

Promoting Active Ageing through Lifelong Learning

# Active („Productive“) Ageing in *Qualification Networks*



# Introduction

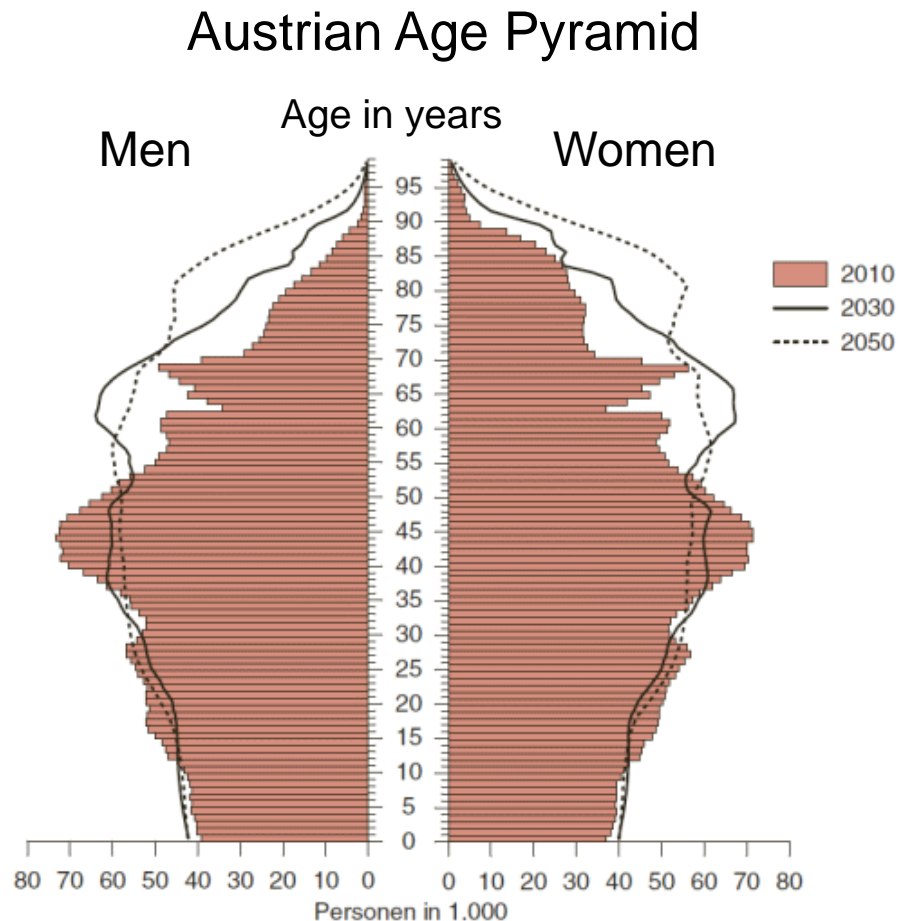
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- *Qualification networks*
- 6 key areas „Productive Ageing“
- Lifelong learning in *qualification networks*
- Summary – Employers perspective
- Outlook

# Qualification Networks

- Initiative of Public Employment Service Austria (AMS) & ESF
- Regional or sector-specific alliance of at least 3 companies
- Demand-oriented trainings on intercompany levels
- Life cycle-adjusted and age-appropriate trainings
- „Productive Ageing“ concept
- Target group: SMEs

# Background: Active and Preventative Labour Market Policy



Source: Statistik Austria, Bevölkerungspyramide Österreich

# 6 Key Areas to Promote Workability in Terms of „Productive Ageing“



# 1. HR Management, Leadership Behaviour

- Age-appropriate leadership behaviour
- Preserving and promoting the workability is a management task
- Age-adjusted career planning (typical pathways of professional development)

## 2. Health, Safety

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- Raising awareness of health and safety in the workplace
- Ergonomically designed workplaces
- Participation of employees

## 3. Organisation of Work

- Age-related part time employment
- Job rotation
- Job enrichment
- Job enlargement
- Participation in projects
- Job sharing
- Vacation schedule



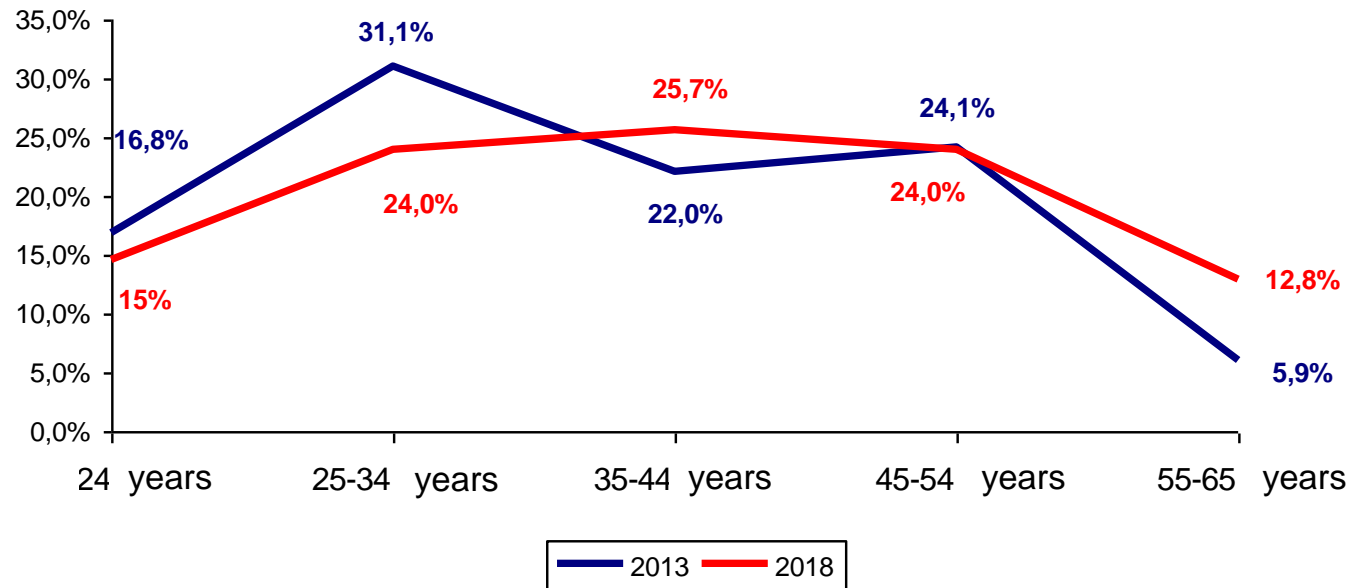
## 4. Corporate Culture and Working Atmosphere

- Cooperation of younger and older employees
- Raising awareness of employees – prejudices vs. focusing on strengths
- Mentoring programmes



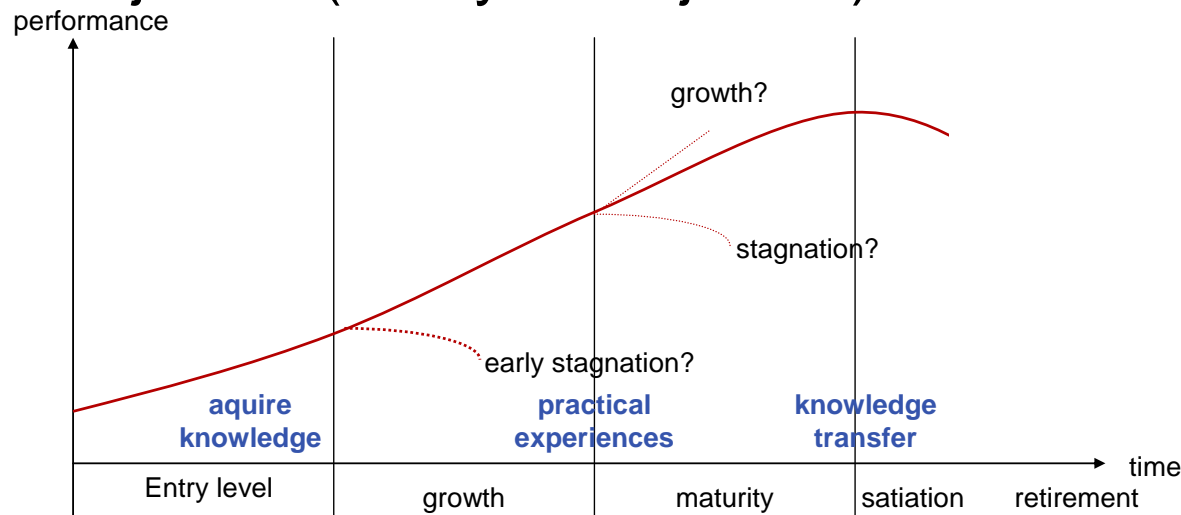
## 5. Recruitment of new employees

- Demographic-sensitive HR planning
- Appropriate mixture of ages
- e.g. Analysis of age structure (incl. forecast)



## 6. Vocational Education and Training

- Age-adjusted (life cycle-adjusted) vocational trainings



Source: based on Anita Graf 2001

- Involved in organisation of trainings
- Employees experiences play a part in trainings
- Appropriate training time and duration (min.16 units)

# Learning in *Qualification Networks* - P&K Unternehmensberatung GmbH (P&K Consulting GmbH)

- Creating awareness of HR managers regarding „Productive Ageing“  
(approx. 3300 companies in the provinces Tyrol & Upper Austria since 2007)
- Life cycle-oriented learning  
(approx. 5500 trainings in the provinces Tyrol & Upper Austria since 2007)
- Financial assistance of the AMS and ESF  
(approx. EUR 10 million in the provinces Tyrol & Upper Austria since 2007)
- Participation of employees over 45 years: approx. 40 %

 Goal: long-term age-adjusted HR strategies in SMEs

# Training - Motivation

## Empirical Results:

### **Employee-perspective**

- General interest
- Ability to handle tasks better
- Enlargement of responsibilities
- Wage increase / financial improvement

### **Employer-perspective**

- Competitiveness
- Company image – attractive employer
- Quality assurance
- Regional interest – talent retention
- Upgrading of the profession-image
- Financial assistance for trainings

# Training - Obstacles

## Empirical Results:

### **Employee-perspective**

- Heavy work load
- Already sufficiently trained
- Domestic responsibilities
- Inappropriate training time
- Inappropriate training opportunities regarding personal needs and interests

### **Employer-perspective**

- Inappropriate training offers
- Employees think they are already sufficiently trained
- Afraid of doing things incorrectly
- Fear of failure

# Summary – Employer Perspective: Why are SMEs Joining *Qualification Networks*?

- Exchange of experiences by the SMEs
- SME with few employees have a big training potential through the network
- Better training offers in rural areas
- Flexible and demand-oriented training hours
- Organisation by an external consulting company (P&K)
- Exchange of experiences of employees during the trainings
- Financial assistance by the AMS & ESF

# Outlook

Which different levels can be addressed in order to promote lifelong learning?

- Individual level
- Corporate level
- Social and political level



