovalnica Triglav, d. d. - Active Elderly



SPAIN

28. CLÁRITAS - Big Brother
29. DSG Consultores - Recognizing Talent from Experience
30. AEA Asociación de Estudios Almerienses - Teaming Up
31. POD - My Colleague My Mentor
32. FUNDACION DON BOSCO - Magic Blackboard

1. BEST PRACTICE BOSCH DIESEL LIMITED PRE-RETIREMENT PROGRAM

INTRODUCTION

BOSCH DIESEL Limited has a worldwide presence and operates in a wide range of areas. In Jihlava, there are manufacturing facilities where components for common rail diesel systems are manufactured.

From automotive technology to power tools, household appliances to thermal and industrial technology, BOSCH products have successfully established themselves not only in Czech households but also in cars, service stations, and industrial enterprises. BOSCH employs 4,500 people and is one of the largest employers and investors in the Vysočina Region.

BASIC INFORMATION

Name of the Organization: BOSCH DIESEL s.r.o.

Company Size: > 250

Location: Jihlava, Czech Republic

Industry: other manufacturing

Form of the Entity: limited company



1. BEST PRACTICE BOSCH DIESEL LIMITED PRE-RETIREMENT PROGRAM

WORK STORY

BOSCH DIESEL Limited is a well-established company in the production of components for diesel injection systems. The main products include diesel high-pressure injection pumps, high-pressure reservoirs, and pressure control valves. They employ staff primarily in worker and professional positions as well as in technical development positions.

In 2015, the company decided to offer its employees a Pre-Retirement Program, which offers people the opportunity to work part-time, up to half-time, for three years before retirement. In doing so, they retain a salary equivalent to 100% of their working hours and other social benefits, such as twenty days of paid leave, a contribution to supplementary pension savings, food and health allowances, and monthly bonuses, in full.

The pre-retirement program is an arrangement by which the company responds to the demographic evolution of its workforce. They work in an industry where there is a highly competitive environment with logical pressure to continually improve productivity and maintain or increase profits. The average age of their employees in worker occupations exceeds 44 years, which makes the situation described above quite stressful for them. BOSCH's philosophy is not to use employees "to the last drop of sweat" and then dismiss them for non-performance and replace them with fresh labour. They value their employees and consider them partners. They believe that, despite a less accommodating state pension policy, employees should be guaranteed a dignified retirement where they do not "crawl" into it completely exhausted or waiting for it at the labour office on minimum wage.

USEFUL INSIGHTS

The average age of the company is forty-four, which is quite high compared to manufacturing facilities in other countries, especially when you look at the demands the company claims on its employees. By joining the program, employees do not lose their entitlement to other social benefits. Employees who have three years before retirement do not have to join the scheme. They can still work full-time if they wish. However, there are very few of them, perhaps only one has remained full-time.

Awareness of the pre-retirement program is increasing. However, it is quite challenging to enforce it in other companies as not all companies can afford it. They also do not want to substitute the role of the state, i.e. it is not their fault that the state keeps pushing the retirement age.

1. BEST PRACTICE BOSCH DIESEL LIMITED PRE-RETIREMENT PROGRAM



IDEAS FOR REFLECTION

The company values its employees and wants them to retire with well-deserved work life, often for many years associated with the BOSCH name, without being totally exhausted and plagued by occupational diseases. With the pre-retirement program, they ensure their employees a dignified, considerably more peaceful retirement.

KEYWORDS

innovative technologies, mobility solutions, household, industry and craft, automotive technology, household appliances, thermal and industrial technology, pre-retirement program, part-time, social benefits

PHOTOS AND PICTURES



2. BEST PRACTICE DIRECT PARCEL DISTRIBUTION CZ CAFETERIA - BENEFITS PACKAGE



INTRODUCTION

Direct Parcel Distribution CZ is part of the DPDgroup. With almost 2000 couriers and 1350 Pickup points, DPD is the largest private parcel carrier in the Czech Republic. It is the only carrier on the market that offers the Predict service - the customer knows in advance when the parcel will be delivered, to the nearest 1 hour. At the same time, they can change the time or place of delivery according to their preferences in the DPD Courier app. As part of the DPDgroup, DPD uses over 42,000 Pickup points across Europe and delivers to 230 countries worldwide. DPDgroup is a completely CO2e-neutral company. It consistently reduces its carbon footprint in parcel delivery and depot operations and fully offsets all its emissions through various environmental projects as part of its DrivingChange strategy.

BASIC INFORMATION

Name of the Organization: Direct Parcel Distribution CZ

Company Size: > 250

Location: Prague, Czech Republic

Industry: transport and logistics

Form of the Entity: commercial company



2. BEST PRACTICE DIRECT PARCEL DISTRIBUTION CZ CAFETERIA - BENEFITS PACKAGE



WORK STORY

If a company has a long-term vision to stay in business and be successful, it must have employees who are loyal and, most importantly, willing to work. In such a company, taking care of people, including seniors, is essential. People need to feel that they are individuals who are valued by the company, that their work is important and that management cares about them.

DPD is built on family principles, a friendly atmosphere, and mutual responsibility. At a time when the company was very prosperous, it was discovered that many processes were not set up correctly. Therefore, a complete transformation of employee care, especially in terms of simplifying processes, contracts, benefit schemes, bonus schemes, etc., started to be considered and that was when almost everything in HR changed.

One of the significant parts of the changes in benefits was the introduction of Cafeteria - an employee benefits management tool. Employees hated it at first, but later they understood its benefits and started to love it. At DPD, employee satisfaction is regularly evaluated, and based on this, the benefits system is then adjusted. They have also introduced 'tailor-made benefits', the possibility for employees to choose the form of benefits for the following year, and based on this, it can be seen how the choice of benefits changes according to the current needs or age of their employees.

DPD always ensures that any change they introduce is properly communicated to all employees. They visit all depots and talk to each employee personally and explain how the change will affect them. They support any further change with a comprehensive campaign so that every employee can comment on the changes. On top of this, there are a number of other activities that are rotated according to the current situation and employee interests.

Every two years they also do a full employee satisfaction survey, where the questions on age management, in particular, are very highly rated. This survey is anonymous, so the objectivity of the instrument is assured.

USEFUL INSIGHTS

Their approach covers and respects employees' individual needs. They understand that giving their employees both responsibility and freedom, and integrating work and personal life, will have a positive impact on both sides. So, they started to prioritize an individual approach. The flexibility of the employee care options (benefits package) allowed employees to choose what suits them best in their lives at the moment. A given package of activities and benefits can be handled flexibly, and incorporated into the system when there is demand for them.

The company has seen a significant reduction in fluctuations over the past few years as a result of the procedures in place. They also notice that they have a high proportion of loyal employees, not only in the offices but also in the warehouses, despite the fact that the work is very demanding and involves a high proportion of manual labour.

2. BEST PRACTICE DIRECT PARCEL DISTRIBUTION CZ CAFETERIA - BENEFITS PACKAGE



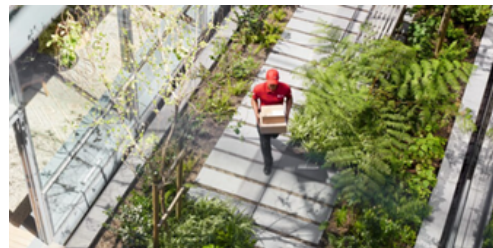
IDEAS FOR REFLECTION

Company's recommendation: Let's not make decisions for people. Let's ask them, listen to what bothers them and what they really want.

KEYWORDS

transportation, distribution, private carrier, courier, Cafeteria, benefits package, individual approach, communication

PHOTOS AND PICTURES



3. BEST PRACTICE GEBRÜDER WEISS ČR PHYSIOTHERAPIST AND OFFICE ADAPTATION



INTRODUCTION

With around 8,000 employees, 180 company-owned locations, and a preliminary annual turnover of EUR 2.5 billion, Gebrüder Weiss ČR is one of the leading transport and logistics providers in Europe. The company employs 367 people in the Czech Republic and it provides domestic and international land transport, air and sea freight transport, warehouse logistics, and comprehensive tailor-made logistics solutions. They increase efficiency, reduce costs and provide their customers with a decisive competitive advantage through their strategy, years of experience, and a strong team.

BASIC INFORMATION

Name of the Organization: Gebrüder Weiss ČR

Company Size: > 250

Location: Jeneč, Czech Republic

Industry: transport and logistics

Form of the Entity: limited company



3. BEST PRACTICE GEBRÜDER WEISS ČR PHYSIOTHERAPIST AND OFFICE ADAPTATION



WORK STORY

The age management principles in companies associated with the optimization of workload and work processes should apply to all 50+ age groups, as each of them faces specific circumstances in their private lives. As part of its age management, Gebrüder Weiss ČR takes into account the different life stages of employees in the workplace and also their changing resources (health, competencies, values, attitudes), involving mentors, internal trainers, and coaches. It also includes the services of a physiotherapist who, for each specific position, advises on how to adapt to the work environment and minimize possible future health risks. In this way, they aim above all to make it easier for employees to reconcile their personal and professional lives at different stages of their lives and to help them to adjust their workload in the best possible way.

USEFUL INSIGHTS

One of Gebrüder Weiss's core corporate values is to make a positive contribution to society, constantly striving to improve the living conditions of people inside and outside their company. This approach is reflected directly at the level of internal activities in programs for older employees that take into account their specific living situations and needs.

The personal and professional development of employees is a long-term focus. Their employees have the opportunity to develop their skills through the Group's myOrangeCollege training academy, which offers a varied range of seminars organized either by qualified lecturers or via e-learning. In addition to professional seminars, there are courses focused on personal development, work-life balance seminars, and specialized seminars for colleagues aged 45+ and 50+.

3. BEST PRACTICE GEBRÜDER WEISS ČR PHYSIOTHERAPIST AND OFFICE ADAPTATION



IDEAS FOR REFLECTION

Age management should be an obvious and natural part of any company culture in the future and should help to take into account aspects of the different life stages of all employees across all age categories. It can be used as a basis for improving the innovation of internal processes.

KEYWORDS

domestic and international transport, logistics, tailor-made logistics solutions, physiotherapist, working environment

PHOTOS AND PICTURES



4. BEST PRACTICE GUMOTEX CORPORATE PROGRAMS



INTRODUCTION

GUMOTEX, a joint stock company and its subsidiaries is a renowned processor and manufacturer of rubber and plastic products and a major supplier of components for the automotive industry. In its production program, it offers a wide range of rubber compounds and coated textiles, which are the basis for the production of a wide range of products (inflatable boats, special rescue systems, flood barriers, etc.). It also focuses on the production of automotive components based on polyurethane foams, expanded polypropylene, various types of plastics, and rubber. It is one of the leading European manufacturers in the sunshades category.

The company has approximately 350 employees and creates value for employees, partners, and shareholders. Its vision is to be a company respected for excellence in what it does and built by people who are proud of it. The key to its success is communication and collaboration between individuals and teams.

BASIC INFORMATION

Name of the Organization: GUMOTEX, a.s.

Company Size: > 250

Location: Břeclav, Czech Republic

Industry: manufacturing

Form of the Entity: stock company



4. BEST PRACTICE GUMOTEX CORPORATE PROGRAMS

WORK STORY

The company promotes diversity in the workplace and the development of a corporate culture where different groups work together, inspire each other, and learn and share work experiences through a wide range of corporate programs. These include agreements with primary and secondary schools for the company's participation in the education and training of pupils in these schools, with the aim of creating the conditions for better employment prospects for pupils. In corporate recruitment, they select employees by age to reflect the demographic structure of the company.

The GUMOTEX ACADEMY provides training for all age groups and encourages cooperation between young and older employees. It has introduced co-hire, part-time, home office, and transfer opportunities. It created conditions for sufficient training for newly recruited employees. It promotes healthy eating habits and provides enhanced health care. Investment is made in eliminating physically demanding work, reducing risk factors, and improving the overall working environment. To facilitate the return of women after maternity and parental leave, the company provides financial support for childcare options through a nursery or childcare allowance and enables women on maternity and parental leave to participate in company training activities.

In February 2017, out of a total of three nominees, the company won the award for its smart and innovative approach to age management in the workplace. The main criteria for the nominations were an analysis of the age management process, an interesting innovative solution, and a customized way of promoting intergenerational cooperation in the workplace.

USEFUL INSIGHTS

GUMOTEX is more about connecting generations than employing older employees. The population is undergoing a certain demographic evolution. Statistics show that Europeans have never lived longer in history, and at the same time, increasingly fewer children are being born. If they want to be in the market for the long term, they need to respond to this on an ongoing basis. At GUMOTEX in particular, they are trying to connect different employee groups, and not just age groups, in work processes. In this way, people inspire each other, learn and share work experiences through a wide range of company programs.

4. BEST PRACTICE GUMOTEX CORPORATE PROGRAMS



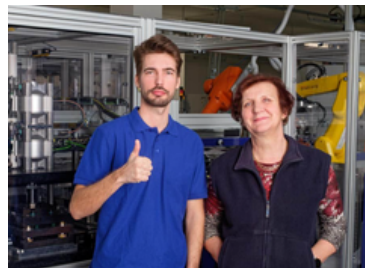
IDEAS FOR REFLECTION

European society is aging and we need to prepare ourselves to be able to provide seniors with affordable quality services and living standards. An economically advanced society can be recognized by how well it is able to take care of those people who need it most, and this includes the elderly.

KEYWORDS

polypropylene, plastic, rubber, boats, tents, halls, automotive, diversity, corporate program, education

PHOTOS AND PICTURES



5. BEST PRACTICE KROK KYJOV WORKING ABILITY HOUSE



INTRODUCTION

Krok Kyjov is a non-profit organization that helps people in difficult life situations. The quality of its services is directly dependent on the quality of its team. They run 4 registered social services:

- Therapeutic community for drug addicts: offers long-term residential treatment for addicted men and women aged at least 15 years.
- Aftercare program: the program acts as a transition bridge between the community and everyday life.
- Social activation services: mainly in the field, directly in socially vulnerable families, supporting families before and after divorce, in financial difficulties, etc.
- Specialist social counselling: counselling families with social problems, legal advice, mediation, therapy.

In addition, they run two other projects, namely the Volunteer Centre and Prevention Programs for Primary Schools.

For several years the organization has also been actively involved in activities aimed at nature conservation. These include nature management and conservation, as well as sheep grazing in protected, difficult-to-access areas. They are interested in renewable resources and carry out projects with clients, such as building clay houses.

BASIC INFORMATION

Name of the Organization: Krok Kyjov, z. ú.

Company Size: < 50

Location: Kyjov, Czech Republic

Industry: therapeutic community

Form of the Entity: registered association



5. BEST PRACTICE KROK KYJOV WORKING ABILITY HOUSE

WORK STORY

The organization has always strived to ensure that the working conditions of its employees are favourable and that the needs of the employees are always taken into account. They help people who have fallen into a difficult life situation and the requirements for the expertise of the staff are constantly increasing, as they must be able to address new problems of the target group. All this places great demands on their resilience to stress and they are often overloaded.

While introducing age management, the organization started from the different floors of the so-called Work Ability House, which is an effective tool for managing people in the organization, making all areas of the company's processes unified:

- Health and Functional Capacity "Healthy Office": They held a workshop focused on compensatory exercises in the workplace and workplace ergonomics. They equipped offices with ergonomic aids (large monitors, kneeling machines, gymnastic balloons, ergo mice). They motivate each other to exercise regularly at work. For this purpose, an infographic leaflet has been created which contains a set of simple exercises. All workers were given a smart bracelet, called a pedometer, and started counting their steps. They attended a healthy lifestyle seminar and learned stress prevention techniques. Every year, they run a themed Health Day where they work together as a team to prepare healthy buffet meals, share information about who eats what and how, and exchange recipes. They go on trips together and, when the weather is nice, hold meetings outside.
- Competence: They have carried out a training needs analysis of their staff and created an internal training system aimed at know-how transfer, peer learning, intergenerational cooperation, and mentoring. Two workers have become authorized trainers of the method in professional seniority and subsequently trained the whole team.
- Values, Attitudes, Motivation: They try to create conditions for work-life balance.

Leadership style, workplace, and working conditions: They have also improved the recruitment system and the adaptation process. They conducted a satisfaction survey among all the employees to find out their opinions and needs.

USEFUL INSIGHTS

When implementing age management, they recommend surrounding oneself with people who understand the issue and can be helpful throughout the process. They suggest choosing employees who are enthusiastic about the topic, who like to learn new things, and who are not discouraged by partial failures. It is advisable to have more than one team member so that they can support each other. The principles need to be gradually introduced to all staff through communication and identifying their needs. This is a long-term process and sufficient time and space should be set aside for it. The steps need to be chosen in such a way that the workers are not overwhelmed and that they enjoy the work and find it enjoyable. It is also necessary to be prepared for possible activities that could lead to a conflict between work responsibilities and the need to fulfil the indicators.

5. BEST PRACTICE KROK KYJOV WORKING ABILITY HOUSE



IDEAS FOR REFLECTION

The essence of work-life balance is not only about finding a balance between personal and professional life, but it is also about finding an overall balance that occurs when people enjoy and find meaning in their work.

Employees want to be heard and really care about having their opinions and comments listened to, they want to be part of a team. It's not just about a worker's active years on the job or extending their ability to work, but that one of the goals should be that the person retires in a good mental and physical state so that they can enjoy the upcoming period.

Age management can be applied in any organization, regardless of sector or number of employees.

KEYWORDS

non-profit organization, therapeutic community, prevention, counselling, volunteering, personal growth support, work-life balance, Work Ability House, healthy office, intergenerational collaboration, mentoring

PHOTOS AND PICTURES



6. BEST PRACTICE MYERS GROUP EXPERIENCED EMPLOYEE



INTRODUCTION

MYERS Group s.r.o. is the exclusive sales representative of innogy and Photon energy for corporate customers. They sell electricity and natural gas for innogy and take care of their customers. For Photon energy they sell PV power plants to companies.

BASIC INFORMATION

Name of the Organization: MYERS Group Ltd.

Company Size: < 50

Location: headquarters in Prague, Czech Republic

Industry: trade and sales (energy and PV)

Form of the Entity: commercial company



6. BEST PRACTICE MYERS GROUP EXPERIENCED EMPLOYEE

WORK STORY

In MYERS Group s.r.o., which focuses mainly on the trade and sales of energy and PV (photovoltaic power plants), there are no seniors working, but mainly older people 50+ are employed in sales positions. Their customers need an experienced sales representative to look after them. In the long run, they have a better experience in the company when an older person takes care of the customer, the customer has more confidence in them. These older workers are therefore mainly employed as sales representatives. Most of the salespeople are of similar age, so they understand each other, and at the same time the sales manager is of the same age, so they are close to them humanly and are on the same page.

Some of the nice moments include the fact that the sales representatives appreciate and enjoy working for the company. They haven't encountered any difficult moments so far. There has only been a situation sometimes where they didn't want to use modern technology (pencil and paper is always a better option for them than some app on their mobile).

USEFUL INSIGHTS

So far, they have not had to overcome any hurdles in the adaptation of these older workers, nor have they encountered any resistance so far. On the contrary, the sales representatives themselves support them.

It took them about 1 year to implement the best practice before they switched from the original intention of recruiting young sales representatives to those of age 50+. They do not plan to return to recruiting young employees in the future.

6. BEST PRACTICE MYERS GROUP EXPERIENCED EMPLOYEE



IDEAS FOR REFLECTION

The possible increased incidence of ill health among older workers should certainly be considered. However, this problem has not yet been encountered in this company and new ideas have been implemented without restrictions.

KEYWORDS

stability, life experience, longevity, long-term cooperation, loyalty, team

PHOTOS AND PICTURES



7. BEST PRACTICE PERFORMIA HIDDEN POTENTIAL



INTRODUCTION

PERFORMIA is an international organization operating in 30 countries around the world, where thousands of companies have already improved their prosperity thanks to well-built teams full of productive people. In the Czech Republic, the company consists of 21 employees. Its purpose is to support companies with valuable products or services in the area of team building. The company organizes regular lectures, seminars, and workshops to impart comprehensive know-how and effective online tools that make employee selection and management more successful in the hands of companies, not only small and medium-sized but also large ones. They can then fulfil their own goals, grow and prosper.

BASIC INFORMATION

Name of the Organization: PERFORMIA, spol. s r.o.

Company Size: < 50

Location: Prague, Czech Republic

Industry: consulting

Form of the Entity: limited company



7. BEST PRACTICE PERFORMIA HIDDEN POTENTIAL

WORK STORY

PERFORMIA in the Czech Republic is a relatively small company. Its employees work mainly in consulting and it has several senior employees. When selecting its new employees, the overall attitude of the person selecting the new employees and the absence of age prejudice play a role. They do not insist on recruiting only young people and welcome any age of incoming employees. A willingness to work, a results orientation, and previous experience are important for them. If an employee proves that he has worked very efficiently for several decades and has a willingness to work, this is an indicator for them that the person will want to be useful and achieve certain results. They are also aware that, depending on their age, senior employees will not be as efficient as in their previous life, but will still want to feel valid. The willingness to learn, change and adapt to a certain work environment is also an essential measure for them. If the employee meets the above, he can then join the team. The company desires a various and age-diverse team; the age of the employee does not matter to them at all. On the contrary, they prefer to hire employees who have a proven track record of good production, are helpful, and put their heart into their work. With a relatively small team, they make great effects, are open to all people, and try to retrieve their hidden potential.

The company appreciated the approach of a particular senior employee who has been through a lot already and came up with the suggestion himself that he would like to pass on his experience to a younger, junior employee. After giving him this chance, the employee subsequently became more energized, enjoyed his work, and found it all more fulfilling. His psyche improved, production increased, and also the frequency of the original dramatization decreased. He was given a new task, a mission, and it became very beneficial not only to the company.

USEFUL INSIGHTS

There is no specific resistance to the adaptation of the seniors in the company. However, obstacles may be, for example, the employee's own work habits and style and new demands to which he is not accustomed due to years of previous work somewhere else. It is a little harder for such an employee to adapt and some of the new rules are more challenging for him at the beginning, but if the employee is willing, he will eventually adapt successfully. In such cases, communication with the individual is very important, explaining the reasons and arguing so that he understands the procedures and is willing to accept the specific different rules. The overall adaptation of such an employee, including discussions, then takes 1-2 months. It is more demanding and time-consuming, but in the end, it brings benefits to both parties.

They recommend that in the case of recruiting older employees, but also the existing ones, specific guidelines and detailed instructions related to the concrete job for employees need to be introduced and updated with a more consistent and detailed description of the reasons why certain steps are being proceeded certain way. These can relieve questions and explanations later on. They also suggest to employers to have more understanding of their new senior workers and to do the previous testing of job candidates with a help of specific tests and questionnaires. This way, more information about a particular employee can be obtained and it may subsequently be easier for employers to decide whether to hire the certain employee.

7. BEST PRACTICE PERFORMIA HIDDEN POTENTIAL



IDEAS FOR REFLECTION

Senior employees need to be treated individually wherever possible, which is time-consuming but serves its purpose. The key is to understand and recognize personal strengths and to use them to the full. The better you can get to know the employee, the easier it will be to integrate them into the work process, use their strengths, and realize their full potential. On the other hand, it is needed to pre-treat employees' weaknesses so that they manifest as little as possible in the work process.

They also suggest not to assume that the older employee will know everything, but find out what the employee is not fully proficient in. It is therefore advisable to continuously support their training and qualification. If caught early, there may be no time delays and the employee, including the company, can move on faster.

KEYWORDS

consulting, online tool, seminar, training, workshop, employee selection and evaluation, transfer of experience, understanding, potential, opportunity, education

PHOTOS AND PICTURES



8. BEST PRACTICE SPRÁVA ŽELEZNIC LABOUR MEDICAL SERVICE



INTRODUCTION

Správa železnic (The Railway Infrastructure Administration), a state organization, is a Czech state organization that manages the railway lines owned by the state and represents the function of the owner and operator of the railway within the meaning of the Railway Act. It ensures the operation, operability, modernization, and development of the Czech railway infrastructure. It processes applications from individual railway carriers wishing to use the state railways and allocates the capacity of the railway to them in accordance with the Act. With 17,000 employees, it is the 6th largest employer in the Czech Republic and offers its employees opportunities for self-fulfilment, growth, and a wide range of benefits.

BASIC INFORMATION

Name of the Organization: Správa železnic

Company Size: > 250

Location: Prague, Czech Republic

Industry: transport

Form of the Entity: state organization



8. BEST PRACTICE SPRÁVA ŽELEZNIC LABOUR MEDICAL SERVICE



WORK STORY

The organization's role is to operate a safe, reliable, and efficient railway that serves customers and communities. It also maintains and develops the Czech railway infrastructure together with its partners and customers. Its vision is to become an efficient and reliable partner, a company whose employees are proud to work for. It also strives to be an organization that is modern, stable, and perspective. It is changing to provide the best possible service to its passengers and freight customers. It employs staff ranging from management and administration to low skilled positions.

In the past, the organization has engaged in a project to introduce the concept of work capability to employees as part of the implementation of age management. This was the basis for the organization's human resources development strategy and for the implementation of age management measures in the areas of health promotion, competence development, motivation, and the creation of suitable working conditions.

One of the implications was the creation of the occupational health service, which is a preventive health service that involves assessing the impact of work activities, the working environment, and working conditions on the health of employees. This service includes preventive examinations and assessment of fitness for work. The service also provides advice on occupational health, protection against occupational accidents, occupation and work-related diseases, first aid training, and regular supervision at workplaces and of the work or service performance.

USEFUL INSIGHTS

As one of the largest employers in the Czech Republic, they put their employees first. They are the most valuable asset the organization has. They value their work and do everything possible to create the best conditions for them. They offer them opportunities for self-fulfilment, growth, and a wide range of benefits. And providing preventive health services, which they consider extremely important, is one of them.

8. BEST PRACTICE SPRÁVA ŽELEZNIC LABOUR MEDICAL SERVICE



IDEAS FOR REFLECTION

When working with seniors, it is important to consider their medical fitness for the specific position they are performing, and take into account the possible risks associated with long-term work and try to avoid them as much as possible. Identifying these risks and monitoring them over time is particularly important. This process is individual and can be more time-consuming and staff-intensive in larger companies. It is also very important to ensure that the needs of employees are monitored and listened to on a regular basis. Companies that decide to introduce occupational health services in their workplace should strive to continuously improve in this area, maximize individual attention, and monitor how the preventive measures taken are projecting into practice.

KEYWORDS

railway, transport, doctor, medical service, health, preventive examination, motivation, suitable working conditions

PHOTOS AND PICTURES



9. BEST PRACTICE ŠKODA AUTO 1 REHABILITATION PROGRAM



INTRODUCTION

Škoda Auto a.s. is the largest car manufacturer in the Czech Republic. The headquarter of the company is in Mladá Boleslav, where the largest manufacturing facility is located. It has two other manufacturing facilities in the Czech Republic, in Kvasiny and Vrchlabí. Since 1991 it has been part of the German Volkswagen Group. It has long been the largest Czech company by sales, the largest Czech exporter, and one of the largest Czech employers. The company has also been awarded the title of Employer of the Decade, which reflects its achievements and reflects its long-standing high level of employee care. One of the company's development goals is to turn the Czech Republic into a center for the development of electromobility in cooperation with the Volkswagen Group and local authorities, thus securing jobs in the long term.

BASIC INFORMATION

Name of the Organization: Škoda Auto a.s.

Company Size: > 250

Location: Mladá Boleslav, Czech Republic

Industry: automotive

Form of the Entity: stock company



9. BEST PRACTICE ŠKODA AUTO 1 REHABILITATION PROGRAM



WORK STORY

Škoda Auto has developed a comprehensive age management strategy for all employees across the age spectrum. An individual and social approach are maintained. The pillars of this corporate strategy are health promotion, social policy, and education. An important factor is prevention which is implemented in the form of organized health promotion programs and social health promotion programs. Emphasis is also placed on ergonomics, automation, organization of work and workplaces to take account of reduced performance, the Social Seniority Program, health programs, Health Days, Healthy Company, personal health plans, and workplace tests.

One of the programs the company provides for its seniors, i.e. employees who have been with the company for 30 years or more, is the Rehabilitation Program. This is a two-week rehabilitation stay with a financial contribution from social funds. At workplaces selected by the company doctor, the employer provides additional five working days of paid leave per year linked to the completion of the rehabilitation stay. These recovery stays at the spa are intended for the elderly, disabled workers, workers selected by the doctor, and manufacturing workers aged 50+. And the range of places where it is possible to rehabilitate and relax is very varied. These include spas in the Czech Republic, such as Lázně Jáchymov, Lázně Bechyně, Teplice nad Bečvou, Mariánské Lázně, and in Slovakia Lázně Lúčky or Turčianské Teplice.

USEFUL INSIGHTS

According to the surveys conducted in the company, the fact that the 50+ workforce is a relatively large component of the workforce emerged, and their age is gradually increasing. However, at individual workplaces, the majority of 50+ workers are satisfied with their jobs and only some would like to see a change in the work they do. The mentioned Rehabilitation Program is demanded and very appreciated by the workers.

It has also been shown that people 50+ have a complicated position in the labor market, mainly due to insufficient skills. However, it can be inferred that these workers have little interest in continuing to improve their skills if they do not need to do so at the moment.

9. BEST PRACTICE ŠKODA AUTO 1 REHABILITATION PROGRAM



IDEAS FOR REFLECTION

Age discrimination usually produces negative effects, but it can also convey a message of kindness towards older people because of their age. Increased morbidity, stereotyping and reduced performance are usually afflictions associated with aging, and overcoming these obstacles is an essential part of everyday life for older people. Discrimination against older people has a major impact on the psychological side of a person. People feel useless, unused, and unmotivated to do activities that they could easily do at their age. However, the most important thing is the active attitude of the elderly themselves towards work, education, and new technologies. Older workers should not see their work as their last opportunity before retirement, but try to inform themselves about their options to avoid unnecessary strain on the body and negative attitudes towards the company. The outlook on old age among young and old alike needs to change as the retirement age continues to rise.

KEYWORDS

automotive, service and accessories, technology, emobility, manufacturing facility, individual and social approach, rehabilitation program

PHOTOS AND PICTURES



10. BEST PRACTICE ŠKODA AUTO 2 SENIORITY PROGRAM



INTRODUCTION

Škoda Auto a.s. is the largest car manufacturer in the Czech Republic. The headquarter of the company is in Mladá Boleslav, where the largest manufacturing facility is located. It has two other manufacturing facilities in the Czech Republic, in Kvasiny and Vrchlabí. Since 1991 it has been part of the German Volkswagen Group. It has long been the largest Czech company by sales, the largest Czech exporter, and one of the largest Czech employers. The company has also been awarded the title of Employer of the Decade, which reflects its achievements and reflects its long-standing high level of employee care. One of the company's development goals is to turn the Czech Republic into a center for the development of electromobility in cooperation with the Volkswagen Group and local authorities, thus securing jobs in the long term.

BASIC INFORMATION

Name of the Organization: Škoda Auto a.s.

Company Size: > 250

Location: Mladá Boleslav, Czech Republic

Industry: automotive

Form of the Entity: stock company



10. BEST PRACTICE ŠKODA AUTO 2 SENIORITY PROGRAM



WORK STORY

Škoda Auto has developed a comprehensive age management strategy for all employees across the age spectrum. An individual and social approach are maintained. The pillars of this corporate strategy are health promotion, social policy, and education. An important factor is prevention which is implemented in the form of organized health promotion programs and social health promotion programs. Emphasis is also placed on ergonomics, automation, organization of work and workplaces to take account of reduced performance, the Social Seniority Program, health programs, Health Days, Healthy Company, personal health plans, and workplace tests.

One of the programs the company promotes diversity is a special Seniority Program for employees who have been with the company for 30 years or more. When a senior person is employed at Škoda Auto, he is transferred to a more suitable position if necessary. If this is for health reasons, the senior is entitled to a supplement to average earnings for 18 months. If this is for organizational reasons, the senior will be kept in the same grade as in the original workplace for 12 months. After the expiry of these periods, certain forms of supplementary payment may be negotiated for a senior who has less than 5 years to qualify for a retirement pension. In case of a senior's resignation for organizational and health reasons, the employer provides a financial social allowance, which depends on the length of employment with the company.

USEFUL INSIGHTS

The main goals of the Seniority program are to keep workers active, promote health at work, and find a compromise for the worker when his health conditions change.

Benefits are available to a senior employee who has not had 7.5 hours or more of unexcused absence during the year. A senior employee at Škoda Auto is an employee who has been permanently employed in the company for 30 years.

Škoda Auto's Seniority program provides senior employees with the following benefits:

- If according to a medical report, the employee has lost the ability to perform his current job, he is transferred to another job. And in the event of downgrading for health reasons, the employee is entitled to a supplementary payment for 18 months.
- If the worker is transferred to another job at a lower pay grade because of an organizational change, the worker is entitled to the additional payment for 12 months.
- A senior employee is entitled to extra 5 days leave with pay for a 14-day stay at a spa each year.
- Provision of social support in situations where a senior has to resign for health or organizational reasons. The amount of the allowance is subject to the number of hours worked.

10. BEST PRACTICE ŠKODA AUTO 2 SENIORITY PROGRAM



IDEAS FOR REFLECTION

Age discrimination usually produces negative effects, but it can also connote kindness towards older people, given their age. Increased morbidity, stereotyping and reduced performance are usually afflictions associated with aging, and overcoming these obstacles is an essential part of everyday life for older people. Most important is the active attitude of seniors themselves towards work, education, and new technologies. The view of old age among young and old alike needs to change as the retirement age continues to rise.

KEYWORDS

automotive, service and accessories, technology, emobility, manufacturing facility, individual and social approach, seniority program

PHOTOS AND PICTURES



11. BEST PRACTICE TESCO STORES ČR PAID LEAVE DURING PANDEMIC



INTRODUCTION

Tesco Stores ČR, a. s. is a retail chain focusing on food and non-food products. It is one of the leading retailers in the Czech market. In addition to three hypermarkets, Tesco Extra operates small hypermarkets, supermarkets, and Express stores. There are also Tesco petrol stations at selected hypermarkets. It currently operates over 200 stores and with nearly 11,000 employees is one of the largest private employers in the Czech Republic.

BASIC INFORMATION

Name of the Organization: Tesco Stores ČR, a. s.

Company Size: > 250

Location: Prague, Czech Republic

Industry: food

Form of the Entity: stock company



11. BEST PRACTICE TESCO STORES ČR PAID LEAVE DURING PANDEMIC

WORK STORY

The company cares as much about the needs and wishes of its customers as it does about the environment, the society of which it is a part, and the city in which it operates. They employ representatives of different mindsets, attitudes, and ways of working in its facilities, offices, and distribution centers. Tesco Stores ČR gives everyone the same opportunities. They offer a flexible and modern working environment with an informal and friendly culture that allows one to be himself and good at what he does. They care about the satisfaction and loyalty of their customers and colleagues. They strive to be the best employer among retail chains.

Promoting inclusive and sustainable economic growth, employment, and decent work for all is the goal of the company. They make a significant contribution to the communities in which they operate, both by directly providing decent jobs and by promoting employment through their supply chain.

It is important to them that different age groups continue to be represented within the total number of colleagues, while also offering a range of employment support programs. During the pandemic, age proved to be an important aspect in relation to the virus. It was, therefore, necessary to provide certain groups of staff with the necessary support to ensure their maximum safety. The most vulnerable groups, i.e. colleagues over 65, were allowed to take paid leave during the pandemic. This allowed them to remain in the safety of their homes without fear of possible financial repercussions.

USEFUL INSIGHTS

Responses from senior staff indicated that they were reluctant to use this benefit at first during the pandemic because they wanted to be helpful in the shop during the situation. However, they very much appreciated the opportunity offered by the employer that they could eventually stay at home safely.

The company strives to create an inclusive work environment based on a culture of diversity where every idea is welcome. A culture that understands the individuality of colleagues and creates a sense of belonging and one team by valuing the diversity of their backgrounds, personalities, and preferences. Moreover, a culture of inclusion is an integral part of the brand, embedded in the company's values - treat others as we want them to treat us. They support the publication of similar messages, along with measures of how they approach different aspects of diversity issues, as they believe this will lead to a more equal modern society.

11. BEST PRACTICE TESCO STORES ČR PAID LEAVE DURING PANDEMIC



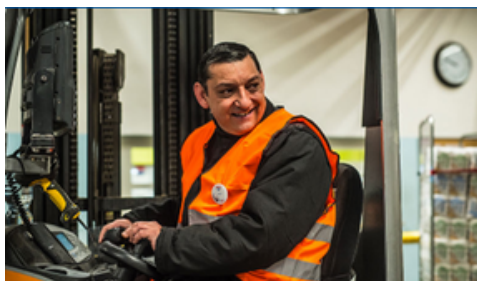
IDEAS FOR REFLECTION

A company's approach to diversity can inspire others to take concrete steps in creating a diverse work environment and reducing any disparities. It is important to ensure that everyone feels safe in the workplace and knows that they really matter. The impact can then extend far beyond the boundaries of the company in question.

KEYWORDS

retail, retailer, chain, diversity, paid leave, pandemic, safety

PHOTOS AND PICTURES



12. BEST PRACTICE VAE CONTROLS OLDER EMPLOYEES AS MENTORS



INTRODUCTION

VAE CONTROLS, s.r.o. (www.vaecontrols.cz) is an engineering company operating in the petrochemical and water industry. It develops, assembles, and delivers control systems and technologies for the management of water systems and storage of petroleum products. In the water industry, they are the leading company in the Czech Republic, and in the petrochemical industry, they are also dominant in Europe and Africa. Their goal is and will continue to be better in their industry.

BASIC INFORMATION

Name of the Organization: VAE CONTROLS, s.r.o.

Company Size: < 250

Location: Ostrava, Czech Republic

Industry: water industry, petrochemistry

Form of the Entity: commercial company



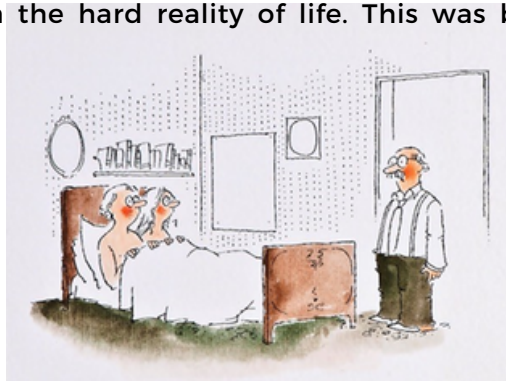
12. BEST PRACTICE VAE CONTROLS OLDER EMPLOYEES AS MENTORS

WORK STORY

The company does not use the term “senior”. They only distinguish between younger and older workers. In their professional understanding, the older employee is a person who has work experience and is reliable and independent with long-standing work habits. He can communicate very well with the client and is therefore suitable as a mentor for younger colleagues. They have come to this conclusion according to their personal experience with both age categories. Based on their own experience, they figured out that younger workers with similar experience noticeably underperform experienced older workers in terms of the number of orders and acquisition of new clients.

The main company focus is control systems and technologies for the water and petrochemical industry, from design to actual implementation at clients' sites, so-called EPC contractors. The main focus of the senior staff in the company is on design and project management in the position of project manager. The reason for their successful adaptation of older employees is the equal treatment of all employees, and their correct work assignment accepting the personal abilities of each group. These could be determined by internal tests and questionnaires.

As part of the adaptation process of senior employees, they experience some nice moments, for example when the seniors participate in official social meetings with clients while having “professional discussions” about dining methods and refreshment composition. In other situations, they have no issue with adaptation. On the contrary, some of the younger colleagues sometimes have issues with the hard reality of life. This was brilliantly described by famous Czech humorist Mr. Renčín:



“Sorry to interrupt, son, they're showing a bedtime story.”

USEFUL INSIGHTS

They have not encountered any hurdles in this respect so far, which is probably due to the fact that they do not have blue-collar professions and mostly employ technically oriented university staff.

12. BEST PRACTICE VAE CONTROLS OLDER EMPLOYEES AS MENTORS



IDEAS FOR REFLECTION

In particular, it is important to consider the future job role of older workers, its suitability for seniors, and to match the type and career orientation of the senior. The right fit will also depend on the form of the company. Everything is easier if it is all about achieving specific work outputs.

KEYWORDS

water industry, petrochemistry, control systems, mentor, job description

PHOTOS AND PICTURES



13. BEST PRACTICE BMW ADAPTATION OF WORKPLACES



INTRODUCTION

BMW is one of Germany's most famous automotive companies and renowned worldwide as a manufacturer of (mostly) luxury cars and motorbikes. It has about 118.000 employees and a revenue of about 111 billion Euros.

The company has been implementing health management measures for a long time. Since 2003, the BMW group has been monitoring demographic changes within and without of their workforce and developed strategies to adapt to upcoming changes.

BASIC INFORMATION

Name of the Organization: BMW

Company Size: > 250

Location: Munich, Germany

Industry: automotive

Form of the Entity: commercial company



13. BEST PRACTICE BMW ADAPTATION OF WORKPLACES



WORK STORY

In its power train plant in Dingolfing (Lower Bavaria), BMW started a project with workers that had to be at an average age of 47, which was 8 years older than the average on the company's production line. Because the company expected 47 to be the new average age of their production's workers in 2017, they wanted to develop and test specific working conditions for this ageing workforce. The team chosen for this project consisted of 42 members and instituted 70 changes to the way they worked, for example specially designed ergonomic chairs to facilitate short breaks and facilitate working both sitting and standing or magnifying lenses that reduced eyestrain and minimised sorting errors.

In the first year of the project, the group increased its productivity by 7%, making it as productive as younger teams. Active and passive recreation offers in close proximity to the workplace to support the physical and mental fitness of the workers. Besides these measures of health management and work environment, the project engaged in the fields of qualifications, retirement models and communications, and change management.

USEFUL INSIGHTS

Older workers learn best if they are able to bring their experiences into a learning situation. Intergenerational learning has the best potential outcomes.

The biographical age of an employee has little influence on the ability to learn.

It is important to maintain the employees' willingness to adapt to constant change. This process should start with vocational education.

Careful design of the workplace and the work process can significantly reduce physical strain on the workers.

Employees need to be aware that they have to assume responsibility for themselves.

If you want to implement changes like this, you need to involve all affected groups – workers, managers, worker's council, and trade unions. You still have to consider some resistance and opposition, which is normal in every change process.

13. BEST PRACTICE BMW ADAPTATION OF WORKPLACES



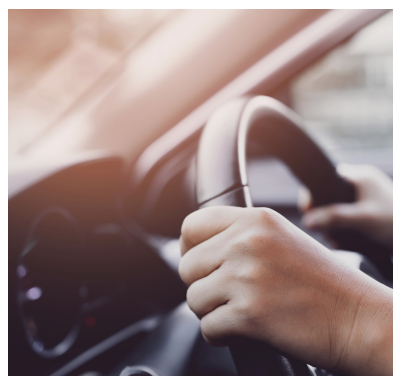
IDEAS FOR REFLECTION

It is important to implement a culture of acceptance for constant changes within the company/organisation. Elder workers often tend to think of themselves as “too old to change” and will therefore resist changes, even if they are aimed at helping them.

KEYWORDS

goal-oriented, effective, innovative, responsible

PHOTOS AND PICTURES



14. BEST PRACTICE GERT AGE SIMULATION SUIT



INTRODUCTION

Produkt + Projekt was founded in 2005 by the graduate designer and ergonomist Wolfgang Moll. The main field of activity is demographic change. After the first projects, it became clear that an essential task is to raise awareness for this important topic. A scientifically proven method for this is age simulation. As early as 2009, the organisation developed the age simulation suit GERT on the basis of extensive scientific data, as there was no age simulation suit on the market at that time that met their requirements.

At the beginning, GERT was only intended for use in their own projects and so they designed it to be as optimal as possible. They, therefore, paid particular attention to a neutral, serious appearance and refrained from any self-advertising on the age simulation suit GERT. Soon the first purchase inquiries came and very fast the demand was so large that they decided to series production. Here, too, they made no compromises in favour of better marketing. The scientific foundation and practical usability are still top priorities.

In the meantime, the age simulation suit GERT has been scientifically evaluated several times and the success of their customers also proves them right. Many customers report enthusiastically how they successfully use GERT in their projects and also the media reports about the use of GERT by customers speak for themselves.

Product + Project is a small but very successful company that operates internationally. Due to the great demand, it is constantly growing.

BASIC INFORMATION

Name of the Organization: GERT

Company Size: < 50

Location: Niederstotzingen, Baden-Württemberg

Industry: manufacturing and distribution

Form of the Entity: commercial company

14. BEST PRACTICE GERT AGE SIMULATION SUIT



WORK STORY

„Our products help "make the world a little better".“

Their main product is the GERT age simulation suit. This has already been used very successfully in prevention campaigns, for example by employers' liability insurance associations, to show workers how they can play a positive role in shaping their own aging. The subjects immediately recognized that obesity and lack of physical activity exacerbate the signs of aging. But they also recognized that a healthy lifestyle can actually compensate for the changes that come with aging. The self-awareness of aging obviously triggers a lasting process, while classic information materials can only have a minor effect with no long-term impact.

In Occupational Health Management, there are many ways to incorporate simulators for self-awareness into prevention work. A health day, for example, is a good example of this. Self-experience offers, such as the age simulation, are a real attraction that has a lasting effect and also makes the target group accessible for further information on the topic of prevention. But simulators can also be used for self-awareness outside of campaign days. For example, employees who are tending to incorrect movement or posture can use the back pain simulator to feel the long-term consequences of their behavior in their daily work and thus influence their behavior.

USEFUL INSIGHTS

There are several studies on the effectiveness of the age simulation with the following conclusions:

·At the Julius-Maximilians-University of Würzburg (Dr. med. S.A. Filz, Dr. med. W. Swoboda et al.) the effectiveness of age simulation in the education of medical students was investigated: It has been proven that empathy for older people is promoted by age simulation. Its effectiveness as a teaching and learning tool has thus been proven.

·The National Institute for Quality and Organizational Development in Health Care and Medicine (Dr. Ildiko Szogedi Ph.D.) and the Institute of Behavioral Research and Communication Theory (Dr. Miklos Zrínyi Ph.D., Teva Hungary Ltd., Dr. habil Attila Forgacs Ph.D.) of Corvinus University in Budapest, Hungary, evaluated the simulation of motoric skills changes in old age with the age simulation suit GERT in a pilot study: The age simulation suit GERT is a good tool to simulate the limitations of older age.

·In a pilot study, the graduate psychologists Laura Schmidt and Katrin Jekel from the Netzwerk AlternsfoRschung NAR, Heidelberg, evaluated the effectiveness of age simulation with the age simulation suit GERT: The results show that the age simulation suit GERT realistically depicts age-related limitations and thus offers the opportunity to promote understanding and empathy for older people in society.

14. BEST PRACTICE GERT AGE SIMULATION SUIT



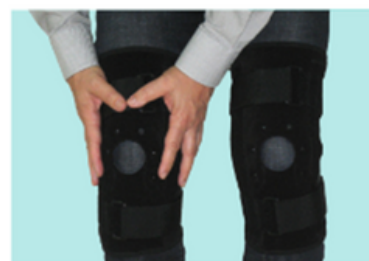
IDEAS FOR REFLECTION

Anyone who has tried out the age simulation suit GERT understands the behaviour of elderly people better. The age simulation suit GERT is therefore used in the training and further education of medical professionals, in the training of employees in dealing with older customers, but also in the development of products suitable for senior citizens. Also, for reviewing the working conditions for older employees and for raising awareness among managers, GERT has been used successfully in many cases. Other areas of application are architecture, urban planning and improving safety for older road users.

KEYWORDS

age simulation for Occupational Health Management, occupational medicine and occupational safety, education, schools, education & training

PHOTOS AND PICTURES



15. BEST PRACTICE PRYSMIAN GROUP VIDEO KNOWLEDGE BASE



INTRODUCTION

Prysmian Kabel und Systeme GmbH, produces medium and low-voltage cables as well as PVC and rubber fill compounds. Furthermore, the research and development department for power cables (R&D) is located there.

The main product groups are:

- XLPE-insulated medium voltage cables
- installation cables and wires
- halogen-free cables and conductors with improved behavior in case of fire
- marine cables
- PVC and XLPE insulated low voltage cables

The company was founded in 1960 named Kabelwerk Nord (Cable Plant North) with 54 workers/employees, in 1963 it employed 1,000 people. In 1971 it was the second largest cable plant in the former GDR with 1,500 workers. In 1992, the plant fused with Siemens AG. After that, there were investment measures of 170 million DM to improve the infrastructure and logistics. This was followed by some changes in the company structure and production relocations within the next years. Since 2011, the company has belonged to the Prysmian Group, the world market leader in the cable industry. Today, approximately 260 employees work at the Schwerin industrial site.

BASIC INFORMATION

Name of the Organization: Prysmian Group

Company Size: > 250

Location: Schwerin, Germany

Industry: cable, energy and telecoms cable systems

Form of the Entity: commercial company



15. BEST PRACTICE PRYSMIAN GROUP VIDEO KNOWLEDGE BASE



WORK STORY PRYSMIAN GROUP

The initiator of this best practice example is a 37-year-old T. L. who trained at the company as an industrial mechanic for machines and systems technology. He then worked in production for many years and knows the company like the back of his hand. After some colleagues had received training from a consultancy for digitization (MV-Works), Thomas L. saw an opportunity to realize a “simple idea”, to store knowledge from older workers via video, that had been on his mind for some time. The valuable knowledge and experience of the older colleagues is now to be passed on to the less experienced colleagues via short explanatory videos. In the videos, individual work steps of a setup process, also containing information on occupational safety, are explained visually in a short and concise manner and supplemented with simple explanations.

Currently, the company employs approx. 225 production workers with an average age of 52. Many of the production employees have been with the company for 30 to 40 years, completed their training there at a young age and are now old hands. Many of them are now gradually retiring.

The main focus of the company is to further establish the Schwerin site as one of the major production locations of the Prysmian Group, and the efficiency and profitability. The main job of their seniors is working in production which is usually physically hard work in climatically harsh conditions. There are several production and maintenance halls at the site where the machines work around the clock, and the workers in a 4-shift system.

The main reason for the successful adaptation is that already as a young employee, he had the experience himself that he was often annoyed when older colleagues were on vacation or sick, he had to rebuild something on a machine, but no one was there to explain it to him properly. A high economic loss for the company and similar incidents occurred several times. Apart from age reasons, migrants are increasingly employed in the company. The explanatory videos can help overcome language barriers.

It is important to Thomas L. not to simply impose something new on his colleagues, especially his older colleagues. He wants to take them with him. It takes patience and good communication. For the video project, he was able to convince all of his older colleagues to join in. Of course, it was unusual at first to be filmed at work, but no one objected or refused to participate. Thomas L. is proud of the successful implementation of the video project and is ambitious to actively move it forward.

USEFUL INSIGHTS

There were no hurdles to overcome, just patience and conviction to do the right thing, and it took a bit more convincing with a few workers, but there was no resistance. There was unreserved support from management and of course, they also saw the benefits. The equipment was procured without hesitation. Another colleague provides technical support. After recording, the videos still have to be edited, cut and the sound reworked as the machine noise in the halls is very loud.

The implementation of this Best Practice started in April 2022 and after several months the videos have not yet been completed for all machines and set-up processes. It takes some time but it is making progress. The goal is to digitally implement the explanatory videos in the description of services/in the production order, on the papers via QR code. A checklist is also to be incorporated, which every worker must work through. As already mentioned, the videos also contain information e.g., for occupational safety and machine maintenance.

15. BEST PRACTICE PRYSMIAN GROUP VIDEO KNOWLEDGE BASE



IDEAS FOR REFLECTION

They have already implemented further measures in connection with age management in the company.

- If a worker is no longer able to do certain work for health reasons, they always look for an individual solution so that the worker can remain in the company.
- Employees aged 58 and over have the opportunity to apply for partial retirement.
- The introduction of a bonus system. Each foreman rates their people once a year, including how well an employee is passing on their knowledge.
- Consultant contracts are concluded with willing older employees who are already retired. They then come to the company once or twice a month and pass on their knowledge to less experienced workers, e.g., when setting up a machine or in the current case, where they have a major bottleneck in maintenance when it comes to repairs.

KEYWORDS

cable industry, valuable industrial site, developing and growing, important for the region

PHOTOS AND PICTURES



16. BEST PRACTICE TRUMPF SE & CO. KG FIT FOR SERVICE



INTRODUCTION

TRUMPF is one of the world's largest manufacturers of machine tools. It has factories in many countries and offers its products worldwide.

BASIC INFORMATION

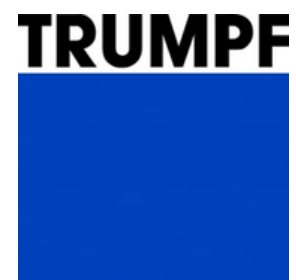
Name of the Organization: TRUMPF SE & Co. KG

Company Size: > 250

Location: Ditzingen, Germany

Industry: machine tool manufacturing

Form of the Entity: commercial company



16. BEST PRACTICE TRUMPF SE & CO. KG FIT FOR SERVICE



WORK STORY

Since 2014, the company is implementing a personal development project under the title “Fit for service”. This project aims at giving older, long-term employees that have been working as service technicians a perspective. This way, the company can retain valuable experience and much needed workers. The main job of seniors they employ is a service technician which is physically very demanding: a lot of traveling and sometimes suboptimal working conditions make it hard for older workers to stay in this job. In case of unscheduled maintenance or repairs, the technicians need to travel to the customer on short notice, which can be quite demanding. The project team analysed the experiences and skills of older workers (function-specific competence profiles) and developed four new job profiles they can choose from product and application consultant, coach for customers, teacher/trainer for new service technicians and installation consultant. In all these job profiles, the accumulated experience is highly valuable. This knowledge is retained within the company. An additional bonus is an appreciation older workers receive this way. It leads to higher satisfaction and less sick leave. Within the project, workers receive tailored training for their new jobs.

USEFUL INSIGHTS

There were no hurdles to overcome and only very little resistance while implementing the Best Practice. The project was implemented within a timeframe of two years and was supported by the top management and also by the worker’s council. According to their experience, they would do nothing otherwise.

16. BEST PRACTICE TRUMPF SE & CO. KG FIT FOR SERVICE



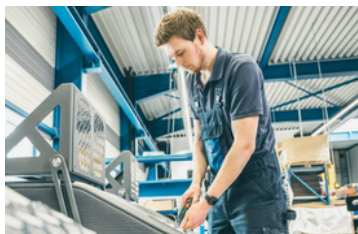
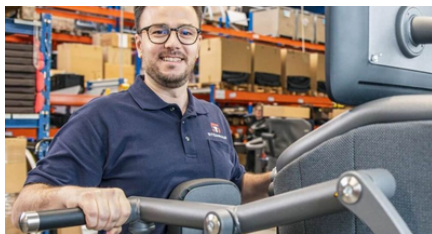
IDEAS FOR REFLECTION

It is extremely useful to look at (professional) life as a series of phases that each have their advantages and disadvantages. When planning on this basis, new job profiles can be developed and filled. This pro-active approach raises the attractiveness of the company as an employer and differentiates it from others.

KEYWORDS

innovative, competent

PHOTOS AND PICTURES



17. BEST PRACTICE WARNOWQUERUNG GMBH & CO. KG TAILORED SEMINARS FOR OLDER EMPLOYEES



INTRODUCTION

The Warnowquerung GmbH & Co. KG is responsible for maintaining the Warnowtunnel that connects the eastern and western parts of Rostock. This tunnel was finished in 2003 and has about 11.000 users per year and has been privately funded. Users have to pay a toll for using it. The Warnowquerung has 37 employees.

BASIC INFORMATION

Name of the Organization: Warnowquerung GmbH & Co. KG

Company Size: < 50

Location: Rostock, Germany

Industry: infrastructure, traffic

Form of the Entity: commercial company



17. BEST PRACTICE WARNOWQUERUNG GMBH & CO. KG TAILORED SEMINARS FOR OLDER EMPLOYEES



WORK STORY

The company decided to work with seniors because they saw the need to keep older employees at the job as long as possible. Therefore, they hired an external service to create and deliver tailored seminars and workshops for elder workers. These workshops cover a variety of topics that are highly relevant to older employees like insurance, health and care, ideas for activities (both physical and mental), healthy nutrition, and others. The older employees in the company are mainly working in the toll booths. Some are also in administration.

Because of the good selection of topics and the high quality of the external experts that implemented the workshops, the employees were quite interested in this offer. They already asked for additional workshops and there has been also interest from younger workers to participate in future trainings. There were no difficulties or resistance noted during the implementation.

USEFUL INSIGHTS

Targeted workshops for older employees are a valuable tool to show appreciation and attention. These workshops can also be used for facilitating new skills like digital competencies.

Older workers are still interested in learning something new and useful.

The company would like to implement workshops by themselves if they can find the knowledge / curriculum somewhere.

It is essential to offer a good mix of mental and physical activities.

17. BEST PRACTICE WARNOWQUERUNG GMBH & CO. KG TAILORED SEMINARS FOR OLDER EMPLOYEES



IDEAS FOR REFLECTION

There should be no fixed age limit for participation. If younger employees want to attend, that should always be possible.

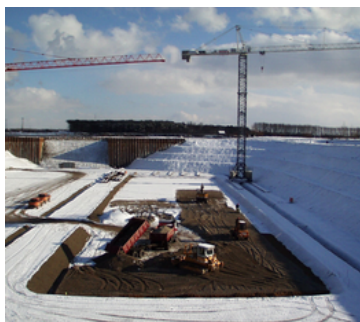
An offer of online courses older workers can use to proceed after the workshop would be welcome and useful.

A structured feedback process should be implemented to enable an evaluation of the workshops and gather input for future offers.

KEYWORDS

The company is small but is trying to offer optimized working conditions for every employee.

PHOTOS AND PICTURES



18. BEST PRACTICE ANTAL SP. 50+ ACADEMY

INTRODUCTION

Antal is a leader in the recruitment of specialists and managers as well as HR consulting. It has been operating in Poland since 1996. Offices in Warsaw, Wrocław, Kraków, Poznań and Gdańsk carry out projects in Poland and abroad, for global and local enterprises from all sectors of the economy. In addition to recruitment, Antal specialists advise companies on employee evaluation and development, employer branding and market analyses.

Your age is your strength! Under this slogan, Antal Poland launched the Antal 50+ Academy development program in June 2022. The program consists in employing and preparing people over 50 to work as an IT Recruiter.

BASIC INFORMATION

Name of the Organization: ANTAL Sp. z o. o.

Company Size: approx. 130 500 contractors in Poland

Location: Warsaw, Poland

Industry: recruitment company

Form of the Entity: commercial company



18. BEST PRACTICE ANTAL SP. 50+ ACADEMY

WORK STORY

The idea for the Antal 50+ Academy appeared 9 years ago. Even then, they predicted the so-called "inverted age pyramid" in the labour market and the related shortage of young workers and job candidates. The concept of the 50+ Academy fits in with the ANTAL mission, which is to get to know people by competences and not by labels (such as age, gender or race).

The 50+ Academy development project started in June 2021. The project was open to people aged 50+ who know at least an intermediate level of English and are able to navigate relatively efficiently in social media and work with a computer.

There were approximately 50-60 submissions for the project. From this, 10 people were selected. Ultimately, 5 people were qualified for the project. The first stage of the project was a series of training sessions. After the training, the candidates/participants started their first week of independent work.

The next stage was the individual work of participants for recruiters aged 50+ with mentors. At this stage, project participants aged 50+ recruited people to work in specific positions. People recommended by them for employment were verified by Mentors. Project participants aged 50+ receive a remuneration for each candidate selected by the Mentor for the recruitment process. Mentors will support and accompany the participants for as long as necessary. It depends on the commitment of the participants and their decision as to whether they want to pursue a career at ANTAL. There are 3 options:

- continue to participate in the program and use a mentor while working as a recruiter
- become a full-time employee and join the ANTAL,
- become a freelancer and work with ANTAL as an external person,
- terminate the project

The project involves the HR department, trainers, mentors, the Marketing and PR Department.

USEFUL INSIGHTS

As for the guidelines for other organisations that would like to implement similar projects, attention was paid to the need to explain to the candidates in detail what the idea and assumptions of the project are about. You should also allow each other to make mistakes and give yourself time to see the results. Older employees would like to achieve the effect very quickly, but there are so many elements that have to be learned that it takes a lot of time for them to start working as recruiters. The project implemented by ANTAL can be an excellent example of activities that are to bring benefits to both the organisation (employment of experienced employees or establishing permanent cooperation with them), older employees (overcoming barriers, taking up gainful employment) and the entire labour market (counteracting unemployment among the elderly). Activities designed in this way can be implemented in companies, regardless of the industry in which they operate. A project based on such assumptions can also be implemented in public administration or non-profit organisations. The nature of the project is universal.

18. BEST PRACTICE ANTAL SP. 50+ ACADEMY

IDEAS FOR REFLECTION

We have to consider:

- How to use the potential of experienced employees aged 50+?
- What are the challenges faced by employers employing employees aged 50+?
- How to help people aged 50+ to believe in their abilities and competences?
- How to implement projects that benefit all participants of the labour market?

How to build an organisation on the experience of older employees and their different perspective on reality?

KEYWORDS

age management, diversity management, sustainable development, employee market, strategic thinking about human resources, mentoring and training, experienced employers

PHOTOS AND PICTURES



19. BEST PRACTICE BNP PARIBAS BANK POLSKA AGAVE'S AGE

INTRODUCTION

BNP PARIBAS Bank Polska S.A. implements the strategy of sustainable development and activities in the field of CSR. Part of this strategy is the "Women UP" program. As part of this program, women submitted ideas for projects to be implemented by the Bank. One of the projects is "AGE in size XL". During the project, its name was changed to "Agave Age" to avoid negative associations.

BASIC INFORMATION

Name of the Organization: BNP Paribas Bank Polska S.A.

Company Size: > 250

Location: Warsaw / Lublin, Poland

Industry: bank industry

Form of the Entity: commercial company



19. BEST PRACTICE BNP PARIBAS BANK POLSKA AGAVE'S AGE

WORK STORY

The project "Age in size XL" was implemented from February to November 2021. As a result of internal arrangements, the project was renamed "Agave's Age" to avoid pejorative associations with the age of older workers.

Assumptions of the project:

- the lower age limit is set at 50
- they need to start with education and a diagnosis of what are the regularities, trends and attitudes towards people aged 50+,
- activities should be taken to support people aged 50+ so that they are treated without discrimination, to achieve better communication between employees of different ages and to support intergenerational management.

The point was to counteract the war of generations, stereotypes and ageism. The aim of the project was also to improve intergenerational communication and show the potential of the elderly. Benefits:

- greater involvement in the work of 50+ employees and people who are approaching this age,
- building a D&I culture,
- developing strategic competencies of people Agave's age,
- better self-esteem of older workers,
- better cooperation of people of different ages within the organisation,
- professional activation in various substantive areas.

As part of the project, the following activities were carried out:

- Future competence test for people aged Agave. Respondents were given individual feedback on how to live in the times of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), how to adapt and be flexible,
- An international debate was organised in the form of a webinar entitled: "The Power of Agave Age Maturity".
- Website dedicated to the project,
- As part of the annual festival on D&I, another webinar entitled "Age at work - where is the problem? In numbers or in the way of thinking?" was developed

The originator and the project team want to continue their activities.

USEFUL INSIGHTS

Age management activities bring tangible benefits, so these cannot be incidental actions, but long-term rolling projects.

Projects aimed at better adaptation of Agave age employees at work should have their source of financing and separate budget resources so that as many valuable events as possible can be organised.

Intergenerational projects should also be joined by representatives of the younger generations of employees (not only people of Agave age).

The shape of the cited project, as well as its content and approach to implementation, can be an inspiration for those decision-makers and managers who want to take action in the field of age management in their own companies. The described case study is an excellent example of a project that can bring benefits to many companies that will implement the recommendations related to age management.

19. BEST PRACTICE BNP PARIBAS BANK POLSKA AGAVE'S AGE

IDEAS FOR REFLECTION

We have to consider:

- How to engage the employees of the organization to undertake grass-roots initiatives in the field of age management and to prevent age discrimination?
- How to improve intergenerational communication and show the potential of older employees (50+) to improve sustainable management in the organisation?
- How to live in the times of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), how to adapt and be flexible?

What actions can be taken when it is planned to implement an internal project in the field of age management and counteracting age discrimination of employees?

KEYWORDS

Agave Age, individual diagnosis of the needs of 50+ employees, comprehensive educational project, age management as a permanent process, times of VUCA

PHOTOS AND PICTURES



20. BEST PRACTICE CAPGEMINI POLAND AWARENESS-RAISING CAMPAIGN

INTRODUCTION

Capgemini is a global leader in consulting, technology services and digital transformation, committed to leading-edge and innovative solutions and providing clients with the entire range of digital world opportunities, based on 55 years of tradition and extensive industry knowledge. At Capgemini, the principles of corporate social responsibility are reflected not only in the scope of complying with applicable legal regulations or broadly understood charity. Their goal is to meet the obligations resulting from the principles of business ethics, responsible management of employees and the workplace, ensuring high-quality customer service and relationships with suppliers, as well as supporting local communities and respect for the natural environment.

BASIC INFORMATION

Name of the Organization:	Capgemini Poland
Company Size:	< 9500 employees in Poland
Location:	Krakow, Poland
Industry:	consulting, IT and outsourcing
Form of the Entity:	commercial company



20. BEST PRACTICE CAPGEMINI POLAND AWARENESS-RAISING CAMPAIGN

WORK STORY

At Capgemini Polska, at the time of creating the campaign, they employed almost 9,500 people. The idea for the campaign came from the research they conducted with an external company. While preparing the "Among the Others" campaign, they looked at diversity in a very broad sense. Capgeminers are representatives of many generations: over 80% are Millennials, but there are also representatives of the X, Z and Boomers generation. They wanted to create a campaign that would be authentic and based on an original idea. Hence, they decided to present the stories of employees in a slightly different way in the form of a TV series.

The campaign was divided into two parts: internal and external. They decided to prepare:

- The series "Among Others" - with the participation of employees. The topics of the episodes were selected on the basis of the workshops (1: Generation X vs Generation Y; 2: Humanists vs IT; 3: Poles vs Foreigners; 4: Employees vs Superiors; 5: Parents vs People without Children).
- Inter-Others Webinars with the participation of invited experts - webinars for employees thematically related to the episode presented in a given week.
- Podcasts "Between Others about ..." - 11 episodes in the form of an interview with recognized external experts and experts from Capgemini.
- 5 press articles.

It was an innovative campaign, because:

- Creating series was a kind of experiment. They collected questions for the series from employees. The actors - employees - didn't know these questions before. They recorded their spontaneous reactions and responses.
- The concept of the recordings assumed confrontation between two groups (generation X vs Y).

Results:

- Serial: total episode views 372,289, total number of FB responses to serial 247,775.
- Spotify podcasts: the channel was viewed 3,834, and 2,975 in other applications.

Webinars: average rating: 4.62, attended by over: 3,200 employees.

USEFUL INSIGHTS

What motivated the authors of the campaign was authenticity. The first thought came at the research stage, their campaign must come from people working at Capgemini. It was their voice that pointed this direction and then defined what diversity they are talking about when it comes to Capgemini and what questions employees would like to ask these "Others" - you could say that employees co-created this campaign.

When creating complex campaigns, it's worth ensuring a consistent message and communication to all involved parties. As the topic of diversity brings with it moments that can be difficult, it is worth ensuring the proper flow of information to sponsors and people involved in the creation process. It was also important in cooperation with external partners - everyone had to know what their role in the project was, what they were striving for and what the final, desired effect was.

Large campaigns usually bring with them moments of excitement, but also fatigue or even a lack of faith in success. It is worth remembering that this is just the way it's and not to be discouraged in difficult moments when we think that it's not going as it should. Therefore, it's worth monitoring your moods and supporting each other - because "after every storm, the sun comes out".

20. BEST PRACTICE CAPGEMINI POLAND AWARENESS-RAISING CAMPAIGN

IDEAS FOR REFLECTION

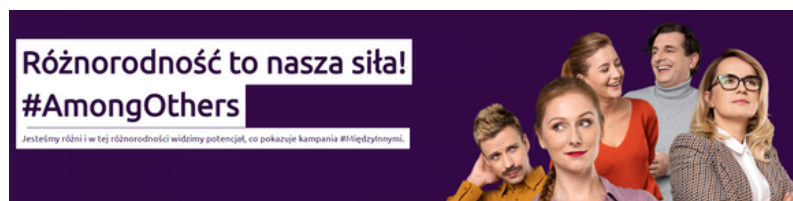
We have to consider:

- How to create large information campaigns in the field of age management?
- How to integrate people representing different generations?
- How to build Employer Branding based on CSR activities?

KEYWORDS

age management campaign, corporate social responsibility, Generation X vs Generation Y

PHOTOS AND PICTURES



21. BEST PRACTICE GRUPA DORADCZA PROJEKT RESTART

INTRODUCTION

GDP is a consulting company that has been in existence since 2007. The subject of GDP's activity is to support public institutions and private companies in the process of planning and implementing projects that shape their economic and organisational development. GDP offers comprehensive support in the process of obtaining EU funds, ranging from the analysis of funding possibilities, through the preparation of a complete project and application, to its final settlement. GDP cooperates with the business sector, local governments, organisations and public institutions, providing training and consulting services in the field of human resources and investment projects.

BASIC INFORMATION

Name of the Organization: Grupa Doradcza Projekt Sp. z o.o.

Company Size: < 10

Location: Krakow, Poland

Industry: training and consulting company

Form of the Entity: commercial company



21. BEST PRACTICE GRUPA DORADCZA PROJEKT RESTART

WORK STORY

For 8 years the company has been carrying out projects related to the adaptation of seniors to the labour market. These projects enable people over 50, who are in a difficult situation on the labour market, to return to professional activity. Returning to professional activity is possible by enabling seniors to acquire documented qualifications, competences and professional experience, as well as by reducing deficits in the field of social competences.

RESTART projects have been implemented for several years. Each project takes approximately 2 years. The project "Restart V - Vocational Activation Program for People Over 50" is currently being implemented. Project objective: Enabling 135 unemployed people over 50, living in the Małopolskie Voivodeship, belonging to the groups of people in the most difficult situation on the labour market, to take up and maintain employment by providing them with the opportunity to acquire documented qualifications, competences and professional experience, as well as eliminating deficits in the field of social competences and motivation.

Participants can benefit from the following forms of support:

- Individual Vocational Counseling with the development of an Individual Action Plan. Counselling is carried out in the formula of individual meetings
- Job placement. Job placement can be carried out in the form of direct meetings with participants of the project or in the form of an on-line session (remotely) - adequately to the needs of project participants.
- Support for a career counsellor along with monitoring the implementation of IAP (Individual Action Plan).
- Vocational training (96 hours). The training is aimed at updating and improving soft professional competences and teaching participants how to navigate the labour market.

Internships for 115 participants of the project. The internships are carried out on the basis of the program, under the direction of the internship tutor based on the agreement.

USEFUL INSIGHTS

The project is aimed at people over 50 who are not professionally active. It is a big challenge, because we do not implement activities for our employees to improve their adaptation to work, but we have to recruit, get to know and try to help people we do not know at all. A very important role here is played by a good knowledge of the local labour market, employment agencies and a network of contacts with potential employers and organisers of professional internships. You have to take into account not only the age of these people, but also various types of disabilities or difficult life and family situations. You have to be very sensitive and adjust your actions and messages to those 50+. Organisations wishing to implement similar projects must be aware of the organisational and technical challenges they will face. Training and consulting companies should be encouraged to undertake projects with a wide spectrum of impact on the labour market. The solutions presented in this case study may serve as inspiration for future project ideas to help older workers to be active in the labour market.

21. BEST PRACTICE GRUPA DORADCZA PROJEKT RESTART

IDEAS FOR REFLECTION

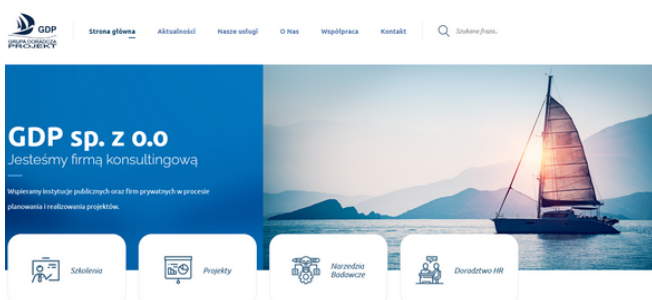
We have to consider:

- How to make it easier for people over 50 to return to the labour market and find employment?
 - How to carry out comprehensive work adaptation programs for people 55+ so that their effects are as useful as possible for these people?
 - For older people who are not professionally active, would work be only a source of income, or is work becoming a way to counteract social exclusion of these people?
- What activities can be included in a project whose scale of impact on the labour market is to be broad?

KEYWORDS

age management, Individual Vocational Counseling, Individual Action Plan, job placement, vocational training, internships

PHOTOS AND PICTURES



22. BEST PRACTICE SPÓŁDZIELNIA MIESZKANIOWA OŚWIECENIA HR LEADER

INTRODUCTION

The Housing Cooperative "Oświecenia" in Krakow was established on June 24, 1982. It is an association of members living in the resources of the Cooperative for whom it provides services in the field of housing resources management.

The Cooperative strives to meet the needs and expectations of the residents, co-owners of the Cooperative, who understand that through joint action and resignation from immediate individual benefits, the benefits and profits for each of its members are much greater than if they were to pursue their goals separately.

Housing Cooperative of Oświecenia Kraków, implemented the age management strategy as part of the Project "HR Leader - managing a multigenerational team". Employees, and management took part in a series of comprehensive trainings increasing their competences in the field of communication between employees of different ages and clients of different ages.

BASIC INFORMATION

Name of the Organization: Spółdzielnia Mieszkaniowa Oświecenia w Krakowie

Company Size: < 50

Location: Krakow, Poland

Industry: real estate - housing cooperative

Form of the Entity: housing association



22. BEST PRACTICE SPÓŁDZIELNIA MIESZKANIOWA OŚWIECENIA HR LEADER

WORK STORY

The originator of the project "HR Leader - managing a multigenerational team" was the President of the Management Board. He wanted to transfer his competences, observations and know-how resulting from his experience in working in a corporation to a housing cooperative.

An important issue of a managerial nature is the issue of succession and age management. A new generation of employees must be prepared for work. At the same time, you cannot afford to lose older employees who have very extensive experience and competences.

The project "HR Leader - managing a multigenerational team" was aimed at solving customer problems by improving internal and external intergenerational communication and improving the service of residents representing people of very different ages. Thus, the aim of Module I was to ensure the coherence of intergenerational communication, and the aim of Module II was to improve the competencies needed to service customers of various ages (first of all, the so-called difficult customers). Thanks to this, it is possible to minimise risks, avoid tensions and crises, as well as mitigate and resolve emerging conflicts. This requires an understanding of psychological processes and learning the behaviour and problem-solving skills at the social engineering level.

The project was implemented by Małopolska Regional Development Agency in Krakow. The first stage was the identification and analysis of training needs, which included, among others, 2-hour interviews with managers in the cooperative. Then, training began. Last stage was the evaluation of the entire project. From February to April 2022, exercises in the form of case studies were also developed, describing how to behave in a given situation of contact with clients of different ages. As a consequence, this is to lead to the development of an Age Management Strategy.

USEFUL INSIGHTS

If we want to implement the Age Management Strategy, thoughtful educational activities are needed. We need to learn how employees of all ages should approach customer service of all ages. You need empathy and an understanding of psychological processes. Good intergenerational communication improves customer service and reduces the number of complaints on this topic. Only teaching all employees (of different ages) how to communicate with customers of different ages can increase mutual understanding.

22. BEST PRACTICE SPÓŁDZIELNIA MIESZKANIOWA OŚWIECENIA HR LEADER

IDEAS FOR REFLECTION

We have to consider:

- How to improve intergenerational communication in the area of customer service?
- How to increase mutual understanding between employees of different ages and customers of different ages?

What actions to take to prepare the organisation for the implementation of the Age Management Strategy?

KEYWORDS

succession and age management, employee market, trainings, intergenerational communication

PHOTOS AND PICTURES



23. BEST PRACTICE ANONYMOUS SYSTEMATIC EDUCATION PLANNING



INTRODUCTION

This company is a European development supplier of special dyed and technical yarns. The story of yarn production dates back to 1970. Today company employs more than 120 people and is among the largest employers in Dolenjska. The company is building on years of tradition and knowledge. Every day the yarn is shipped from the small town to all around the world. All processes are done in house. Everything starts with the choice of the best materials available on the market. They are constantly improving their processes to reduce water and energy consumption. As they know: The future is green. Lean. Innovative.

Top quality

The company's yarn is designed and tested for outstanding results. Quality is controlled at every step, and they handle every bobbin with maximum care.

Top service

Their team excels in customer support and service. Every individual in the company is carefully trained to become an expert at her or his work.

Sustainability now

They reduced CO2 emissions by 30% in the last 5 years and production waste is 100% recycled. They also build long-lasting partnerships with customers, suppliers, the local community, industry and other stakeholders.

BASIC INFORMATION

Name of the Organization: a company in Slovenia

Company Size: > 50

Location: Slovenia

Industry: textiles and textile products

Form of the Entity: stock corporation

23. BEST PRACTICE ANONYMOUS SYSTEMATIC EDUCATION PLANNING



WORK STORY

In the company, they consider any employee who turns 50 to be an older worker. From this point of view, a different approach is needed for older employees who work in management and in the morning hours and who generally retire older than those who work in production and will need to find a different job until retirement and who generally retire younger.

From the point of view of the aging of the workforce and the search for suitable succession and the transfer of knowledge, it is important to consider that among the managers the company's average age of managers is 52.5 years. In this case, they have demanding jobs where the introduction and transfer of knowledge take longer than in other jobs.

In the company, they have already created an internal collection of knowledge (e. g. they already have a textile manual, and carry out internal education for the transfer of textile skills). They will also strive to acquire new colleagues with a textile education, for which they will promote the company among young people as a good employer and the textile profession as an opportunity to work in the region.

USEFUL INSIGHTS

With the transformation of a company from a typical labour-intensive company into an advanced, innovative, and sustainable company, the need for new competencies and the need for new personnel has also arisen. In terms of content, in the coming years, they will pay a lot of attention to training for digital competencies, sales staff training for the marketing of new sustainable products, and manager training for agile management of employees and processes. They have already introduced the competency model, and they first focused on defining sustainable competencies. At the company level, they have defined the necessary competencies to achieve the set goals of sustainable transformation. For individual departments, together with the heads of departments, they have defined the competencies necessary to achieve the goals of the departments and the common goals of the company. Competencies have been classified by necessity into mandatory, necessary, and desired competencies. They also carried out the next step, namely the assessment of the achieved level of competence of each employee. The assessment is based on a questionnaire completed by the assessee, his supervisor, and a colleague. The obtained evaluations/analysis of competencies will also be the basis for the quality selection of personnel, planning of training and education to raise mandatory and necessary competencies, and for establishing clearer criteria for work performance and thus rewards.

23. BEST PRACTICE ANONYMOUS SYSTEMATIC EDUCATION PLANNING



IDEAS FOR REFLECTION

The introduction of systematic planning of education enables the acquisition of strategically important knowledge, more efficient work and the successful achievement of goals, supports the personal development of the individual, has a long-term effect on the commitment of employees and greater belonging to the organization, which in turn affects the lower turnover of experts.

The company achieves this by:

- planned personal and professional development,
- planned training of employees, according to the educational needs of the company and the individual.

The 5 key goals and activities:

- strengthening of personnel;
- strengthening sales - maintaining market shares in traditional markets, entering new markets;
- lean production;
- investments, including the areas of digitization, automation, and energy efficiency;
- development of new innovative sustainable products.

KEYWORDS

innovativeness, responsibility, partnership, flexibility, durability, bold and ambitious

PHOTOS AND PICTURES



24. BEST PRACTICE ATES STRENGTHENING THE COMPETENCIES OF ELDERLY



INTRODUCTION

ATES is an innovative technological company with high standards in quality, a longstanding tradition, and extensive experience in industrial automation and production informatics. The focus of the company is predominantly on services in metallurgy and the metal processing industry. ATES provides its customers with a wide range of services, from consultancy, and preparing technical conceptual documentation to producing turnkey project applications. Attention and taking care of the customers does not end with the finished project, it extends to high-quality maintenance service, partner relationships, and care for spare parts, as well as with upgrades and improvements of both hardware and software components.

Values:

- high quality and reliability of our services,
- enabling employees' continuous learning and creativity,
- incentives for well-being and good working conditions for all employees,
- loyalty to the company, employees, its owners, and the environment.

BASIC INFORMATION

Name of the Organization: ATES

Company Size: > 50

Location: Slovenska Bistrica, Slovenia

Industry: industrial automation

Form of the Entity: business company



24. BEST PRACTICE ATES STRENGTHENING THE COMPETENCIES OF ELDERLY



WORK STORY

They respect elderly employees, especially because of their experience and knowledge, which reflect in quality of work that they do. Company also recognizes the potential of elderly employees and how their knowledge can be transferred onto younger generation and the stability of the company. The company is also well aware of the importance of education of employees, which makes their staff highly qualified and knows their job. Gained work experiences mean reliability and knowledge which are priceless.

The company carries out activities within the framework of the ASI project. The main purpose of the ASI project - Comprehensive support for companies for the active aging of the workforce - is to encourage companies to effectively manage older employees and to strengthen their competencies from the point of view of prolonging their working activity.

As part of the project, ATES company pursues the goal of strengthening employees' competencies and carries out the following activities:

- preparation of a strategy for effective management of older employees;
 - career development by strengthening the competencies of older employees, namely through the following activities:
 - creating a personal and professional development plan for older employees,
 - participation in motivational programs for older employees,
- training in the field of lifelong career orientation and acquisition of competencies of older employees through training.

USEFUL INSIGHTS

The ATES company didn't have to overcome any special obstacles as well as they did not encounter any resistance. As they mentioned before company cares about elderly workers and their rich knowledge that employees gained through years of work. Therefore, the support comes from the company itself, as they know at the same time realize the importance of collaboration between elderly and younger employees (transferring different knowledge from both sides). When it comes to needs for adjustments (regarding work, education intergenerational collaboration, etc.), they are made on the fly.

24. BEST PRACTICE ATES STRENGTHENING THE COMPETENCIES OF ELDERLY



IDEAS FOR REFLECTION

The senior staff has been employed in the company for a long time and there have been no special adjustments regarding work.

KEYWORDS

quality, promptness, professionalism

PHOTOS AND PICTURES



25. BEST PRACTICE ISKRATEL, D. O. O. INTERGENERATIONAL VALUES



INTRODUCTION

Iskratel, a Kontron Group company, is a leading European provider of sustainable solutions for the digital transformation of telecommunications, transport, public safety and energy. With its own research and development and manufacturing centers, its development and service centers in 30 locations support customers in more than 50 countries worldwide. With 75 years of experience and combining creativity with innovation, Iskratel is your connection to a sustainable digital future.

BASIC INFORMATION

Name of the Organization: Iskratel, d. o. o.

Company Size: > 460

Location: Kranj, Slovenia

Industry: Information Technology (ICT)

Form of the Entity: d. o. o.



25. BEST PRACTICE ISKRATEL, D. O. O. INTERGENERATIONAL VALUES



WORK STORY

Older employees are the heart of the company. Most of them have been with Iskratel since they were students, some even since they were in high school. They are an invaluable source of experience, knowledge, various adventures, and authentic stories. Together with the younger generation, they weave a BOND of many competencies, views, and experiences. Together they complement each other. Their focus is precisely the mutual connection of all generations and the internal and external environment.

USEFUL INSIGHTS

They build the CONNECTING culture in their company on three important elements: Leadership. Energy. Trust. Everything is based on five company values and the right way of communication. People are connected today because they are heard and led by example (they changed the language, learned to accept changes and communicate them) because they know and recognize the importance of their work in relation to the realization of the company's vision. They found that to achieve the desired changes in culture, it is necessary to change communication, especially internally. So, they started with the values and strategy of the company and involved all employees in this. A special focus is on elderly employees: a celebration of jubilees (working years, 30 and 40 years - thanks from the management, lunch and attention); Friday exercise (care for health, spine...); Iskratel's Sports Committee (afternoon activities, summer and winter sports, use of sports facilities in the local area); Iskratel's cultural committee (events in the local and wider environment); "WUM" (lectures by experts on various fields: health, the importance of movement and healthy eating, commitment and motivation...); 6 to 8 times a year (motivational lectures for empowerment and even greater two competencies); involving the elderly in interviews (publicity) and internal events - past and present practice; work then and now, decades of experience, Iskratel through time and different periods... - maintaining ties with pensioners - involvement in events, publicity, etc.

25. BEST PRACTICE ISKRATEL, D. O. O. INTERGENERATIONAL VALUES



IDEAS FOR REFLECTION

In Iskratel, they constantly highlight mutual cooperation, the exchange of good practices, different experiences, and constructive debate. It is important that colleagues get to know each other, share knowledge and different experiences - generations among themselves. They strive for an intergenerational flow of knowledge, experience, views and ideas. Innovation is the glue for connecting several generations and encouraging intergenerational cooperation both inside and outside the work environment. As an innovative company that has curiosity written down among its core values, and innovation is the competence of all Iskratel women and men (regardless of age, position and field), they are aware of its power and influence, which is why they plan to develop a creative environment and a culture of innovation.

KEYWORDS

Iskratel, iskratel team, intergenerational cooperation, connected, elderly friendly company, digitalisation, family-friendly company, commitment to the society, diversity, employees

PHOTOS AND PICTURES



26. BEST PRACTICE ODELO SLOVENIJA D.O.O. TEAMWORK AND INTEGRITY



INTRODUCTION

The odelo company is a leading manufacturer and system supplier of automotive lights for the international automotive industry. They are present in nine locations worldwide and employ more than 3,500 employees. Their lights are characterized by high quality, innovation and the use of new technologies, and they produce around 10 million products annually. They achieve ambitious goals by living our values every day - teamwork, proactivity, innovation, customer orientation, integrity and empowerment. They are the proud holders of numerous certificates for quality systems, environment and information security, as well as recipients of various awards: for business excellence, foreign investor of the year, best logistician and TPM company of the year.

BASIC INFORMATION

Name of the Organization:	Odelo Slovenija d.o.o.
Company Size:	> 250
Location:	Prebold, Slovenia
Industry:	production of car lights
Form of the Entity:	economic corporation



26. BEST PRACTICE ODELO SLOVENIJA D.O.O. TEAMWORK AND INTEGRITY



WORK STORY

They employ around 1,500 employees in ODELO Slovenia, who come from more than ten countries from all over the world. Some stay with them for a short time, others until retirement. They offer the opportunity to both career starters and experienced staff, as well as unqualified workers and experts and PhDs. Age is not a key factor in recruitment and career development. They are united by common values: teamwork, proactivity, innovation, and customer orientation. The elderly perform different jobs, depending on their knowledge, experience, and career path. In the past years, they have held dozens of workshops and trainings to promote awareness of the diversity of generations, cooperation, and communication, several motivational 'team-buildings' to strengthen the connection, belonging and well-being, they also socialize at picnics and New Year's parties, and their leaders are regularly trained in the field of managing heterogeneous work groups. They believe that the synergy of all measures has developed over the years into a successful adaptation to demographic changes. They like and regularly invite their retirees to meetings, as well as picnics and other events, where they reminisce, laugh and sometimes even shed a tear of nostalgia.

USEFUL INSIGHTS

In the automotive industry, which requires really high standards, dynamism and the highest quality in the work process, they have introduced various internationally recognized methods (PDCA, Process Time Analysis, KVP) that enable improvements in all processes. Practically every day they deal with improvements and optimizations that will enable them to do their work more easily, without losses and with as little effort as possible. They have adapted, automated and robotized many jobs, while they have sometimes encountered less resistance to change in the elderly population, especially in the area of digitization. With age, employees usually also face a loss of physical and mental strength, and more difficulty handling stressful situations, which is why they held several workshops on the topic of awareness and strengthening responsibility for one's own health. They got involved in several projects that supported them in the implementation of activities for the elderly, such as ASI, ASI Piloti (to maintain the commitment, productivity, and efficiency of older workers, to encourage longer working lives), Naprej, Polet (an innovative integrated business model for active and healthy aging developed). It is not superfluous to emphasize that this is not only a one-time and time-limited project, but rather long-term activities that do not end even after several years. At odelo, they value their older employees and their knowledge and experience, and they believe that they will also find a way for successful intergenerational cooperation in the future.

26. BEST PRACTICE ODELO SLOVENIJA D.O.O. TEAMWORK AND INTEGRITY



IDEAS FOR REFLECTION

Not only when working with the elderly, but when working with people of all ages, from kindergarten through school, first employment and all the way to retirement, it is necessary to take into account mutual differences, beliefs, values, and last but not least, abilities and competencies. In the workplace, where they spend a third of the day, employees face many work challenges, which they can only cope with in the face of increasing multiculturalism and the aging of society by respecting diversity. What's more: if they see in it an opportunity for dialogue, the enrichment of the organizational culture, by achieving common goals they will create fulfilling cooperation and an important competitive advantage for the company. They would like to have more get-togethers in the company, and they would like to offer the elderly more activities in the field of health, from healthy eating, exercise, training, to massages and benefits for employees of all ages.

KEYWORDS

manufacturer of high-quality lights for the premium class automotive industry, innovation, proactivity, teamwork, integrity

PHOTOS AND PICTURES



27. BEST PRACTICE ZAVAROVALNICA TRIGLAV, D.D. ACTIVE ELDERLY



INTRODUCTION

Zavarovalnica Triglav is the largest Slovenian insurance company and the controlling company of the Triglav Group and is the leading insurance and financial group in Slovenia and the Adria region. The group operates in seven markets in six countries and more internationally through partnerships with companies for insurance mediation, representation and reinsurance. With its knowledge, experience and financial strength, it has been justifying the trust of customers and other stakeholders for more than 120 years. The key pillars of its business are insurance and asset management. The main values of the company are responsiveness, simplicity and reliability. Its vision is to set the standard for an exceptional user experience - always and everywhere. With a sustainable orientation of operations, it is a development-oriented environment for employees, connected with partners and a stable, safe and profitable investment for investors.

As part of the development of the organizational culture, they continue to create a highly successful and service-oriented organizational culture that supports strategic business directions, and an organizational environment that encourages healthy, satisfied and engaged employees to develop skills and competencies to successfully achieve goals. Special emphasis is placed on teamwork, intergenerational cooperation, a healthy way of life and work, and orientation towards relationships.

BASIC INFORMATION

Name of the Organization: Zavarovalnica Triglav, d.d.

Company Size: > 250

Location: Ljubljana, Republic Slovenia

Industry: insurance

Form of the Entity: commercial company



27. BEST PRACTICE ZAVAROVANICA TRIGLAV, D.D. ACTIVE ELDERLY



WORK STORY

Already ten years ago, personnel projections showed them that the share of older employees will increase significantly in the next period. This finding, while simultaneously taking into account the demographic situation in Slovenia, encouraged them to act quickly. Their goal was to ensure a sufficient number of professionally trained and competent employees, digitize and optimize work processes, raise the digital competencies of employees, improve the reputation of the employer brand and change the organizational culture so that it is also favorable to age diversity. They started preparing older employees for changes and encouraging them to lifelong learning in order to prevent early cognitive retirement and increase motivation for work. Today, even due to the change in pension legislation, older employees remain active performers of work processes for a longer period. As an employer, they encourage work in age-mixed work groups, thereby providing a suitable environment for the development of mutual mentoring and preventing older employees from losing the organizational knowledge they have acquired over many years of professional career when they leave.

They started the work on a project basis. In the beginning, they devoted a lot of time to informing employees, encouraging them to accept changes and lifelong learning, and taking care of maintaining their psychophysical condition. In the following, in cooperation with the Institute of dr. Anton Trstenjak developed and implemented an education program for senior employees and managers. Managers were encouraged to actively involve older employees, to introduce changes in work organization and to create age-mixed work groups. Today, the majority of older employees remain satisfied and active performers of work tasks until they meet the conditions for retirement, and some even longer.

USEFUL INSIGHTS

Even well-planned and implemented activities in the adaptation process of older employees do not guarantee quick changes. The first results are noticeable after several years. In the beginning, they were faced with a reserved response both from senior employees and managers. Their older employees, despite being aware of the changes, still too often tried to leave quickly, and their interest in learning and continuing to work grew slowly. Managers also needed support and constant encouragement in involving the elderly, introducing new ways of working and adapting the work environment and work processes.

Therefore, consistent and comprehensive communication with seniors and leaders is extremely important. Since progress is minimal in the first stages of the project, there is a risk of a decline in motivation to continue work even in a professional team. It is extremely important that the project manager gets the support of top management to continuously monitor the process, intensify activities when there is a standstill, take care of the team's motivation about the activities carried out, inform all key stakeholders and promote the important achievements of older employees and age-mixed work groups.

27. BEST PRACTICE ZAVAROVALNICA TRIGLAV, D.D. ACTIVE ELDERLY



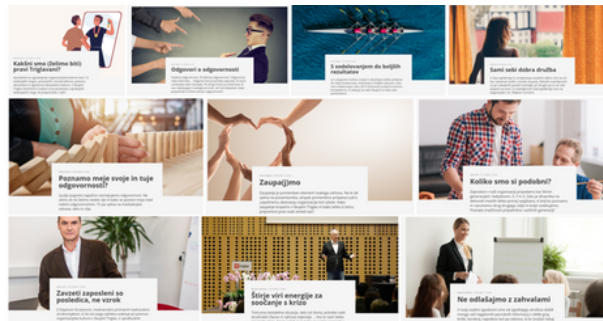
IDEAS FOR REFLECTION

Above all, they must not skimp on the time they devote to communication and promotion of work in age-mixed work groups. In such forms of work, everyone, young people, is gaining. i. g. the tacit knowledge of the seniors, which would otherwise be lost with their departure, and the seniors the digital knowledge and skills that younger colleagues can provide them.

KEYWORDS

safer future for all stakeholders

PHOTOS AND PICTURES



Healthy Workplaces LIGHTEN THE LOAD

HEALTHY WORKPLACES GOOD PRACTICE AWARDS 2020-22

Final results

Country	Awarded examples	Organisation
Austria	Successful MSD prevention in a large hospital through staff involvement and diversity	Universitätsklinikum Wien
Cyprus	Staircase modifications to better manage manual handling at airports	Demagor Cyprus Ltd
Germany	Providing ergonomics in office at telework through a comprehensive knowledge database in the software industry	SAP SE
Hungary	Technical modifications on the production line based on ergonomic risks in a sweets factory	F&B Ltd
Italy	MSD prevention in laundry plants by introducing new opening methods and instrumental changes	Servis Italia SPA
Lithuania	Ergonomic workplaces through lifting solutions in construction	SKA Skaibing, Skandinavijos žemė
Lithuania	Prevention of injuries through ergonomics training in a company producing professional fishing equipment	UAB Vison Lithuania
Slovenia	Ergonomic workplace set up in office and at home through training in an insurance company	Zavarovalnica Triglav, d. o. o.

28. BEST PRACTICE CLÁRITAS BIG BROTHER



INTRODUCTION

Cláritas turismo was born from a group of art historians, heritage experts, archaeologists and official tourist guides, lovers of history, art and culture. They like to show people the reason for history, the traces of ancient civilisations, the convulsive and epic history that has been lived.

In Cláritas Turismo, they are aware of the added value that people with more experience have. And in the tourism sector, experience and knowledge is a degree!

Through the experience of my "older brother", the necessary synergy was created within the company so that workers who found it more difficult to travel or with the schedules of the visits, could transfer their knowledge and at the same time be able to make the visits in pairs with younger workers so that they could transfer their knowledge in a dynamic, enjoyable and fun way, creating a cultural experience in our guided tours.

The company organises guided tours in the cities of Jaén, Granada and Almería with the aim of making the history and heritage of these Andalusian cities known.

BASIC INFORMATION

Name of the organization: CLÁRITAS

Company size: < 10

Location: Granada, Spain

Industry: tourism sector

Form of the entity: company



28. BEST PRACTICE CLÁRITAS BIG BROTHER



WORK STORY

Everyone at Clarita's understands what it is like to be unmotivated and how important it is to feel useful at work. Each of the team members has experienced what it is like to work in something that did not motivate them, to work in companies where the working environment made going to work a nightmare every day. Some of them suffered from burnout syndrome, and other bad experiences related to an unfavourable working environment. After experience in different jobs where the working environment, lack of motivation and other factors of the working environment were not satisfactory, they decided to leave the companies where they worked and set up the company. Here each person is different in their professional background and the handicap was to form a team that knew how to empower human resources of different ages.

Motivate is the word. Give value to the worker, give him his place and through the symbiosis of the team, he will be able to get all his potential and also learn things from the other colleagues. With their practice of "big brother" the most important thing for the worker to be productive is that he/she feels motivated and wants to feel part of a mission. For this, they understand that HR managers must know well the human value of their older workers and be very conscientious to bring out their full potential.

Through their way of working, they always organise guided tours in the cities of Jaen, Granada and Almeria with the aim of making the history and heritage of these Andalusian cities known in a dynamic, entertaining and fun way, creating a cultural experience and for this they form the team with a senior worker and a young person. To ensure that the experience is complete and that both young people and older people connect with the tourist experience, they have created a cultural experience.

USEFUL INSIGHTS

Among the obstacles they have had to overcome, they find that it is often the worker himself who is hindered and blocked by age. The employee must be motivated to feel useful and part of the team. Age is just a number. In their case, the practice has been welcomed in the company by all and without conditions. All their staff was convinced that the hybrid experience of "young and experienced" tourism advisors would lead to success. They have been developing this experience for about two years. But it really only takes a few sessions to get started and see that the workers feel in harmony. Success lies in understanding that it is often the worker himself who is hindered and blocked by age. The employee must be motivated to feel useful and part of the team. Age is just a number.

28. BEST PRACTICE CLÁRITAS BIG BROTHER



IDEAS FOR REFLECTION

It is a well-known fact that experience is a degree! And in the tourist sector even more so, a good tourist guide is one who has been through "a thousand battles". We must be aware of the value and potential of our elders and look for ways in which they can demonstrate their experience.

KEYWORDS

motivation, experience, team value

PHOTOS AND PICTURES



29. BEST PRACTICE DSG CONSULTORES RECOGNIZING TALENT FROM EXPERIENCE



INTRODUCTION

DSG CONSULTORES is a local organisation working in the field of HR Consultancy and Training for SMEs in Almeria. They have more than 15 years of experience and a good number of clients. They also provide training in collaboration with the Provincial Council for unemployed people and other groups such as immigrants, young people and long-term unemployed among others. DSG Consultores offers both Public Administrations and private construction companies a Health and Safety Plan Coordination service on construction sites, with advice on safety measures to be adopted on these sites and close monitoring of the workers, to ensure compliance with both collective and individual protection measures, which would be necessary to adopt according to the provisions of the Health and Safety Plan for the execution of the construction work. DSG also has a training department to cover the training needs of company employees, mainly due to the adaptation of workplaces to new technologies and the channeling of these to quality systems of the product or production system, which makes it necessary to plan the TRAINING with specialized advice, monitoring and delivery of courses tailored to the needs of our clients, according to the fundamental activity of the companies we serve and the qualifications of the personnel to whom the training action is directed, in short, providing our clients with a tailor-made service.

BASIC INFORMATION

Name of the Organization: DSG CONSULTORES

Company Size: < 10

Location: Andalucia, Spain

Industry: training, consultancy

Form of the Entity: company



29. BEST PRACTICE DSG CONSULTORES RECOGNIZING TALENT FROM EXPERIENCE



WORK STORY

DSG Consultores offers, both to Public Administrations and private construction companies, a Health and Safety Plan Coordination service on construction sites, with advice on the safety measures to be adopted and close monitoring of the workers, to ensure compliance with the protection measures, both collective and individual, that would be necessary to adopt in accordance with the provisions of the Health and Safety Plan for the execution of the work.

The requirements of a company vary depending on the personnel they are using and they decided to work with seniors because of the age of the personnel. Protection measures must be adapted to the personnel and the prevention plan must take into account the age of the worker for possible readaptation. This is why DSG Consultores is aware from the outset that the worker must be listened to. If they do not take the worker and their needs into consideration, it will be difficult for them to succeed in their readaptation. On the other hand, they must talk about a specific concept within the company. **RECOGNITION OF THE WORKER.**

There are companies that have been employing workers for twenty years, who have a lot of experience and knowledge, and all this experience should be channelled to new employees. But how can a new employee be guided by the older employees if they have the same rank in the company? The answer to this question is very simple, with the public and notorious recognition of the employee. The company must recognise their work and highlight it so that they can be a model and a reference for other employees. And this is how we and our workers see it, and at the same time, they try to transmit this ideology to other companies.

USEFUL INSIGHTS

The crisis that occurred in the construction sector (2008) greatly affected the area related to the Occupational Health and Safety service. This crisis in the construction sector directly affected the main area within the company. As the number of construction sites decreased, so did the activity in the DSG.

As the situation was not improving and the crisis in the construction sector was getting worse and worse, the DSG had to consider taking measures that affected the survival of the company. And this is where our experience in managing a complex situation was born.

Taking into account that they have multiple companies that they advise and train, they set themselves a challenge, to try to help these companies to readapt these workers in order to reduce redundancies.

Every senior worker has experience and baggage that young people hardly have, so why not take advantage of it? How to take advantage of it?

We must be aware and for this, they propose the following steps:

Make a SWOT analysis of human resources within the company and be aware of the strengths of older workers and give them importance in front of their colleagues. Like a young football player who relies on the veterans. Veterans have an added value and we had the need to highlight it.

29. BEST PRACTICE DSG CONSULTORES RECOGNIZING TALENT FROM EXPERIENCE



IDEAS FOR REFLECTION

In short, the management of senior human resources within a company must be flexible and dynamic in order to adapt to each stage of their life cycle and to changes in the market and, on the other hand, it must recognise veteran workers in order to enhance their happiness at work and their contribution to the company.

KEYWORDS

recognition of the worker, flexibility, communication

PHOTOS AND PICTURES



30. BEST PRACTICE AEA ASOCIACIÓN DE ESTUDIOS ALMERIENSES TEAMING UP



INTRODUCTION

The Association de Estudios Almerienses (AEA) is a state-wide non-profit organisation, founded on 27 August 2010, which dedicates its efforts to the integral help and support of people, through social intervention and labour integration. Its main purposes are to carry out all kinds of activities related to education and training, as well as complementary or accessory operations to these purposes for the full development of employment and training.

Through this best practice they will see how team spirit, which is so necessary in the workplace and which does not depend on age, can be fostered. The aim of this practice is to show how sport can be configured as a team-building activity in the workplace and thus provide internal cohesion for older workers.

BASIC INFORMATION

Name of the Organization: The Association de Estudios Almerienses

Company Size: < 10

Location: Almeria, Spain

Industry: training

Form of the Entity: association



30. BEST PRACTICE AEA ASOCIACIÓN DE ESTUDIOS ALMERIENSES TEAMING UP



WORK STORY

In line with the fundamental objectives of our association, which are none other than to be an entity of reference in the generation of social value, providing quality services in favour of the integral development of people in situations of exclusion through the acquisition and improvement of their personal autonomy and the socio-labour skills necessary for their full integration. The Asociación de Estudios Almerienses (AEA) aims to be a place of recognised prestige for professionalism and values. They intend their association to be a model for other associations to follow and to generate positive synergies in the generation of quality employment for really vulnerable people. That is why their practices within the association are perceived by workers as highly motivating and even transferable to any other company. And it is in this sense that they feel committed to the requalification of older people.

The main lines of their mission is to be a space for initiatives and the generation of socio-labour proposals whose priority is to make the socio-labour insertion of people through training a reality. They want to be an entity of reference in the generation of social value, providing quality services in favour of the integral development of people in situations of exclusion through the acquisition and improvement of their personal autonomy and the socio-labour skills necessary for their full integration.

In their case, the success has been none other than to carry out activities that promote coexistence within the company. Among them, joint sports such as paddle tennis or football have allowed them to strengthen relationships and for the younger employees to create relationships and synergies with the older ones to help and train them in an almost "uncommitted" way among friends. All of this is based on "Pleasant moments", all those that are experienced when a close relationship is established, rejoicing in the joys of our colleagues.

USEFUL INSIGHTS

The management of human resources over 55 and their requalification depend on the employee's desire to learn new skills. Their association is very committed to sport and it is in this area that they understand that actions that encourage coexistence within the company will help the worker to feel happier and more eager to continue advancing within the company.

To ensure that the team is happy with what they do and is motivated with a motivation that goes beyond the material, the association follows a series of guidelines, among which is to do sport in the company.

In this way, they organise team breaks and team sports where employees can disconnect from work and connect with each other. It is about spending time with the team to get to know each other better and thus facilitate synergy and support between colleagues.

In their case implementing was easy, when they transferred it to other companies, generally the HR managers believe in it. Generally, it takes a minimum period of 2 to 3 months to find that group cohesion and happiness in the employees.

30. BEST PRACTICE AEA ASOCIACIÓN DE ESTUDIOS ALMERIENSES TEAMING UP



IDEAS FOR REFLECTION

Inclusion and team cohesion, sport.

KEYWORDS

Professionalism, work development with seriousness, efficiency and honesty.

Teamwork, multidisciplinary team with a common goal.

Transparency, responsibility and honesty in our daily work.

Personalisation, individualised service to the socio-labour needs.

Integration, commitment to the development of social and personal autonomy skills.

PHOTOS AND PICTURES



31. BEST PRACTICE POD MY COLLEAGUE MY MENTOR



INTRODUCTION

POD is a small company that executes and develops all projects in collaboration with different specialized companies in the sector. POD provides a very personal service based on previous detailed studies according to the client's needs, always focused on a high professional level.

BASIC INFORMATION

Name of the Organization: POD

Company Size: < 10

Location: Granada, Spain

Industry: training

Form of the Entity: association



31. BEST PRACTICE POD MY COLLEAGUE MY MENTOR



WORK STORY

The construction sector is known for having workers who require good physical condition, but as the years go by and the physical condition deteriorates the worker usually feels less fit. The POD gets experienced workers to do more technical and creative work within the company and thus encourage the self-acceptance of the older worker. Intrinsic motivation is nothing more or less than finding meaning in what they do internally, it is a way of giving value to their work and to the employee.

Javier Gil, manager of POD, always tries to make the employee feel like an active part of the company, communicating with the workers, giving them feedback, informing them of their needs, etc. This favours the birth of new strategies and favours communication in the broadest sense of the word. It is in these environments that the most creative ideas are born and there is no doubt that the older worker can always contribute many ideas through experience. Therefore, it is necessary to make the employee feel useful, making him/her feel part of the management and giving him/her prominence and weight, thus encouraging his/her intrinsic motivation and feeling of belonging to the company.

Javier Gil is very aware of the difficulty that older workers have in companies related to the construction sector, where he has seen how people close to his family found themselves being made redundant when they were older, as they were no longer "useful" for working in the construction industry. For this reason, and in order to have a socially committed company, he has tried to create a balance between the self-motivation of each older worker to grow and fulfil themselves and the external factors that can have a positive influence on reinforcing this motivation. For Javier Gil, the experience has made it clear to him that human resources and the treatment of employees is one of the fundamental pillars of the company, and that this has an impact on the company's objectives.

USEFUL INSIGHTS

- Employees will work harder when they see that the company's management is interested in their well-being.
- When an employee develops a sense of belonging to the company and feels motivated at work, he or she will perform better.
- Positive work climate in which the employee feels at ease.
- The employee will create a feeling of belonging to the company.
- Stimulates employees to want to achieve their goals and to comply with a strategy of which they feel a fundamental part.
- Self-realisation and personal growth of employees in POD.

All these are the keys that consist of having the "senior colleague as an advisor". In order to achieve this within the company, it must be given weight to encouraging workers to be motivated and to value the senior colleague in front of the team.

31. BEST PRACTICE POD MY COLLEAGUE MY MENTOR



IDEAS FOR REFLECTION

Self-motivation.

KEYWORDS

integration, commitment to the development of social and personal autonomy skills

PHOTOS AND PICTURES



32. BEST PRACTICE FUNDACION DON BOSCO MAGIC BLACKBOARD



INTRODUCTION

Fundacion Don Bosco is a foundation of the Salesian Province of Mary Help of Christians of the Salesians. They develop projects of residential care, socio-educational, socio-occupational insertion, support to formal education, fight against the digital divide, community promotion, as well as social volunteering initiatives. With their own methodology, the Preventive System that is characterised by comprehensive education and personalised accompaniment, with the person as the protagonist of their process and in a family atmosphere. They are present in three autonomous communities and do this through 29 social centres and the development of their work in 198 projects that attend to the most vulnerable people.

BASIC INFORMATION

Name of the Organization: FUNDACION DON BOSCO

Company Size: < 250

Location: Granada, Spain

Industry: non-profit

Form of the Entity: foundation



32. BEST PRACTICE FUNDACION DON BOSCO MAGIC BLACKBOARD



WORK STORY

In their Foundation they are very committed to social needs and one of them and fundamental is the labour insertion, in this sense, all the people who have special difficulties to find a job are their "target public" either because they are immigrants, women, people with low qualifications or elderly people. Therefore, it is part of their DNA.

They understand that the person has to feel useful and they must make every effort to encourage the creation of a network within the workplace, in which the necessary synergy for personal and professional growth takes place.

For all these reasons, the success of their actions is based on trying to promote the "human" part, the human value within the company. In other words, every action they carry out within their foundation or in other organisations consists of making the individual and the human being who works for them known as a person close to them. The closer the worker is to another worker and to the management, the easier it will be to detect any problem of lack of competences and the easier it will be to correct it. In this sense, in their foundation they have a blackboard on which employees put the things they are good at and the things they would like to learn and improve. This allows young and older employees to help each other, thus creating a network that enhances the synergy of the company. They always have complex situations and situations where older people feel traumatised and do not like to talk about their problem or their competence problems.

USEFUL INSIGHTS

The biggest obstacle they encounter in this type of activity is that the older person is able to break the barrier of fear of ridicule, that they are able to explain what they need help with and how they can help them, and that they are aware that this is not a negative thing. They often find that the fear of ridicule is the brake for older people.

By means of the dynamic of the blackboard, one should do an exercise of introspection and share what one is good at with others, and in this way people over 55 can help each other. This dynamic has been easy because in the foundation they have a multidisciplinary team of monitors and psychologists to provide support in any type of activity. As for the results, they can be seen from the first week.

32. BEST PRACTICE FUNDACION DON BOSCO MAGIC BLACKBOARD



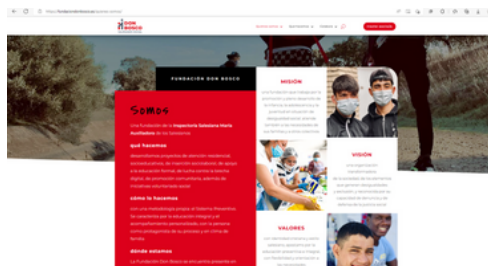
IDEAS FOR REFLECTION

Among the disadvantages of hiring an elder employee, they can highlight their reluctance to change in general and the difficulty they face in changing their way of working and adapting to current work trends and working methods. Their career plan is no longer as long-term as it can be for a younger worker and they are often more difficult to motivate.

KEYWORDS

motivation, resistance to change

PHOTOS AND PICTURES





AGEADAPT

RegioVision
GmbH Schwerin

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