

Comparative Age Management and the Active Ageing and Inter-Generational Approach. The Italian case

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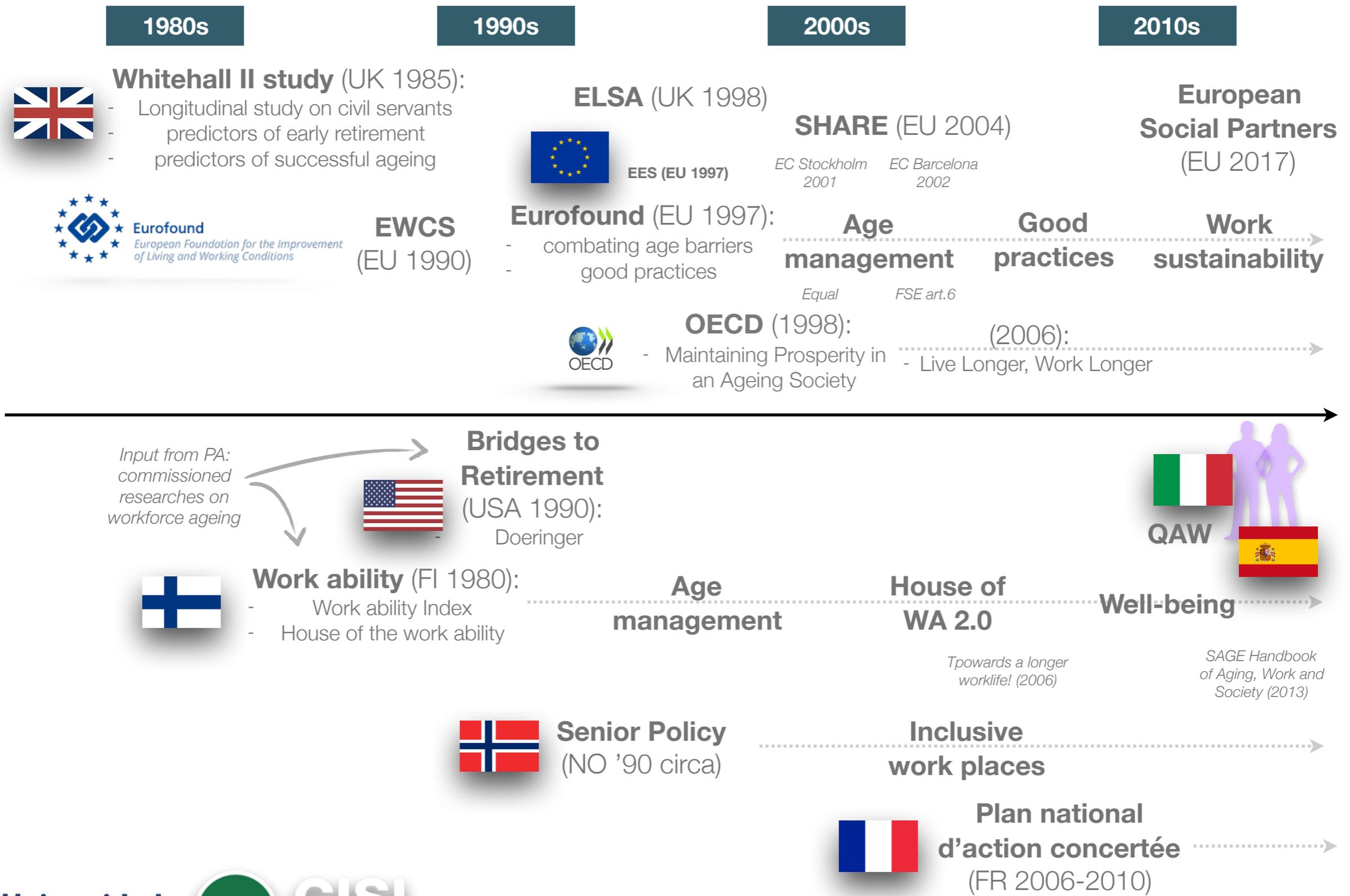
Objective and summary

- **Objective:**
 - The aim of the communication is...
- **Summary:**
 - Introduction
 - Comparative Age Management in Europe (and beyond...)
 - Comparative Age Management: competing paradigms
 - The Italian policy framework / The sustainability of work
 - An overview of HR dimensions
 - Implications according to the AAlA framework and how do Italian cases respond
 - Discussion and conclusions

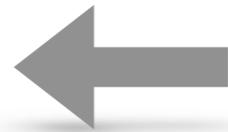
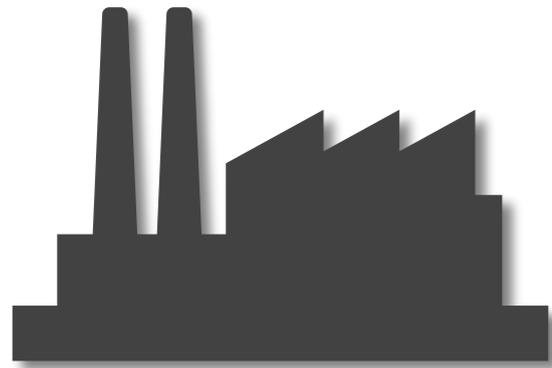
Introduction

- The Autonomous Framework Agreement on **Active Ageing and an Inter-Generational Approach**
 - Addresses issues and responds to challenges outlined in the last three decades by international institutions and organisations like **WHO, OECD, UNECE, EU**
 - Propose to enhance measures/tools that pertains to a disciplinary field of active ageing known - especially in Europe - as **age management**
- Age management field encompasses an heterogeneity of **programs, methodologies, practices and tools**
 - It has developed, on the **national basis**, according to organisational and policy cultures hugely different according to scope, objectives, stakeholders and actors involved
- On a **methodological level**, a unitary framework that helps work organisations to make the transition from awareness to action still lacks
- The plurality and flexibility of the approaches to age management risks turning into **fragmentation** and lack of coherence of the interventions

Comparative Age Management in Europe (and beyond...)

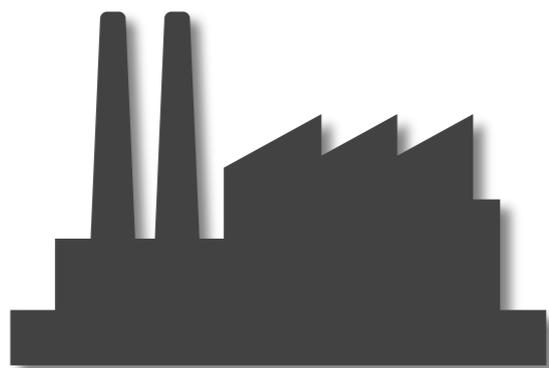
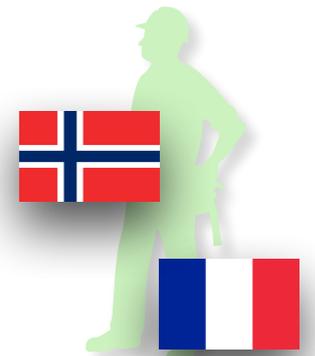
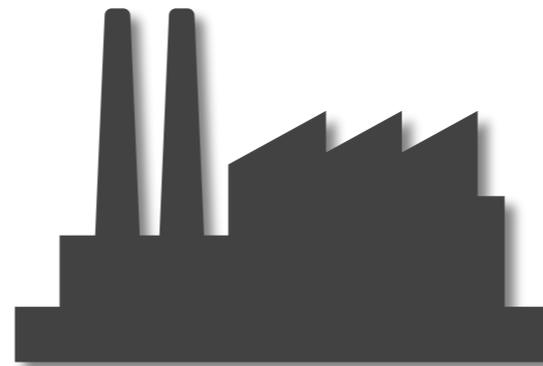


Comparative age management: competing paradigms



PARADIGM 1
The worker has to adjust to work demand while ageing

PARADIGM 2
Workplaces and work demand have to adjust to workers' age



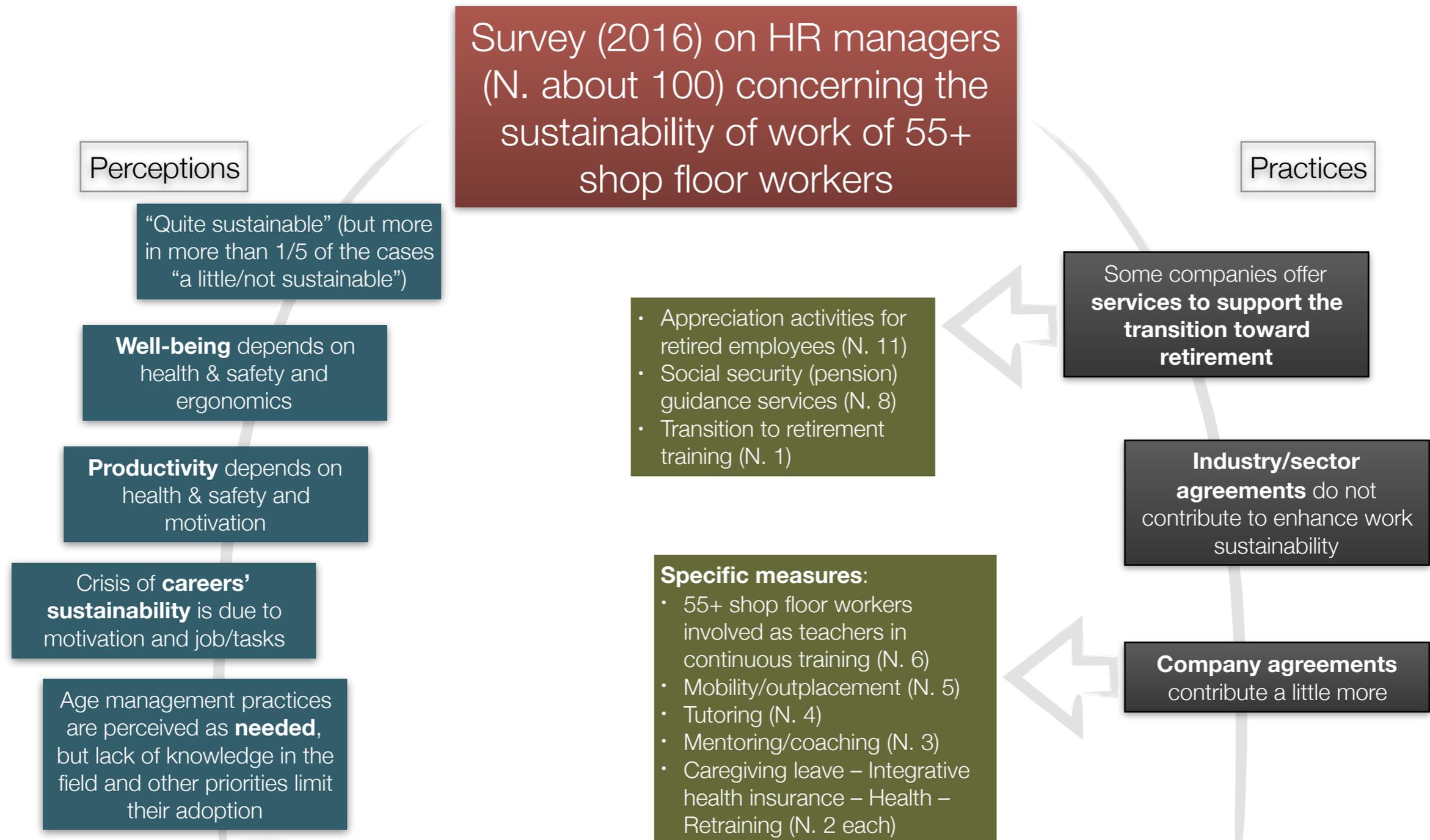
PARADIGM 3
Bridging factors, employers' commitment, and workers' pro-activity allow reciprocal adjustment

The Italian policy framework

- The Italian policy framework is an example of **fragmentation** and **inconstancy** of the interventions
 - **Few fields covered:**
 - Health and safety at work / Risks assessment
 - Corporate training
 - Generational relay / Early retirement
- The policy making on age management is still occasional, **lacking systematism** and a clear and shared range of **objectives**
- However this leaves room for the development of **bottom-up initiatives** (e.g. at regional and organisational level), **isomorphic behaviours**, and organisational **resource-based approaches** (*versus* one-fits-all)
- Room for a more extensive attention to ageing workforce needs and preferences is also emerging in the scope of **collective bargaining** at company level

The sustainability of work of 55+ shop floor employees in manufacturing companies

AIDP 2015-2016 data, UCSC Arethe Srl own processing



Comparative age management and HRM

- Comparative age management studies brought to identify **HRM dimensions** that can support and enhance the age management practices at organisational level
 - Overall, the comparative age management studies **have consolidated a series of acquisitions** dispersed within different approaches, policies, programs, agreements and practices
- The HRM dimensions identified widely rests upon the categories drew by **Eurofound** since it started its cultural campaign addressed to combating age barriers in employment at late 1990s
- Furthermore, these dimensions of HRM show that **the spectrum of possible areas of action is multiple**, and that it can be superimposed with the policies that the organisation is already implementing
- What they imply in a different way is the **point of observation** of the critical issues that must be addressed (i.e. the relationship between age and sustainability of work) and the **awareness raising** concerning the need to harmonize HRM policies, putting a special attention to all ages (age groups) coexisting within the organization

An overview of HRM dimensions

See also: European Foundation for the Improvement of Living and Working Conditions. (2006). *A Guide to Good Practice in Age Management* (G. Naegele & A. Walker, eds.). Luxembourg: Office for Official Publications of the European Communities.



Recruiting

Training and life-long learning



Career management and redeployment

Flexible working time and alternative work arrangements



Health management and workplace accommodations

Performance measurement and remuneration



Transition to retirement

An overview of HRM dimensions

HRM dimension	Definition	Advantages for companies	Examples of age-related HR practices
Recruiting	Equal or special access to jobs for older employees; no direct or indirect discrimination of older applicants	Enlarged hiring pool ; unique skills, knowledge, and expertise of older employees; customer orientation through fit with age; diversity friendly image	Age-neutral job advertisement; focus on experience in job interviews ; no negative stereotypes ; recruitment instruments targeting older employees; re-recruitment
Training and life-long learning	Equal access to trainings throughout employees' work life; consideration of specific needs of older employees	Increased qualification level of older employees improves productivity; motivational effects	Update of existing skills and acquiring new skills ; job rotation ; training for specific age groups : adaptation of instructional methods
Career management and redeployment	Career management: equal opportunities to progress within the organisation, irrespective of age Redeployment: relocation of employee as a response to performance constraints to attain a better person-job-fit	Career management: fit of employees' abilities and workplace requirements ; increased performance; intrinsic job motivation Redeployment: increased motivation, health, and performance ; retention of older employees	Career management: regular career talks ; alternative career models ; mentoring roles for older employees Redeployment: ensure fit between abilities, health profiles and workplaces' requirements; link with other age management activities
Flexible working time and alternative work arrangements	Enabling employees to be flexible regarding their working hours and work scheduling complaint with changing work preference during their work life	Increased employees' motivation, performance ; better work-life balance, health levels, and reduced sick leaves; better utilisation of labour resources	Flexible work schedules ; part-time employment ; sabbatical systems, working time accounts ; working from home ; job sharing ; special incentives
Health management and workplace accommodations	Organisational actions for fostering employees' long-term health and work ability, esp. company health initiatives and (re-)design of work processes and workplaces	Prevention of longer recovery times ; avoidance of early retirement ; reduced performance differences ; maintained productivity and work ability ; reduced absenteeism	Ensure safe working conditions ; health promotion programs ; adjustment of individuals' workloads ; ergonomics; health-oriented culture ; foster psychological health
Performance measurement and remuneration	fair, non-discriminatory, and potentially age-specific assessment and rewarding of employees' accomplishments	Fair reward of performance; fair methods of evaluation; overcoming age-related performance stereotypes	(Re-)define 'good' performance ; performance assessment (360 degree evaluation)
Transition to retirement	Enabling a smooth transition between working life and retirement	No sudden loss of crucial knowledge ; transfer of knowledge; turn to the pensioners' competences for special projects; internal and external company image	Different forms of gradual transition (partial, phased, trial with call-back arrangements) ; preparatory measures

Adapted from: Boehm, S. A., Schröder, H. S., & Kunze, F. (2013). Comparative Age Management: Theoretical Perspectives and Practical Implications. In J. Field, R. J. Burke, & C. L. Cooper (Eds.), The SAGE Handbook of Aging, Work and Society. London: SAGE, (pp. 225–226).

Implications according to the AAIA framework and how do Italian cases respond

HRM dimensions (litirature)	Area of activity (AAIA questionnaire)	Company
Recruiting	Recruitment + Combating age-related stereotypes	Anonymous Luxottica
Training and life-long learning	Training and life-long learning	Anonymous ATM Luxottica PAT Tarkett Telecom
Career management and redeployment	Planning and development of professional careers of the employees	Anonymous
Flexible working time and alternative work arrangements	Flexible working hours adapted to the needs of the employees	Luxottica Telecom
Health management and workplace accommodations	Adjustment of work processes and workplaces to the needs of employees and their psycho-physical skills resulting from their age and health + Division of duties and responsibilities among the employees with consideration to their psycho-physical skills resulting from their age and health + Health promotion at workplace	ATM Luxottica Tarkett Telecom
Performance measurement and		
Transition to retirement	Gathering and transferring specialist knowledge/skills and work experience acquired in the workplace and passing it on to new employees + Supporting employees at the end of their professional career when they get ready to retire	Anonymous Luxottica PAT Telecom
	Considering issues concerning employees' age in negotiation and implementation of collective bargaining contracts	Anonymous Luxottica

Discussion

	Anonymous	ATM	Luxottica	PAT	Tarkett	Telecom
Reasons	Digital skills gap among older and low educated employees	Initiatives on postures and eating habits with the aim of promoting healthy and active aging at work	Presence of a large number of older employees, absenteeism, physical problems	The valorization of the older employees through mentoring and reverse mentoring	Presence of older workers suffering illnesses	The need to follow the digital transformation, inserting new skills, and the management of a heavily aged staff
Execution	Definition of a skill matrix with volunteer employees	Postures analysis, training on new habits	Improve the working conditions of all the employees through company agreement	Tutoring of younger employees by senior employees; reverse mentoring on digital skills	To reduce the risks through training activities	Awareness raising, employees retraining (using IBFs), prevention programs addressed to older employees
Goals achieved	Still ongoing process	The training is useful at the extent to which the employees will act what they learned	The generational relay was used by over 30% of potential users	Improved organisational climate, improved digital skills and motivation	80% risk index reduction (among 50+) No accident involving 50+ (since 2010)	Employees involved in retraining have successfully changed their tasks
Success factors	Still ongoing process	Synergies between company's division, effectiveness of training	Voluntarism and flexibility	Continuous monitoring of the actions	Involvement of all the employees in the management of health	The collaboration with the trade unions in addressing the problem
Barriers	Still ongoing process	None	The lack of knowledge, the fear of the employees to lose out on pension treatment	Management's understanding that mentoring is comparable to a job	Initial employees' skepticism	Initial employees' skepticism
Lessons	Still ongoing process	Not mentioned	The need to let the workers understand the adopted tools	The effectiveness of mentor's skills assessment	The importance of workers involvement in health and safety at work management	The importance of training
Social partners role	Very important	Important	Very important	None	Full participation	Important
Sustainability	Will to extend this practice	Ongoing project, extended to other employees and covering other topics	Continuously	Will to extend this practice	Ongoing project	Ongoing project
Transferability	Yes	Yes	Yes	Yes	Yes	Partially

Discussion and conclusions

- Age management covers and can be applied to **every kind** (and every size) of **work organisation**
- According to the Italian case:
 - 3 private companies
 - 1 private ex-monopolistic (public) company
 - 1 municipal enterprise
 - 1 local authority administration
- **Age management implies a methodology**, that is:
 - Identification of objectives, phases, tools, targets and actors
- Moreover, **age management is a methodology**, that can lead to identify specific actions to be implemented: it's the process to be used to attain a **correct understanding** of the issues and implications raised by the workforce ageing process
- With regard to **objectives**, the Italian cases show the evidence that the strongest **barrier** to be overcome - according to the broad spectrum of practices realised - still remains the **lack of awareness and information**, and employees' **skepticism** itself
- **Inter-Generational** approaches are still weak, as well as career management
- With regard to actors, most of the cases show the importance of **work councils entanglement** as relevant actors in the actions' methodological development
- Fundamental role of **social partners** and social dialogue in order to foster a new culture of **inclusive workplaces**

Thank you for the attention

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