Silver
Promoting a Career in the Third Age

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Module 2. What is needed to create an age friendly workplace

Learning outcomes

- Define the concept of age-friendly workplace.

- Recognize the characteristics of Age-
  friendly workplaces: Results from Silver Research

- Recognize the characteristics of Age-friendly workplaces in European Union

- Identify the advantages of an age-friendly workplace for the workplace.

- Identify the advantages of an age-friendly workplace for seniors.

- Acquiring knowlege about how to create an age friendly workplace.

Summary
Topics

- Age-friendly Workplace.

- Age-friendly workplaces: Results from Silver Research .

- Age-friendly workplace in European Union.

- Advantages of an age-friendly workplace for the workplace.

- Advantages of an age-friendly workplace for seniors.

- How to create na age-friendly workplace.

Age-friendly workplace

Definition of age-friendly workplace

"**A workplace that emphasises mutual respect and inclusion at work and provides comprehensive support for employees of all ages by utilizing a combination of policies, procedures, settings, and/or structures to remove the barriers that segregate by age groups and to encourage participation of all employees regardless of their age."**

Noorani, Aneeta Alysha, "Benefits of a Multi-Generational Workforce: Perceptions of Age-Friendly Work Environments" (2014). Online Theses and Dissertations. 230, p. 7. (https://encompass.eku.edu/etd/230)

Age-friendly workplaces: Results from Silver Research

Managers and HR professionals have already some ideas about what age-friendly workplaces should be:

- a place which recognises that age is only one factor and does not customize programmes based on age (for instance, 'young talents');
- workplaces that valorise competence but respect frailty, that do not perpetuate ageist attitudes;
- a "normal environment".

Most **managers and HR professionals** encourage their employees to stay on, once they are near to retirement age.

Most **managers and HR professionals** are starting to **provide flexible work as option**.

Half of employers provide retirement preparation workshops, **half** do not support any kind of retirement support - but **are motivated** to introduce a retirement or transition support programme.

Employers in general are **not yet prepared** to invest in retirement preparation.

4

Age-friendly workplaces: Evidence from European Union

It is crucial to make workplaces adapted to all ages, initiatives in this field are mainly voluntary and only in a few cases supported by member states' policies.

Health and safety legislation has an important role to play to make workplaces sustainable for persons of all ages, but this levy is underused.

https://www.age-platform.eu/sites/default/files/AGE_Barometer_2019-Final2.pdf

Age-friendly workplaces: Evidence from European Union

Support to find employment

EU legislation protects from age discrimination, but hidden discrimination is still prevalent on the labour market.

Little focus is put on allowing older jobseekers to actually find employment again through specific counselling or access to life-long learning and training.

Tax incentives for hiring older persons can have some limited results, but not in all cases.

Globally, initiatives for a gradual transition into retirement are lacking.

https://www.age-platform.eu/sites/default/files/AGE_Barometer_2019-Final2.pdf

Advantages of an age-friendly workplace

For the workplace

- ✓ Better work environment (better relationships between employees);

- ✓ Workers are used to be more engaged, more loyal, communicate better and have more networks;

- ✓ Encourage lifelong learning (intergenerational collaboration);

- ✓ Better human resource policy and flexible work practices;

- ✓ Can contribute to lower employee turnover (stability);

- ✓ Organizations with mixed-age work teams have increased productivity;

- ✓ Cognitive diversity that leads to better decisions making;

- ✓ Different perspectives that can lead to innovation;

- ✓ Less cost with training and less need of supervision

(Age Smart Employer, 2022; Changing the Narrative, n.d; Government of Canada, 2016; Denk, 2020; Vanderbourg, 2020; Kelly, 2021)

Advantages of an age-friendly workplace

For the seniors

- ✓ Long life learning;

- ✓ Improve health;

- ✓ Prolong the sense of efficacy;

- ✓ Allow them to still be active (ability to learn, grow, make decisions, maintain relationships) and continue to do things they value;

- ✓ Higher salary and promotion after some years.

(Age smart employer, 2022; Angelica Herrera Venson, 2017; Changing the Narrative, n.d; Kapok Multicultural Seniors Care Services, 2022).

Is your workplace age-friendly?
Learning activity

Is your workplace age-friendly?

Age-friendly workplace

Imagine that your workplace is a more age-friendly workplace.

What does that look like?

What would you change?

Debate

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Create an age-friendly workplace:
key recommendations

Silver Training: Module 2

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1. Valorising senior workers

Recommendation 1

✓ Training managers and HR professionals on ageism to fight against age discrimination

✓ Adjusting outdated perceptions of aging and senior employees

✓ Educating staff members on discrimination laws including age discrimination

✓ Valuing senior workers via a knowledge transfer

✓ Encouraging mentoring programs between senior and junior workers
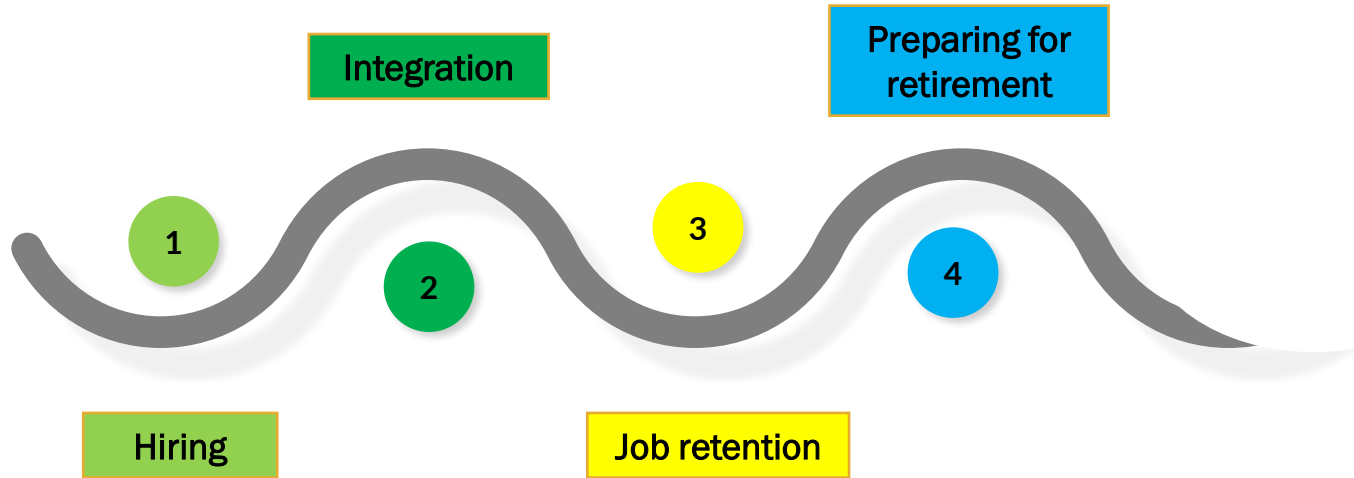
2. Offering career opportunities

Recommendation 2

Offering career opportunities and personal development in order to keep seniors' motivation

✓ Organising « second part of career » interviews

✓ Offering flexible work arrangements

✓ Fostering horizontal and vertical mobility

✓ Offering training opportunities to senior workers

✓ Valuing senior workers

Encouraging generational diversity all along the career through <u>pro-active recruitment</u> of senior workers and <u>mobility policy</u>

3. Accompanying senior workers before retirement

Recommendation 3

- ✓ Identifying & guiding

- ✓ Conducting "stay interviews"

- ✓ Offering support in retirement planning

- ✓ Setting-up a training course for senior workers

Age-friendly policy

➔

- ✓ a "win-win" relationship: senior workers feel recognised and are therefore more involved in their job

- ✓ This preventive effort for an age-friendly workplace contributes to health at work for senior workers

<u>Retirement warning points</u>

- ✓ Fear of losing social links, social recognition and social status

- ✓ Fill in the gap of too much free time by various activities such as volunteering

- ✓ Importance of being actor of one's retirement

Conclusion

The "right approach" managers should adopt in front of senior workers

✓ Adopting the same benevolent approach towards all employees in order to avoid stigmatising senior workers

✓ Gathering material, logistical & psychological conditions

✓ Promoting a career evolution for senior workers

✓ Counselling on the transition towards retirement by keeping an « open-door approach »

✓ Being actor of one's retirement is key for the senior worker

✓ Offering a benevolent support to senior workers is key for managers

Preparing for the post-career to make the most of the pre-retirement

Role play

Module 2 : What is needed to create an age-friendly workplace

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Role play

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## Simulation of a job interview between a senior candidate & a hiring manager

Instructions

Role play timing: 15 minutes

- ✓ 8 groups of 2 participants

- ✓ Pick a playing card to distribute roles and pair up the participants

- ✓ Play the role of a hiring manager (either benevolent or refractory to senior candidates) or of a senior candidate

- ✓ Final question to the hiring manager: **Do you want to hire this senior candidate?**

- ✓ Collective debriefing

8 groups of 2 participants

8 hiring managers

8 senior candidates

4 friendly profiles

4 unfriendly profiles
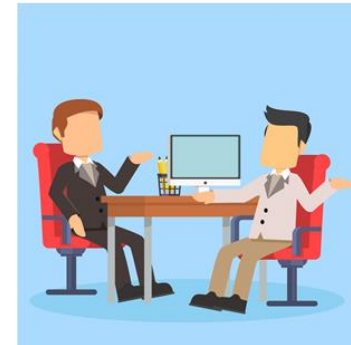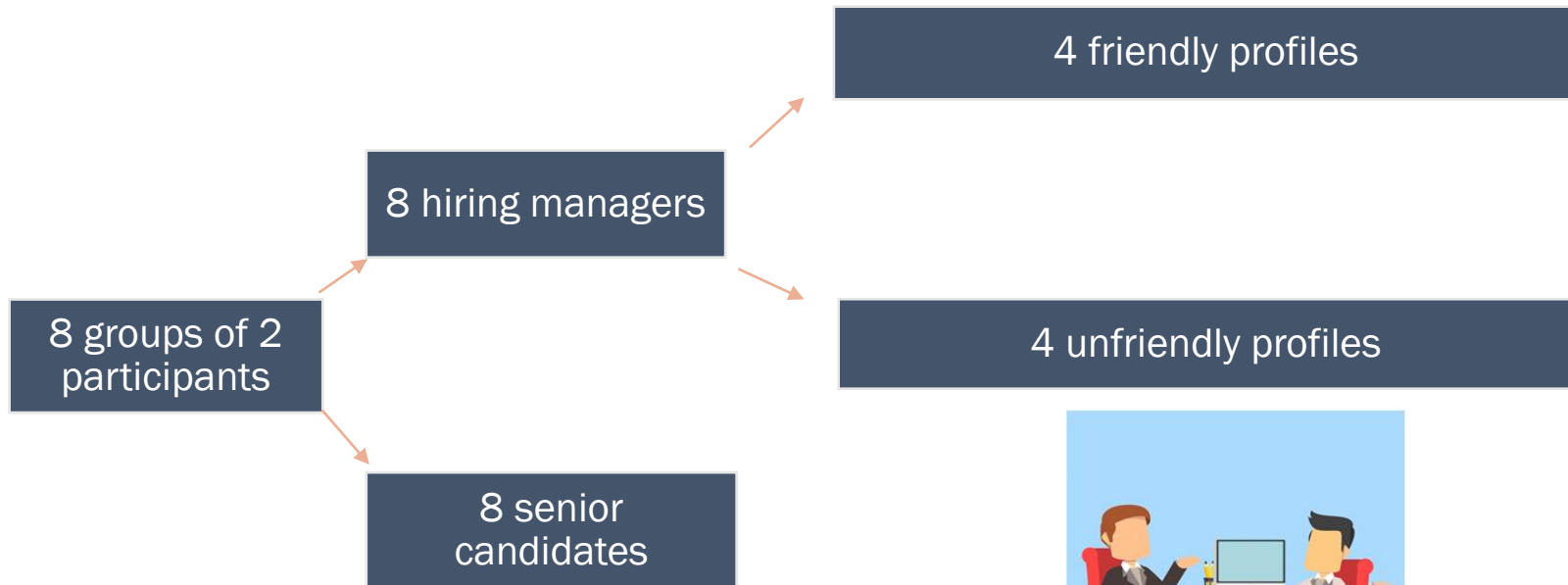
Collective debriefing

Do you want to hire this candidate?

- ✓ List the **warning points** & **leverage actions** that you identified during this role play

- ✓ What does it mean to have a **benevolent approach** as a hiring manager?

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