



Erasmus+

**InCounselling** The InCounselling 50+ logo, which consists of the text "InCounselling" in a teal, sans-serif font, followed by a circular graphic containing the number "50+" in orange and white.

# MODULE 2

## Employer Duties 50+

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“

CFO asks CEO: "What happens if we invest in developing our people and they leave?"

CEO: "What happens if we don't, and they stay?"

- Peter Baeklund

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[www.advancedresources.com](http://www.advancedresources.com)

# Learning Objectives

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At the end of this course, you are able to conclude employer duties from legislation, from evaluation of 50+'s work ability, and from possible impacts on your organization.

You are going to learn about:

- Legal aspects of further education and training (as an employer duty) to prevent older adults exclusion from learning.
- Legal aspects of employers' obligations to establish a safe working environment and secure working conditions.
- Helpful health management activities in the company.
- Most important national programs for the transition process into retirement.
- Legal regulations regarding retirement and company pensions.

# Overview

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1. Legal Regulations for Further Training
2. Further Education as an Employer Duty
3. Training for Older Employees
4. Health Management in organisations
5. Strategies and Instrument for Development
6. Transition Management

# 1. Legal Regulations for Further Training

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## On European Level

- based on subsidies instead of laws
- Grundtvig (part of *Europe 2020*)\*
  - Combat educational challenges with regard to an ageing population
  - Expand and deepen knowledge of adults
  - Financial support for teachers, trainers or HR staff

## On National Level

- basic right to education
- merely no laws for further training

## 2. Further Education as an Employer Duty

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- The basis of organisational development is the development of the individuals who form the organisation
- Main objective of training:
  - to improve the qualities of the trainee
  - to increase personnel efficiency, professional growth, smooth & effective organisation's operations
  - to solve problems

## 2. Further Education as an Employer Duty

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- **Possible reasons for problems:**
  - insufficient productivity
  - low quality of work
  - new tools, machines, processes, methods
  - waste, accidents, turnover, lateness, absenteeism
  - changed policies or regulations
  - obsolescences in skills, technologies, products, markets, capital management

Olaniyan &  
Ojo, 2008

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[www.advisus.co.uk/erasmus-plus.com](http://www.advisus.co.uk/erasmus-plus.com)

➔ **Is it worth to develop people 50+?**



## 3. Training for Employees 50+

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- Short period of employment left → no incentive for companies to invest in people 50+

**WRONG!**

- Trend: knowledge with a short half-life (e.g. technology)
- Need for continuous improvement and development
- Every age is important for the organisation

Armstrong-  
Stassen, 2005;  
Kistler, 2002

## 3. Training for Employees 50+

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- Currently little attempt to adjust training methods to meet needs and learning styles of older employees
- Training methods should focus on:
  - “hands-on“ learning technique
  - Be self-paced
  - Practical learning approach

Illmarinen and  
von Bonsdorff  
(2007)

# 4. Health Management

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Health Management describes the **systematic development** of **organisational frameworks, structures and procedures** regarding **health supporting** work conditions.

## 4.1 Relevance for Organisations

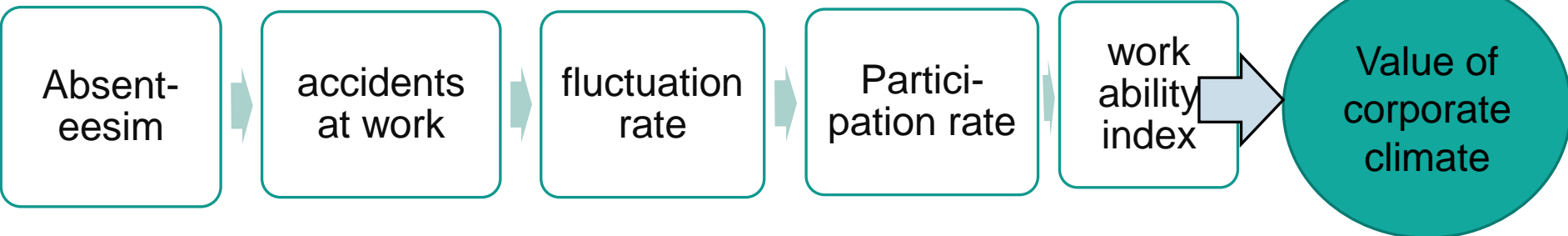
- Increased complexity of work, and demographic change
- To replace older employees with younger ones is a difficult strategy: organisations have to present themselves as attractive employers to compete over limited resources
- Health management for managing demographic change and changed needs of a society

## 4.2 Relevance for Older People

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- Difference between objective and perceived health
- Perceived health changes over time
- Correlation between perceived health and objective health decreases
- Older people use different criteria to evaluate themselves, e.g. comparison with people of the same age
- Focus on physical health and diseases
- Raising awareness for mental health and diseases
- Mental health & physical health are equally important

# 4.3 Evaluation



- Important cost factor
- employee satisfaction
- work situation
- absenteeism due to illness or lack of motivation

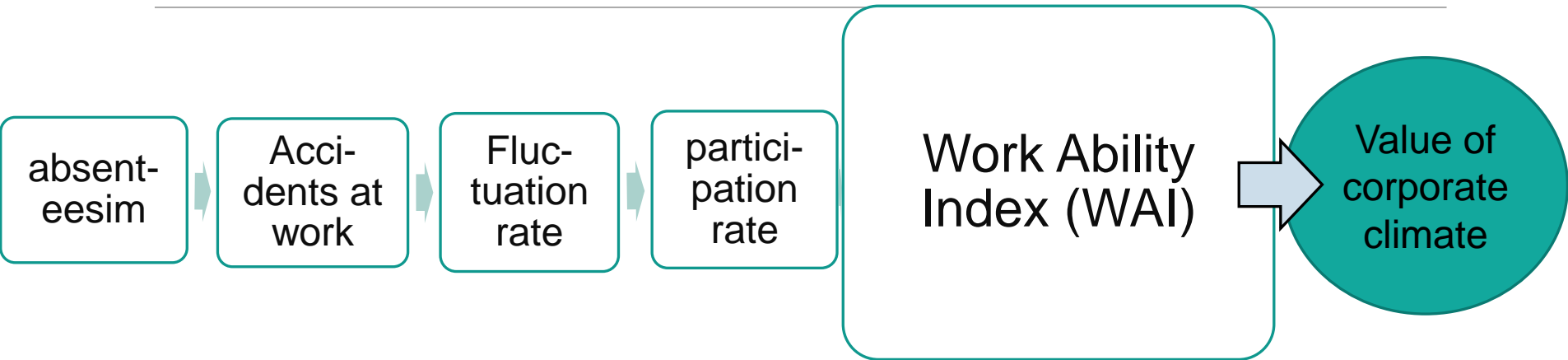
- indicator for disability
- working conditions

- not easy to predict
- focus on the time of dismissal
- first 12 months: failure in recruiting process?
- After 12 months: dissatisfaction at work?

- effectiveness and acceptance
- documentation is important (sex, unit, division)
- Activation and accessibility → need for improvement?

Illmarinen & von Bonsdorff, 2007

# 4.3 Evaluation



Illmarinen & von Bonsdorff, 2007

## 4.3 Evaluation

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### Work Ability Index (WAI)

#### Goal

to measure work ability of employees

#### Content

- Current work ability in comparison to the best performance
- Work ability in comparison to qualification requirements
- Amount of diagnosed diseases
- Estimated impact of diseases on the work
- Absenteeism in the last twelve months
- Self-estimation of own work ability in two years
- Mental health

#### Conduct

- questionnaire
- 10 to 15 minutes

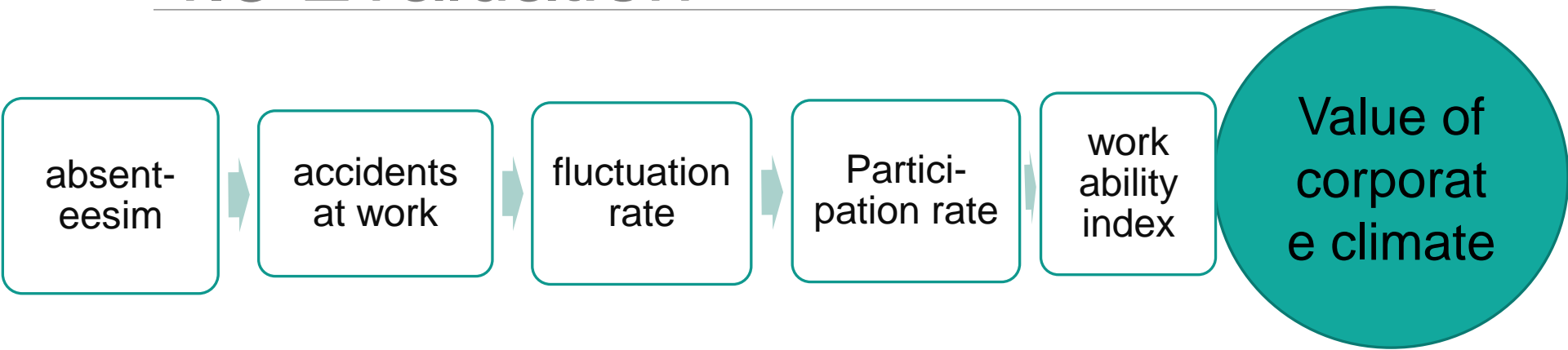
#### Implications

- job rotation
- Improvement of work conditions

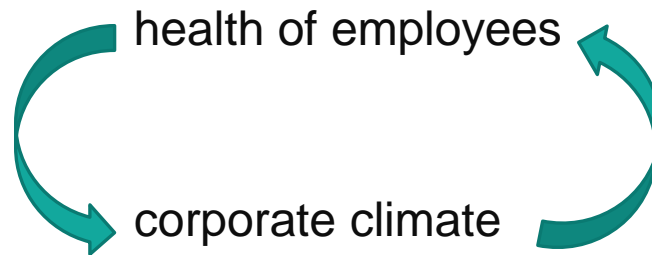
short version: <http://www.arbeitsfaehigkeit.uni-wuppertal.de/index.php?wai-online-en>



# 4.3 Evaluation



Level of acceptance for health management



Illmarinen & von Bonsdorff, 2007

# Exercise 1.

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Please have a look at the WAI questionnaire and read through it.

1. Feel free to evaluate your employees or clients.
2. Discuss the advantages and disadvantages of the WAI with your group.

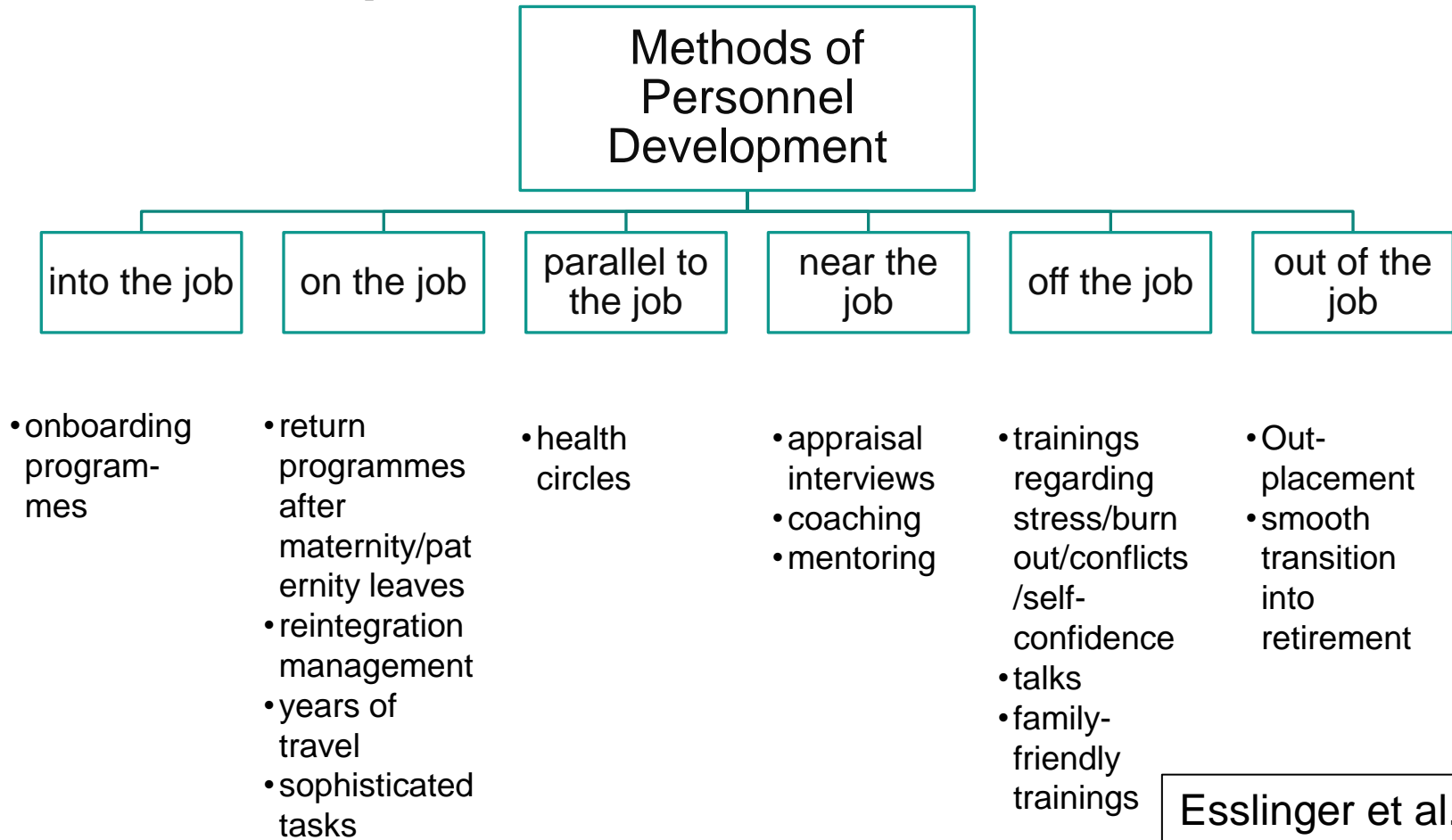
## 4.3 Evaluation

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### Possible Solutions:

- Advantages:
  - Easy to interpret thanks to a grid
  - Easy and fast to conduct
  - Includes mental health and physical health
  - Can be used for individuals or groups (whole units)
  - Can be used as evaluation of a specific program but also as an indicator of the health in an organisation
- Disadvantages
  - Employees might not be honest
  - Not usable for work safety
  - No adaption since 1980 (was just developed for retirement purposes)
  - No concrete methods
  - Evaluation through HR might be difficult, a doctor should be contacted as well

# 5. Strategies and Instrument for Development



# 5. Strategies & Instruments for Development

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Further personnel development activities – soft factors

- **cantine with healthy food**
  - employee survey
- **sport offer**
  - company run
  - training courses
  - work place gymnastics
  - gym discount

# 5. Strategies & Instruments for Development

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Further personnel development activities – soft factors

- **combating of addictions**
  - smoking cessation
  - information about therapy offers
  - talks for raising awareness
- **medical check up**
  - free flu vaccination or travel vaccinations
- **non-monetary incentives**
  - annual health vouchers for gymnastics, yoga...

# 6. Transition Management

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Optional Exercise 2.

- a) Which models could be used for a smooth transition process?
- b) How can organisations motivate employees to work after retirement?
- c) How can such models be financed?

# 6. Transition Management

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## Models:

- Company pension scheme
- Partial retirement
- Job sharing
- Time accounts
- Demographic funds
- Age-friendly workplaces



# Exercise 3.

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Together with your group, read through the given case carefully.  
What would you suggest?

Think of

- a) a strategy
- b) concrete instruments
- c) benefits and challenges

# Summary

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- No specific legislation
- But regulations on education, equal treatment etc. can be applied in context of individuals 50+
- Health management and
- Further education and development
- Foster cognitive and physical fitness of employees 50+
- Ensure to establish an age-friendly work environment
- Age-friendly also refers to optimal and smooth transition processes
- Promote integration and reintegration of employees 50+, jobseekers 50 and employees in transition to retirement

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