



Module 3. What is needed to design a smooth transition to retirement

Ageing, working and living - New workplace training for the valorisation of third age workers

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3.1 Replacement & Substitution – Succession Planning

Succession Planning – A Definition:

“The process of identifying potential leaders and other individuals to fill business-critical roles”

(Chartered Institute of Personnel & Development, CIPD)



Learning outcomes

After the completion of this unit, you will:

- Think further about your approach to 'succession planning'
- Be better equipped to engage with senior workers on how they can be part of this conversation and potentially support succession solutions.



Source: Sam Kalda



Successful Succession!



How, where and when would you involve 55+ workers in this process?



Identifying Key Positions

A senior worker who has considerable experience within your organisation should have valuable insight into the future of their role after they retire.

Furthermore, they may have views as to how the work could be delivered differently going forward rather than simply looking to replace their role.

They may have a role to play in mentoring staff in key positions going forward, drawing on their experience and insight.



Assess skills & abilities needed

Senior workers can again apply their experience and insight to the types of skills and abilities needed in those who will succeed them. You may even involve them in drafting new job and person specifications.

Senior workers may also have identified skill 'gaps' within the organisation through the course of their work and can advise on what these are and how they recommend they are addressed.

Perhaps the skills and abilities for their role have evolved and changed in recent years and they can advise on new focuses and priorities for their role.



Identify employees

The retiring senior worker could be involved in shortlisting, as long as you are convinced they will approach this objectively.

They could also advise on good interview questions and if there is to be an assessment, what form and content that could have.

Potentially they could be involved on the selection panel, if this is appropriate and they will approach this objectively.



Develop & Train employees

If there is the option to 'train up' a more junior employee then a period of shadowing and mentoring can be very productive.

Coaching and mentoring can also provide a very rewarding 'final phase' for the senior worker prior to retirement. But this will need to be led by the individual – not every retiree will want to do this – and you – and they - need to be convinced they will conduct it in a helpful, objective and positive way.



Continue Evaluating process for the future

Once the senior worker has retired, and the succession plan is in place, and employees have started taking the new roles, structured evaluation should be undertaken on the performance, motivation and results of the job role change.

Feedback should be taken from the promoted and new employees on what could be improved next time round.

3.2 Realistic Expectations After Working Life



Learning outcomes

After the completion of this unit, you will:

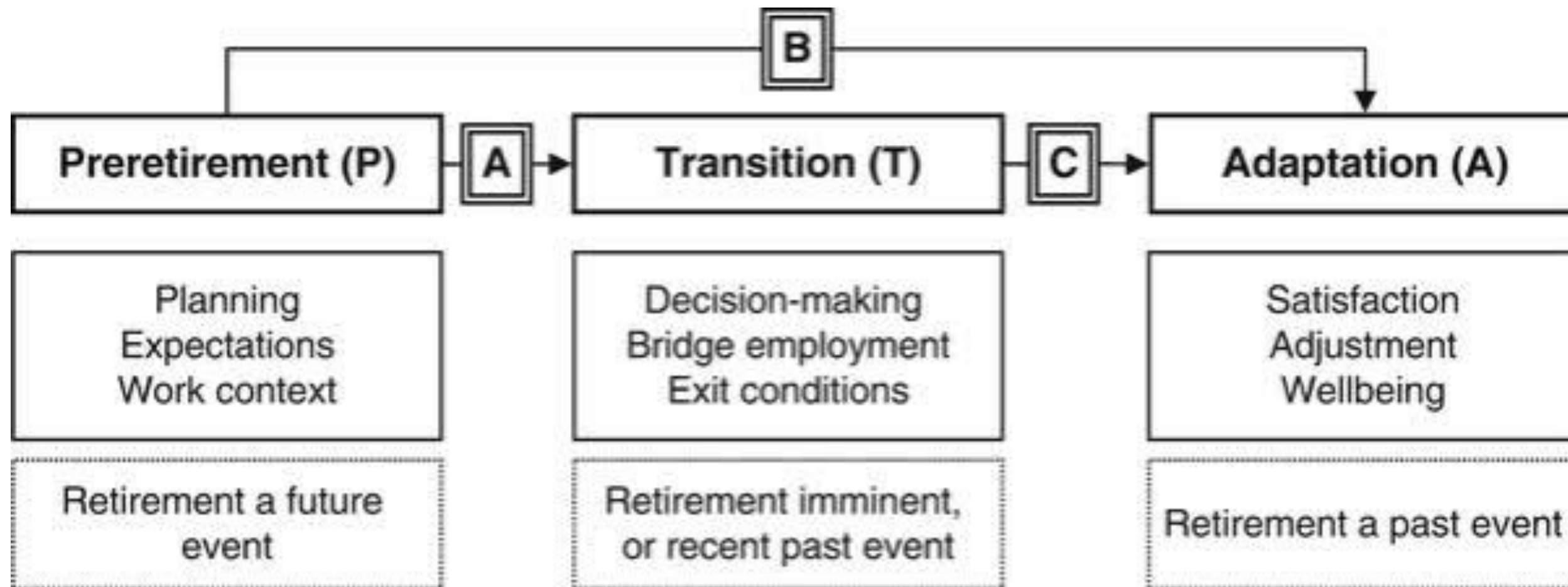
- Be better equipped to help your 55+ workers create realistic expectations after working life, through:
 - Proper planning, **before**
 - Dynamic decisions, **during**
 - Successful satisfaction, **after**



Source: Sam Kalda



Effective Expectations!



Retirement is a process, not an event.



Pre-retirement

- **Planning** – what could retirement mean to that individual? To what extent will they move away completely or partially from their working life and colleagues? Are there specific retirement goals for the individual? What information needs do they have in relation to this? (e.g.. financial advice?)
- **Expectations** – what does the individual think retirement will be like? What will it give? What might it take away? What are their hopes, dreams, worries and fears? How might their concerns be tackled beforehand? Who could they speak to you and where could they find support?
- **Work Context** – not every retirement is the same, and the challenges and opportunities mentioned above will differ according to the context of the individual's current role. Also, the wider changes that may be happening within the organisation – e.g. restructuring, growth of teams, or reduction of teams.



Transition

- **Decision Making** – what are the key decisions that face the individual now and how can these be informed and supported? Who are the players in these decisions (e.g. immediate line manager of retiree)
- **Bridge Employment** – does retirement need to be a cliff face (i.e. everything to nothing). What opportunities are there to phase retirement at this point? Are there immediate options to retain the services of the employee even in an interim capacity (e.g. can they advise on, and possibly provide a period of mentoring for their successor?)
- **Exit Conditions** – What legal regulations may need to be observed in the ‘exit’ of the employee? What are the confidentiality implications?



Adaptation

- **Satisfaction** – What will satisfaction look like to the retired employee? How will they ‘replace’ the massive place of work in their lives with other things that provide life-satisfaction and equivalent (maybe better) rewards? (e.g. family focus, or DIY?)
- **Adjustment** – How will the employee manage the key changes of life structure and lifestyle? How will they manage their days if they don’t need to be somewhere at a specified each morning or stay until a certain time each evening? How will the removal of responsibilities and demands be managed? When they suddenly find much more time is their own?
- **Wellbeing** – What does the above mean for their physical and mental health and wellbeing? We are ‘united’ beings – i.e. our mental health affects our physical health and vice-versa. How does the employee continue to look after both?

3.3. Promote better relationships between older and younger workers



Learning outcomes

After the completion of this unit, you will be able to:

- develop a friendly workplace environment;
- encourage communication between colleagues;
- include workers of all ages into mutual communication.



Source: Sam Kalda



5 ways to improve relationships between older and younger workers



Having a two-way mentorship program



Promoting diverse teams



Using a variety of communication channels



Encouraging informal activities



Organising mutual workshops



Let's think...

- What do you think when you hear “two-mentorship programme”?
- How would you promote diversity in your workplace?
- Which communication channels do you use in your workplace? Are they accessible to everyone?
- What kind of informal activities would you use to promote relations between people from different ages?



A two-way mentorship program

- Even though some people may think that individuals tend to seek role models who are older than them, each generation has something valuable to offer to the other (Gibson & Barron, 2003).
- Establishing a two-way mentorship program within your organization benefits both parties and it can also help build stronger interpersonal relationships between colleagues (Achievers, 2020).



Mutually beneficial learning situation (Forbes, 2018):

Things older people may learn from youth:

Digital skills

Importance of diversity

Inevitability of changes

Optimism

Collaborative mindset

Things youth may learn from older people:

Years of experience

Soft skills

Loyalty

Flexibility

Conflicts-handling skills

Remember!

Every person has their own skills and experiences.

This categorisation is used as an example.



Diverse teams

- Another way to get different generations on the same page is to create more diverse, multi-generational teams.
- Creating a diverse work team can open new channels of communication between people of different age groups.
- If company's employees don't typically work in teams, it may be beneficial to consider moving around desks and workstations, so that people from different generations become neighbors. This way, they may naturally start communicating more (Investopedia, 2022).



A variety of communication channels

- Face-to-face meetings and phone calls should be included in normal work routines, as well as texting and emails.
- Older workers grew up in different technological era and they may prefer to communicate via in-person conversation or phone calls (Achievers, 2020).
- Providing a variety of communication channels allows everyone, even senior workers who may not be familiar e.g. with social media, to find new ways of communicating with their colleagues.



Source: DeskAlerts



Informal activities

- Informal activities with colleagues establish a low-stress environment that promotes social relationships among the participants.
- Informal activities can be:
 - Workplace mentoring ☒ Pairing employees
 - Seminars and guests speaking about a variety of work or life related subjects
 - Volunteering
 - Company sports
 - Participation in escape rooms



Mutual workshops

- Establishing a workshop/training that involves people of all ages will allow them a chance to stay motivated, limit exclusion from promotions, allowing everyone to feel equal.
- It encourages people to work together in the same field, share experience and gain new skills. As well as creating a mutual bond, while limiting unnecessary competition that could occur regarding work positions (Forbes, 2018).



Source: The Economic Times



Discussion

- Watch the video: How to Manage 5 Generations of Workers | Brian Tracy
<https://www.youtube.com/watch?v=2Znw9UGSGlw>



- In your opinion, do differences between generations really exist?
- What are the most important things you learned from this video?

Assessment



1. Choose the right answer:

1.1 Employees should only communicate on the platform that is most convenient for most employees

- True
- **False**

1.2 Homogeneous work teams are best for maintaining a friendly workplace climate

- True
- **False**

1.3 A mentor does not always have to be an older person

- **True**
- False



2. Write your answer:



2.1 What could younger workers learn from older ones?

2.2 What informal activities could be done between workers?



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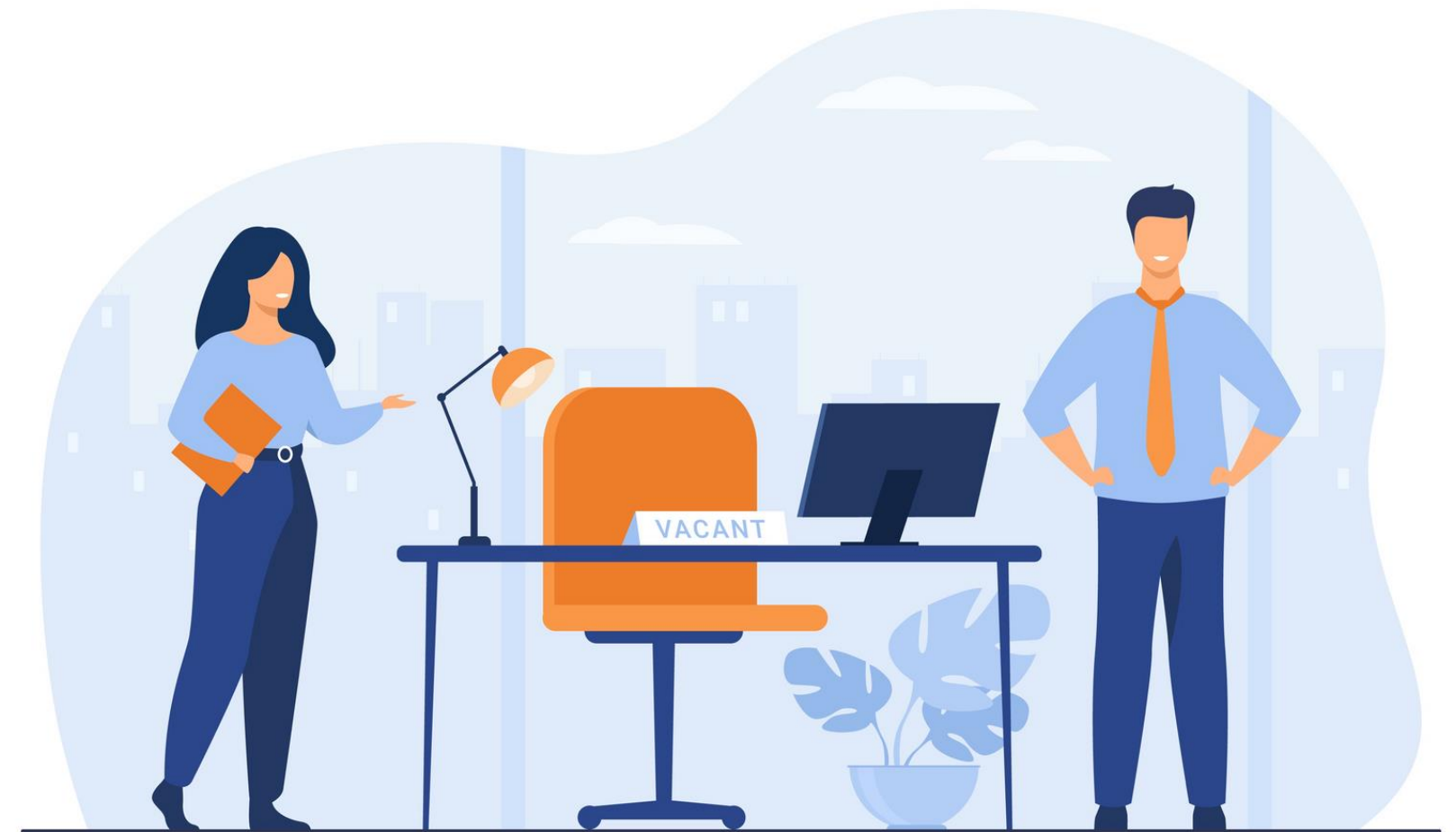
3.4. Presentation of the selected recommendations for a smooth transition to retirement



Learning outcomes

After the completion of this unit, you will be able to find strategies in order to:

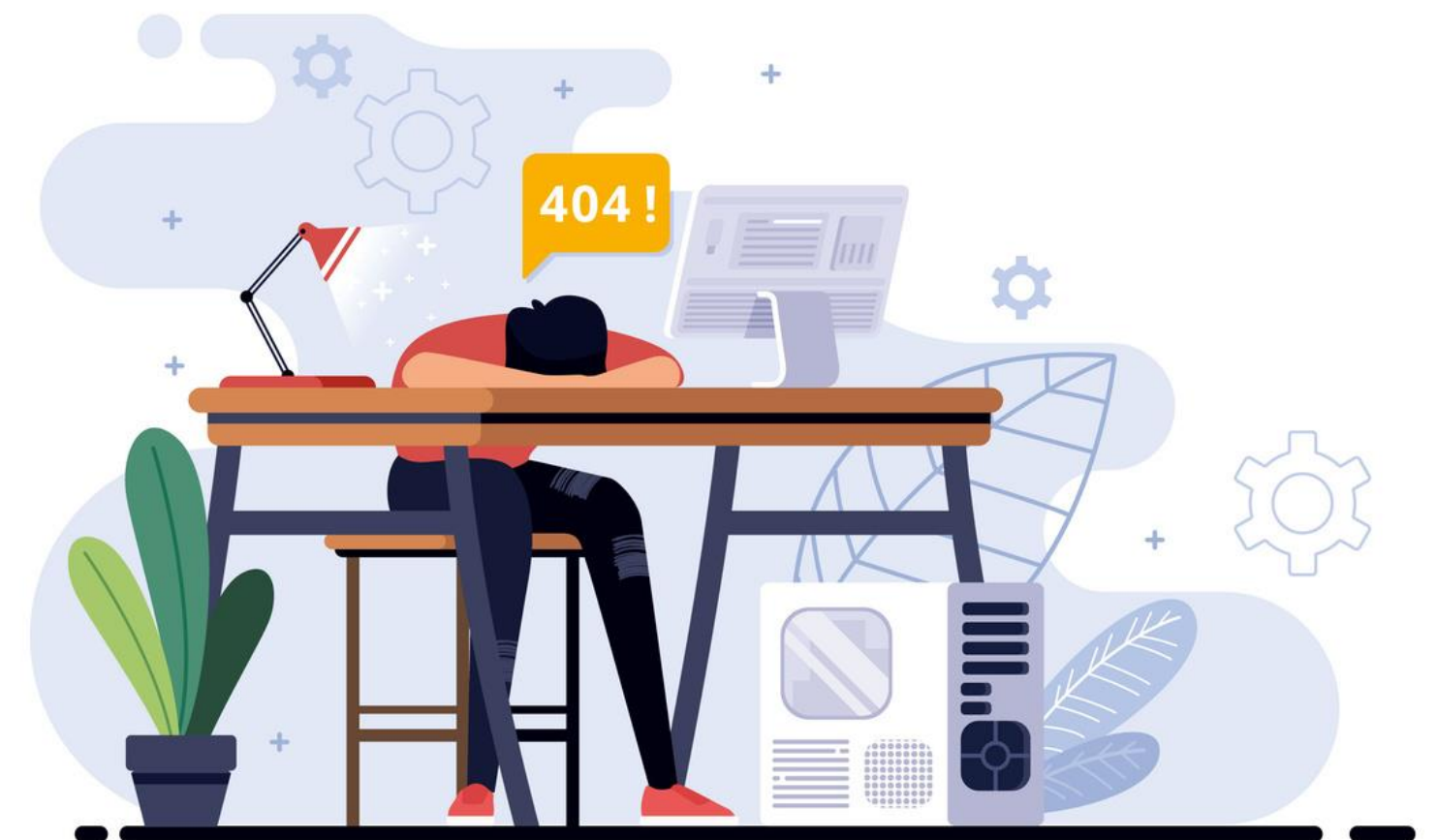
- be familiar with the outcomes of the SILVER self-assessment tool
- achieve an inclusive and active-ageing working environment without age stereotypes
- make sure that employees over the age of 55 are prepared to enter the stage of retirement



Source: freepik.com

Needs and impediments: Lessons from SILVER's self-assessment tools

- In a previous stage, *SILVER* project developed a *Self-assessment tool* regarding age-friendly workplaces and collected responses from HR professionals/managers, and workers 55+.
- The following suggestions regarding the major needs and the obstacles were reported.



designed by freepik



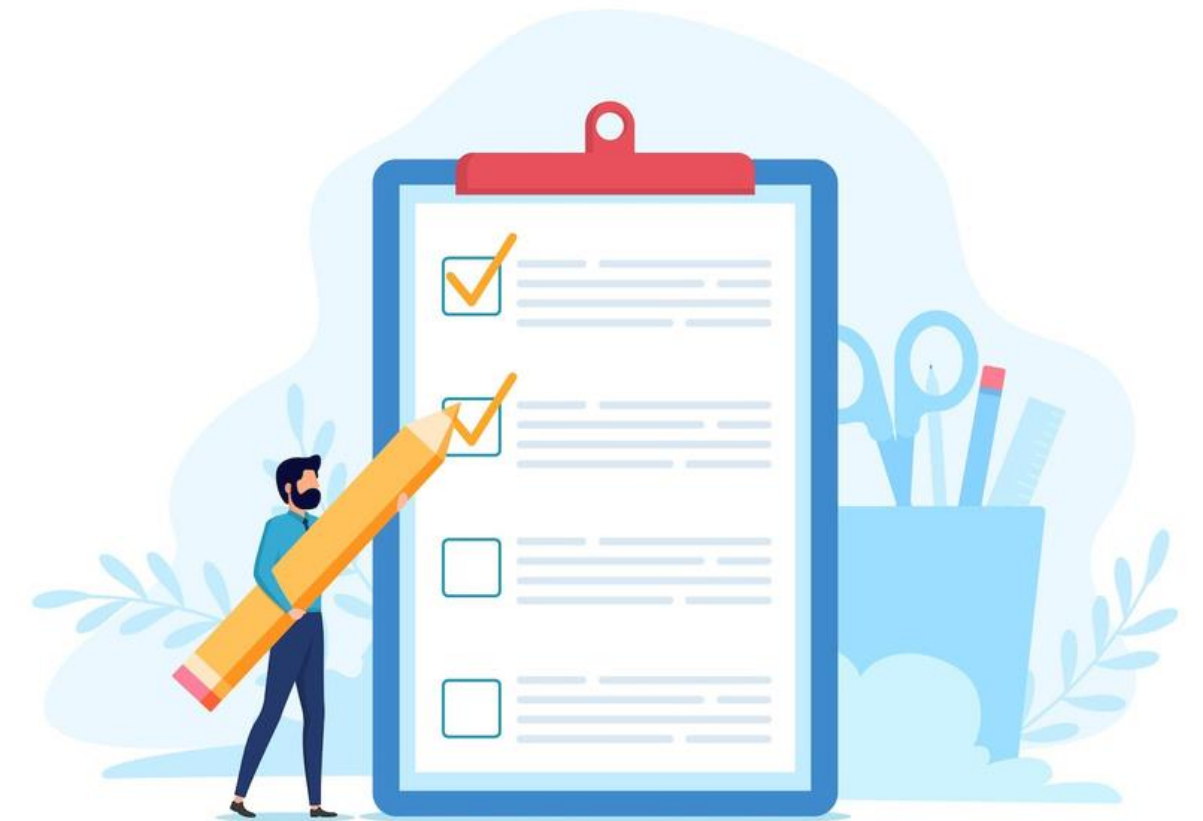
Let's think...

- Which suggestions do you think we will talk about? Give examples.
- What would you suggest for a smooth transition to retirement?



1. General info about the responses

- The results were obtained by the implementation of *the Self-assessment tools* in 7 countries: *Romania, United Kingdom, Denmark, Portugal, Greece, Slovenia and France.*
- *113 responses* from HR professionals and managers
- *101 responses* from workers 55+



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2. Suggestions for a smooth transition to retirement based on the outcomes of the SILVER self-assessment tool



A. Training opportunities



B. In-office programs for employees 55+



C. Open-door policy for managers



A. Training opportunities

- A good suggestion for HR professionals and managers was to attend courses about learning how to eliminate aging stereotypes in the workplace.
- Workers 55+ should also have training opportunities, in order to stay up-to-date and achieve personal growth.
- *A new distribution of the budget must be examined and if necessary, additional funding must be found, to cover the training costs.*



A. Training opportunities

- It is recommended that workers close to retirement could have opportunities for a gradual retirement and more flexible working hours.
- The concerns of the workers close to retirement should be addressed. Usually these are fear of economic instability, having no routine or limited options for activities etc.
- Senior workers should be informed about their rights regarding retirement procedures.



B. In-office programs for senior employees

- It is advised to satisfy the strong will from the senior workers and the already retired to share their expertise with others.
- HR professionals and managers ought to organize such seminars to help:
 - Newcomers, be hearing the more experienced
 - Workers close to retirement, to deal with the concept of life transitioning.



B. In-office programs for senior employees

- Through this suggestion, the senior workers are being helped by continuing to contribute and at the same time all the employees are benefiting from their knowledge.
- This measure also, cultivates an active ageing workplace.



C. Open-door policy for managers

- Managers should offer meetings with their senior workers whenever there is a need.
- Common needs would be:
 - Flexible working hours
 - Communication of fears regarding retirement
 - Communication of ideas for a more active ageing work environment
 - Sharing expertise



C. Open-door policy for managers

- Both managers and HR professionals need to work on:
 - Assessing the senior workers needs
 - Frequently checking performance
 - Examining alternative retirement offers



Conclusion

The above data show that there were some similar problems, attitudes and beliefs between the responders from the different countries.

These can serve as a starting point for the training course targeting managers and HR professionals being developed.



Source: freepik.com



Project partners:



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