



Work package 3.1

Comparative analyses of tools supporting active ageing in enterprise used in partner countries

Summary of the results

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Content of the comparative analyses

„Comparative analyses of tools supporting active ageing in enterprises used in partner countries: educational and informative materials (e.g. exercises for self-development, how to increase knowledge in new IT trends to support senior workers in enterprises).”

The **25 tools** described by partners are presented below. The description of the tools includes the following aspects:

- Short description of the tool
- Goal of the tool
- Content of the tool
- Target group of the tool

The tools are to be assigned to the following fields:

- Health promotion/performance capacity
- Job competences (incl. digital competences) and HR-Management
- Values, attitudes, motivation and leadership
- Work and knowledge transfer

In addition, the results and impacts of the tools on employers and employees 50+ are evaluated by the partners and the fields of action for which the tools are particularly relevant are presented. The future potentials of these tools is also briefly described.

Bulgaria (Varna Economic Development Agency)

Describing and evaluating ergonomics in the workplace

■ Short description of the tool:

The developed tool is an innovative model for description, ergonomics and design of the workplace and is tailored to the needs of aging workers and the promotion of their longer working life and ability to work. It is intended for use by enterprise management, human resources specialists, technologists, production organizers, OHS specialists and committees, and trade union representatives in enterprises in the design and analysis of positions and workplaces.

■ Goal of the tool:

To support Bulgarian enterprises in their efforts to deal with the exacerbating demographic problem of the aging workforce across the spectrum of economic life in the country

The lack of young well-trained staff is a widespread problem and almost every employer has encountered it. Experienced employees are an essential part of enterprises and, according to a number of studies, they represent the fastest growing segment of the working population.

Ergonomics in the workplace is an important factor in achieving and maintaining high levels of productivity for workers of all ages, but especially for those over the age of 54.

The tool serves as a preliminary orientation for the degree of workload at each workplace, which is a key indicator of the optimal organization of workplaces and their adaptation to the capabilities of older workers. It can also be used as a starting point for optimizing workplaces in order to increase labor productivity and reduce the stress associated with work tasks.

The tool does not aim to solve all problems related to ergonomics in the workplace. This is a first step to address the growing problem facing enterprises and their managers.

■ Content of the tool:

The instrument consists of three components:

- „Handbook" (a component containing instructions and guidelines on how to use the two template forms and how to analyse the results of the evaluation carried out).
- Form "Description of the workplace" (optional component of the tool, the description of aspects of the workplace in free text aims to help the actual assessment).
- Form "Check-list for evaluation of ergonomics" (the main component by which ergonomics in the workplace are assessed. Includes six elements (sections), each of which is assessed independently).

■ Target group of the tool:

People 54 + who worked in the companies and the employers, who have to invest in better ergonomics environment at the work place.

■ Results for employers:

- Solving the growing problem facing enterprises and their managers.

- Optimal organization of workplaces. Achieving and maintaining high levels of productivity and performance of workers.
- Health cost savings.
- **Results for employees 50+:**
 - Avoiding musculoskeletal disorders (MSD) like back or neck pain and other work-related physical and mental health issues.
 - Lowering mental pressure, reducing stress, decreasing the risks of errors, and other work-related health issues.
 - Adaptability and flexibility to changing work environment. Increased job satisfaction and engagement. Stronger commitment to company.
- **Impacts for employers:**
 - Fostered an employee-centric corporate culture.
 - Reinforcement of shared ergonomic standards and behaviors.
 - Knowledge of tools with user-friendly and intuitive interfaces (in cognitive ergonomics).
 - Achieved and maintained high levels of productivity and performance of workers of all ages, incl. 50+.
- **Impacts for employees 50+:**
 - Adaptability and flexibility to changing work environment.
 - Increased job satisfaction and engagement.
 - Improved employees' health, safety, and wellbeing at work.
- **Fields of action that are particularly relevant for the tools:**
 - Health promotion/performance capacity – Improving ergonomic conditions at work help to preserve the employee's health and safety. This leads to less absence from work and increase in employees' productivity and effectiveness.
- **Future potentials of the tool:**
 - Reducing the likelihood of work-related injuries.
 - Create a positive company image as a safety and healthy environment.

Handbook on managing generational differences

■ Short description of the tool:

The tool includes information on the specifics of different generations and the benefits of age diversity in the workplace, ways to overcome stereotypes and prejudices in relation to age, building an organizational culture of inclusion, as well as good practices in the implementation of the so-called intergenerational approach.

■ Goal of the tool:

To support the work of team leaders in managing generational differences.

The tool aims to support the work of team leaders and trade unionists in enterprises in managing generational differences by effectively utilizing the knowledge, skills, competencies, experience and other individual and generational characteristics of representatives of different generations to achieve business success.

The purpose of the handbook is to provide information on the specific characteristics of different generations in the workplace and instructions for the application of management models, techniques and methods related to the development of human potential, generational cooperation in the workplace, motivation and engagement with the goals of the organization.

■ **Content of the tool:**

Ways to build and manage a multigeneration team.

The ways to build and manage a multigeneration team, effective intergenerational communication and management of generational conflicts are discussed; approaches in the training and development of representatives of different generations; the application of management models, techniques and methods to motivate, engage and stimulate different generations in the workplace; the management of the experiences of different generations of employees; ensuring working conditions and organization of work tailored to the specifics of the needs and interests arising from age.

■ **Target group of the tool:**

People of different generations, incl. people at age 50+.

Demographic trends in the structure of the workforce, globalization, technological development, the fight for talent and the new reality associated with the COVID-19 pandemic pose a huge challenge for employers to effectively manage the age-diverse workforce in the face of uncertainty and dynamic changes.

However, this challenge is also an opportunity - if they are able to accept and use the differences and similarities of the representatives of the four generations in the workplace as a potential that creates added value for the organization, they will increase their efficiency and achieve a competitive advantage. It is crucial that joint action by employers and trade unions is taken to create an organisational environment of mutual understanding, support, cooperation and solidarity between generations in the workplace.

■ **Results for employers:**

- Managing generational differences by team leaders.
- Building an organizational culture of inclusion.
- Ensuring working conditions and organization of work tailored to the specifics of the needs and interests arising from age.

■ **Results for employees 50+:**

- Adaptability to diverse workforce.
- Prevention of age-related isolation in multi-generation work environment.
- Different generations' motivation and engagement with the goals of the organization.

■ **Impacts for employers:**

- Acknowledgement of the benefits of age diversity in the workplace.
- Utilization of the knowledge, skills, competencies, experience, and other individual and generational characteristics of representatives of different generations to achieve business success.

- Acquired management models, techniques and methods related to the development of human potential.
- **Impacts for employees 50+:**
 - Overcoming effects on senior workers' mental health due to stereotypes and prejudices in relation to age.
- **Fields of action that are particularly relevant for the tools:**
 - Job competences (incl. digital competences) and HR-Management – Help for acquired management models, techniques and methods related to the development of human potential towards better job competences.
 - Values, attitudes, motivation and leadership – Acknowledge generational differences and support the building an organizational culture of inclusion.
 - Work and knowledge transfer – Provide information on the specific characteristics of different generations in the workplace and instructions on the application of management models, techniques and methods as well as, on generational cooperation in the workplace, on motivation and engagement with the goals of the organization.
- **Future potentials of the tool:**
 - Facilitation of knowledge transfer and career advancement for people aged 50+.

Mentors' Handbook: Techniques and Methods in Transferring Knowledge and Experience Between Generations

■ **Short description of the tool:**

Mentoring in the workplace, taking into account the specific characteristics of different generations, is presented as an effective tool that provides the commitment, focus and motivation necessary to achieve the goals of the organization.

■ **Goal of the tool:**

The aim of the mentors' handbook is to support the activities of mentors in the transfer of knowledge and skills between generations by applying the intergenerational approach.

In particular, the aim of the tool is to support the work of team leaders, trade unionists and mentors in enterprises by providing them with information, practical guidance and examples of good practice on mentoring, as a means of effective cooperation in the workplace, through the focus of the specificities of different generations.

The handbook contributes to the achievement of this goal by increasing the level of competence and development of mentoring skills, applying modern tools, techniques and methods in the transfer of knowledge and experience between generations.

■ **Content of the tool:**

The tool contains useful information about mentoring through the prism of different generations: nature and characteristics of mentoring; benefits and challenges of implementing the intergenerational approach; roles and responsibilities of the mentor and mentees; mentoring program as a condition for the implementation of an effective mentoring process in multigeneration teams; principles of training of older people according to the andragogical approach and preferred by different generations of learning styles; effective application of the intergenerational approach in the stages of the mentoring process.

Methods, techniques, practical guidelines, templates of documents and good practices are discussed to assist the mentor in working with mentees from different generations, to ensure effective relationships in the mentoring process and to realize successful meetings between mentor and mentees, as well as useful tips for communicating, motivating and directing mentoring different generations of employees.

■ **Target group of the tool:**

Mentors to elderly workers.

The Intergenerational Mentoring Program provides energy and resource mobilization to support younger by older employees, and vice versa. Some initiatives attract adults as mentors, while in others, younger employees can mentor their older colleagues.

All these programs provide opportunities for people of different generations to share knowledge and skills, increase their responsibility to their work and commitment to achieving the goals of the organization.

Implementing a mentoring program in an organization can preserve expertise and engage employees of different generations with the strategy, mission, and goals of the organization. For executives and trade unionists, the benefits of implementing a successful and effective mentoring program are not only higher results, but also greater success in attracting, developing and retaining talents.

■ **Results for employers:**

- Preserve the company's expertise.
- Achievement of greater success in attracting, developing, and retaining talents by HR managers.
- Increase the level of competence and development of mentoring skills.

■ **Results for employees 50+:**

- Supported younger by older employees, and vice versa.
- Engaged employees of different generations with the mission and goals of the organization.

■ **Impacts for employers:**

- Ensuring company mentoring through the prism of different generations.
- Establishment of a work environment for people of different generations to share knowledge and skills, and commitment to achieving the goals of the organization.

■ **Impacts for employees 50+:**

- Engaged employees of different generations with the mission and goals of the organization.
- Transfer of knowledge and skills between generations by applying the intergenerational approach.

■ **Fields of action that are particularly relevant for the tools:**

- Job competences (incl. digital competences) and HR-Management –
- The mentors' programs provide opportunities for people of different generations to share knowledge and skills, thus to increase their competences towards achieving the goals of the organization.
- Work and knowledge transfer – support activities of mentors in the transfer of knowledge and skills between generations by applying the intergenerational approach.

■ Future potentials of the tool:

- Facilitation of knowledge transfer.

eDigiStars Innovative System Tools

■ Short description of the tool:

The system consists of three instruments:

- POWERYOU tool – how to reach elderlies and change their mindset that they can learn and scale up their digital career.
- CAMPUS tool – how to adapt training courses to the needs of elderly.
- LABEL tool – how to build trust and prove elderlies competences to employers.

These instruments were developed by a consortium of 19 partners from 8 countries (Hungary, Austria, Bosnia and Herzegovina, Bulgaria, Czech Republic, Romania, Slovenia, Ukraine) under the eDigiStars project, co-funded by Danube transnational programme.

■ Goal of the tool: The eDigiStars Innovative System Tools - the POWERYOU, the CAMPUS and LABEL Tools were developed with the aim to build capacities of employment market organizations.

- POWERYOU Tool aims to support Labour Offices and NGOs or associations working with seniors to build awareness and motivate elderlies with employability difficulties to become digital employees or entrepreneurs.
- CAMPUS Tool aims to support with methodological guidance the requalification centers, training providers and other organizations in adjusting their courses to the needs of seniors. Therefore, the development of their digital skills follows a special path and it considers the seniors specific needs.
- LABEL Tool serves as a guidance for chamber of commerce and other organizations to create a quality certification system for elderlies who gained relevant digital knowledge within the eDigiStars System. This aims to overcome the skepticism of the employers related to seniors.

■ Content of the tool(s):

POWERYOU tool developed a new approach to motivate elderly people and institutions, to change their opinion for the work force at age 50 and over. This is happened through the Motivational Guide POWERYOU that includes 9 sections, among them Instruments for building digital career, The IKIGAI approach, Interviews, Questionnaire to self-assess digital literacy, Evaluate learning agility of the seniors, On the „job” test, etc. More information for the instrument is available following the link:

https://www.interregdanube.eu/uploads/media/approved_project_public/0001/46/3d34e1eddb28a66bfe60411d16a0747e2e18cde3.pdf

CAMPUS tool developed a new program adapted to the people aged 50+ and their way of understanding and accepting knowledge. The educational program CAMPUS and the training in 6 modules use a personalised approach to aging population in the area of digital skills.

More info for the CAMPUS tool is available at:

https://www.interreg-danube.eu/uploads/media/approved_project_public/0001/46/f048e7668bb6e252fcb074082c4717c4ec7b50b8.pdf

LABEL tool is targeting actors working intensively with industry or representing them, e.g. chambers of commerce, industry associations and other business supporting institutions.

The tool is for creation of a system that ensure the quality for the workers at age 50+, to serves as a guide to establish a quality certification system for baby boomers who acquire digital entrepreneurial skills within eDigiStars ecosystems.

This should help overcome the natural skepticism that people aged 50+ can master some specific digital entrepreneurial skills and can provide them as self-employed or industry employees.

The LABEL Guide include LABEL development, sustainable systems for certification with LABEL, LABEL quality criteria, financial stability of the LABEL system, LABEL Popularising and branding, LABEL logo, design and colors.

More details on tool's contents are available following the link:

https://www.interreg-danube.eu/uploads/media/approved_project_public/0001/46/2fbcdd495a3e338453aecc9cb334bd73a0b6b519.pdf

■ **Target group of the tool:**

People 50-65. Characteristic of persons from the target group: An energetic person, optimistic and enthusiastic; Likes to learn new things; might be a little frightened or nervous to start new digital career but wants to try new possibilities.

■ **Results for employers:**

- Companies with enhanced competences for adapting training courses to the needs of their elderly workers.
- Companies with a guide to establish a quality certification system for employees 50+.

■ **Results for employees 50+:**

- Increased employees' self-confidence and empowerment. Improved job performance of senior workers.
- Enhanced employees' digital competences.
- Career prospects for people aged 50+.

■ **Impacts for employers:**

- Motivated elderly and institutions to change their opinion for the work force at age 50+.
- Applying a personalized approach to aging population in the area of digital skills.

■ **Impacts for employees 50+:**

- Knowledge on how to build trust and to prove elderlies' competences to employers.
- Change elderlies' mindset to be able to learn and scale up their digital career.
- Overcome the natural skepticism that people aged 50+ can master some specific digital and entrepreneurial skills.

■ **Fields of action that are particularly relevant for the tools:**

- Job competences (incl. digital competences) and HR-Management – Support HR – managers and team leaders, working with seniors, to build awareness and to motivate elderlies with employability difficulties to become digital employees or entrepreneurs.
- Work and knowledge transfer – Support organizations with methodological guidance towards adjusting their courses to the needs of seniors.
- **Future potentials of the tool:**
 - Validation of digital and entrepreneurial skills acquired by people aged 50+.

Internet for All 55+

■ Name and short description of the tool:

The Internet for All 55+ is for delivery of a free training in the form of video lessons for people aged 55+ who want to learn more on how to work with a tablet and smartphone. Mobile skills now seem like a given, and we rarely think that there are people among us who can't make full use of them simply because no one has shown them how to do it.

■ Goal of the tool:

"Internet for All 55+" aims to help older people acquire digital skills that will be useful to them on a daily basis, including in the work process.

Mobile technology has become an indispensable part of our daily lives and besides convenience, entertainment and information, they also offered safety during the COVID-19 pandemic. That is why it is believed that the initiative to provide "Internet for All 55+" is important and more people should be helped to benefit from modern technologies.

■ Content of the tool:

Educational material tailored to the specific needs specifically of the group of people aged 55+.

The educational material takes the form of video tutorials developed and filmed to show older people how to make better use of mobile devices such as phones and tablets. The videos contain information and show how to make phone settings; how to connect to Wi-Fi; how to download and use various chat applications and other useful information and advice.

The 6 videos are on the topics: Internet on the phone; Use of applications and emails, archiving of pictures; Use of Facebook, social networks, and publishing of contents; Use of applications for communication Viber, Messenger, WhatsApp; Change of settings of your device such as brightness, sound, and orientation; Safety in internet and fake news.

The training methodology is important and therefore the tool is in the form of video contents that is available from tablets in community centers in the country.

The training materials are available in the libraries, at the community centers where material and technical conditions are provided and not least there are available community center employees to help the elderly in the learning process.

The videos are also uploaded to a YouTube channel (<http://bit.ly/Internet4All55Video>) and are available to older people who are more advanced in digital technology, or can rely on a loved one to help them.

■ Target group of the tool:

People at age 55+

People aged 55+ are just one of the groups targeted by the Internet for All 55+ tool. Its purpose is to provide access to information, knowledge and education in technology to those who for some reason have no chance of taking advantage of this opportunity, including people of low socioeconomic status, elderly men and women, as well as those living in smaller settlements.

■ Results for employers:

- Companies with competences to deliver training in the form of video lessons for people 55+.

■ Results for employees 50+:

- Enhanced employees' mobile skills. Increase in employees' competences to deal with modern technologies.
- Employees' self-confidence and empowerment. Access to online learning and training.
- Available new educational materials tailored to the specific needs specifically of the group of people aged 55+.
- Adaptation to new technology tools for communication.

■ Impacts for employers:

- Increased productivity.
- Access to industry professionals with improved digital skills.
- Improved company competitiveness.

■ Impacts for employees 50+:

- Enhance efficiency of the company's workforce.

■ Fields of action that are particularly relevant for the tools:

- Job competences (incl. digital competences) and HR-Management – Help older people to acquire digital skills that will be useful to them on a daily basis, including in the work process.
- Work and knowledge transfer – Provided access to information, knowledge and education in technology to those who for some reason have no chance of taking advantage of this opportunity, including elderly men and women.

■ Future potentials of the tool:

- Enhancement of daily communication.
- Help people to deal with pandemic situations like COVID-19, allowing distance communication via mobile applications.

Slovenia (Center za poslovno usposabljanje)

Training for acquisition of digital skills

■ Short description of the tool:

Organizations can provide targeted training programs, resources, and mentorship to help older workers acquire and enhance their digital competencies. Digital competencies, also known as digital skills or digital literacy, refer to a set of skills, knowledge, and attitudes required to effectively and responsibly use digital technologies. These competencies enable individuals to navigate, understand, create, and communicate using digital tools, platforms, and resources.

■ Goal of the tool:

Overcoming the fear of information technology and remaining employable.

The main aim is to learn about, strengthen and upgrade the digital competences of older people on a daily basis. Particular attention is paid to overcoming the fear of information technology, which should facilitate older people's daily activities and increase their quality of life. Other goals include remaining employable and adaptable, and actively participate in today's digital driven society.

■ Content of the tool:

Acquisition of digital skills, intergenerational cooperation and socialising.

The year-long programme and activities aim to improve the digital competences of older people. New innovative working methods and ways of delivering knowledge, own curricula (basic and advanced content) are designed to make it as easy as possible for older people to acquire digital knowledge or digital skills and competences.

Through intergenerational cooperation, new flexible forms of learning and innovative learning environments, the development of ICT competences of older people is effectively supported.

In addition to education, the tool also serves as a space for socialising and building local and generational community.

■ Target group of the tool:

Older generation.

■ Results and impacts for employers:

- Increased productivity.
- Enhanced efficiency.
- Improved competitiveness.
- Reduced dependency on external resources.

■ Results and impacts for employees 50+:

- Enhanced job performance.
- Improved efficiency.
- Increased adaptability.

- Enhanced collaboration.
- Job satisfaction.
- Opportunities for career advancement.
- **Fields of action that are particularly relevant for the tools:**
 - Job competences (incl. digital competences) and HR-Management – employees 50+ get relevant skills regarding the use of digital tools.
 - Work and knowledge transfer – digital skills can be transferred from younger to older generation.
- **Future potentials of the tool:**
 - Job performance enhancement.
 - Knowledge transfer facilitation.
 - Digital knowledge dissemination.
 - Remote and flexible work.
 - Continuous learning culture.
 - Promotion of digital transformation.

Staying active all year round

■ Short description of the tool:

Promoting health at the workplace is essential for the well-being of employees, the success of the organization, and the overall bottom line. By investing in employee health, organizations can create a positive work environment, reduce costs, enhance productivity, and demonstrate their commitment to their employees' well-being.

Health at workplace is specially relevant for older workers in order to maintain their productivity, manage age-related health conditions, enhance job satisfaction and retention, address specific workplace challenges, support a diverse workforce, and to leverage the benefits of their experience. By creating a healthy and inclusive environment, employers can maximize the potential of their older workforce and create a positive work experience for all employees.

■ Goal of the tool:

Help employees maintain/improve their overall health and well-being.

Employees can exercise after their daily work routine by taking into account their physical abilities at certain ages; and the needs of the body. In that way employees maintain their physical fitness and keep fit, which helps to maintain or improve working capacity and thus facilitate to perform their duties, in particular in the years before retirement. By keeping older employees active in sports throughout the year, organizations can support their physical and mental well-being, promote healthy aging, and create a positive and inclusive work environment.

It demonstrates a commitment to employee health and recognizes the value of an active and engaged workforce at all stages of life.

■ **Content of the tool:**

Exercise programmes tailored to specific age groups

The organisation shall provide employees with a number of transferable annual passes to the sports and recreation centre to attend exercise programmes tailored to specific age groups. Care shall be taken to ensure that the exercise activities covered are those in which the employees are actually interested. To this end, companies can carry out an internal snapshot of employees' interests in particular forms of exercise. They analyse the results and conclude a contract with the most appropriate provider. Care should be taken to ensure that the exercise sessions are organised in line with the organisation's work schedule and that the provider is located close to the company. Employees should be presented with the possibilities to participate in the exercise and should be motivated accordingly.

■ **Target group of the tool:**

Open to all employees, but is particularly targeted at the older population who want to maintain their physical mobility and fitness.

■ **Results and impacts for employers:**

- Enhanced company image and employer branding.
- Health cost savings.
- Improved productivity.
- Increased retention and loyalty.

■ **Results and impacts for employees 50+:**

- Improved physical health and well-being.
- Enhanced mental health and stress management.
- Increased team collaboration.
- Enhanced motivation.
- Improved work-life balance.

■ **Fields of action that are particularly relevant for the tools:**

- Health promotion/performance skills – employers promote healthy lifestyle with promoting being active, employees 50+ are keeping themselves healthy and fit which improves their performance in job and personal life.
- Values, attitudes, motivation and leadership – employees 50+ get more motivated when doing something positive, being active improves teamwork and social engagement and therefore improves collaboration and commitment.

■ **Future potentials of the tool:**

- Job performance enhancement.
- Positive organizational culture and employee satisfaction.
- Reduction of absenteeism.

Recommendations to the Procurement Service

■ Short description of the tool:

Having an ergonomically appropriate workplace for older employees promotes their comfort, well-being, and productivity. It reduces the risk of injuries, supports healthy aging, retains valuable expertise, accommodates diverse needs, and aligns with legal and ethical obligations. By investing in ergonomics, organizations create an inclusive and supportive environment that benefits both older employees and the overall success of the organization. Procurement Service can help create a more inclusive and ergonomically supportive work environment for older workers, promoting their well-being, productivity, and job satisfaction.

■ Goal of the tool:

To increase employees' ability to work.

This tool can have a significant impact on employee well-being and, as a result, job satisfaction. The tool can have a positive impact on both the chronic and acute health of the older employee.

The effect is to maintain or increase employees' ability to work, which can also have a positive impact on their individual performance, employability and, potentially, their ability to remain in work after they have fulfilled the conditions for retirement. Employees who are provided with more appropriate and personalised work equipment appreciate wellbeing care and are more satisfied at work, which in the long term has a positive impact on their health.

■ Content of the tool:

Ergonomically appropriate work equipment

Cooperation between HR and Procurement department is needed to select more ergonomically appropriate work equipment. HR shall identify the needs according to the age structure of the workforce and make recommendations to Procurement department. A short presentation training session can be prepared to demonstrate the key needs and special features of older employees. This gives the purchasing staff a good understanding of the needs of older employees, so they understand what they need to look out for when purchasing working equipment.

An organisation that introduces this measure in the Procurement department shall designate a staff member who is responsible for the purchase of work equipment and supplies. A communication protocol between the purchasing and human resources departments shall also be established. The organisation may also engage external experts to advise on the selection of the best working equipment.

■ Target group of the tool:

The measure is aimed at all older workers, as it acts as a preventive measure and consequently reduces physical disability and sickness absence.

■ Results and impacts for employers:

- Compliance with legal and regulatory requirements.
- Long-term cost savings.
- Improved reputation.
- Attraction of top talent.
- Increased productivity.

■ **Results and impacts for employees 50+:**

- Improved health and well-being.
- Increased productivity and efficiency.
- Reduced absenteeism and healthcare costs.
- Enhanced job satisfaction.
- Enhanced teamwork and collaboration.

■ **Fields of action that are particularly relevant for the tools:**

- Health promotion/performance skills – less possibility for employees 50+ to have health problems.
- Values, attitudes, motivation and leadership – increased productivity and teamwork for employees 50+.
- Positive organizational image.

■ **Future potentials of the tool:**

- Reduction the likelihood of work-related injuries.
- Positive reputation.

Development plans

■ **Short description of the tool:**

Development plans

An employee development plan is a structured approach to identify and address an employee's professional growth and skill development needs. It outlines specific goals, objectives, and actions to help employees acquire new knowledge, enhance existing skills, and progress in their careers. An employee development plan is typically created collaboratively between the employee and their manager or HR department. It serves as a roadmap for the employee's development journey and provides a framework for tracking progress and evaluating the effectiveness of development activities.

The employee development plan should be a living document that evolves over time, reflecting the employee's changing needs and the organization's priorities. Regular review and update sessions between the employee and their manager are essential to ensure alignment, address new development needs, and track progress toward goals.

■ **Goal of the tool:**

Involving older employees in achieving the company's goals.

With development plans older employees become fully involved in achieving the company's goals. Their development plans are carefully and personalised and include their strengths and limitations.

Development plans for employees are essential for companies to foster skill enhancement, career growth, employee engagement, retention, succession planning, productivity, and adaptability. By investing in their employees' professional development, companies create a positive work environment, attract and retain top talent, and position themselves for long-term success.

■ **Content of the tool:**

Specific development plans tailored to the individual employee

For older employees, specific development plans tailored to the individual employee are drawn up in cooperation with the HR department and, where necessary, external consultants. The organisation must be careful to ensure that development is tailored to the specific competences and personal characteristics of the employee. This means, taking into account the individual's preferences in relation to knowledge transfer, cooperation, etc. It is important that older employees realise that the organisation has a vision for them too, and that they feel that they are not neglected by the organisation, but respected and that they are an important part of the whole as an important part of the company. The measure is linked to the organisation's employee development system, so it is important that it is implemented in a way that complements or builds on the existing system. If the organisation does not have a HRD system in place with a focus on development plans, it is recommended that the implementation of the measure is integrated into other existing HR systems.

■ **Target group of the tool:**

All older employees.

■ **Results and impacts for employers:**

- Positive impact on overall organizational performance.
- Improved succession planning and organizational agility.
- Enhanced innovation.
- Increased productivity.
- Knowledge transfer.

■ **Results and impacts for employees 50+:**

- Increased job satisfaction and motivation.
- Improved adaptability and flexibility.
- Enhanced collaboration.
- Mental stimulation.
- Transition to new roles.

■ **Fields of action that are particularly relevant for the tools:**

- Job competences (incl. digital competences) and HR-management – employees 50+ get more adapted and have the possibility to transition to different job roles.
- Values, attitudes, motivation and leadership – employees 50+ are more satisfied in their job and have a stronger sense of purpose and commitment to the company's mission.

■ **Future potentials of the tool:**

- Knowledge transfer facilitation.
- Career progression and advancement.
- Organizational agility and adaptability.

Knowledge maps

■ Short description of the tool:

Knowledge maps are a valuable tool for capturing and transferring silent knowledge (also known as tacit knowledge) from older employees to the rest of the organization. Knowledge maps are visual representations that serve as tools to make the invisible knowledge tangible and accessible to others.

By using knowledge maps, organizations can systematically capture, organize, and transfer silent knowledge from older employees to the broader workforce. This facilitates the preservation of valuable expertise, encourages knowledge sharing, and supports the continuous development and learning of employees across the organization.

The financial investment is low, requiring only an organisational and time investment. The tool can be introduced into business practice in a short time.

■ Goal of the tool:

Ensuring preservation and utilization of silent knowledge of older employees.

The measure can capture at least some of the so-called tacit knowledge of older employees. The goal of a knowledge map for older employees is to capture and transfer their valuable silent knowledge to ensure its preservation and utilization within the organization. As employees near retirement or transition out of the workforce, they often possess extensive experience, expertise, and insights that may not be documented or easily accessible to others. It enables the organization to tap into the wealth of experience and expertise held by older employees, fostering a culture of learning, continuity, and informed decision-making.

■ Content of the tool:

Knowledge, skills and competences inventory

Older employees are valuable carriers of knowledge and experience, and we often don't even know what they - know, have and can do. In order to transfer knowledge as effectively as possible between colleagues, especially between older and younger ones, an inventory of knowledge, skills and competences is carried out within a given work unit.

On the form prepared, senior employees, either on their own or with the help of a manager, highlight all the functional and experiential knowledge they have. Forms may include a section for employees to record practical knowledge that cannot be found in manuals and handbooks.

For the successful implementation of the tool, a standardised methodology for capturing tacit knowledge of employees needs to be developed, the custodians of the methodology are in the HR departments, but line managers need to be heavily involved in the implementation of the inventory. Action is complementary in content to the staff development, competency and training system and education.

The inventory may be carried out on physical forms, in enterprises where have IT-based HR processes, it may also be useful to have knowledge maps in an appropriate e-format.

■ Target group of the tool:

The measure is aimed at all older employees, who have gained a lot of valuable and useful knowledge from their experience.

■ Results and impacts for employers:

- Retention of institutional knowledge.

- Facilitation of innovation.
- Improved decision-making for resource allocation.
- Identification of knowledge gaps and learning needs.
- **Results and impacts for employees 50+:**
 - Improved decision-making and problem-solving.
 - Continuous learning and professional development.
 - Employee engagement and job satisfaction.
 - Knowledge transfer and succession planning.
 - Adaptability
- **Fields of action that are particularly relevant for the tools:**
 - Job competences (incl. digital competences) and HR-management – employees 50+ get more adaptable to changing working requirements, while companies are able to identify gaps and areas for improvement.
 - Work and knowledge transfer – Facilitation of intergenerational knowledge transfer between employees 50+ and younger ones, Comprehensive view of available expertise in the company where companies can identify which knowledge could be transferred; Continuous learning and adaptation of employees 50+.
- **Future potentials of the tool:**
 - Positive work environment and a sense of shared purpose.
 - Employee engagement and retention.
 - Succession planning and talent development.

Poland (Wojewódzki Urząd Pracy w Katowicach)

Workshop programme – ReNewal “OdNowa”

■ Short description of the tool:

The programme includes two parts: (OdNowa) - use your potential - prevention of professional burnout and ReNewal (OdNowa) - look at your environment - prevention of professional burnout. The different parts can be implemented together or as separate activities - as required.

■ Goal of the tool:

Support for people at risk of professional burnout and prevention at individual and organisational level.

Specific goals include: learning about the signs of professional burnout and how to prevent it, building personal awareness related to thinking and acting styles aimed at conscious management of one's own performance and occupational health, and looking at the workplace in the context of preventing professional burnout at the organisational level.

■ **Content of the tool:**

The thematic content of the programme includes: elements of recognising the symptoms of professional burnout, a set of self-tests to recognise the risk of professional burnout and health prevention to avoid and reduce the effects of professional burnout.

The workshop includes elements relating to the impact of competence development of employees and managers on the risks of burnout, e.g.: actions that reduce organisational limitations at work (situations, circumstances, things or people), and the impact of professional development and competence improvement on the elimination of burnout risks.

It also includes elements relating to organisational culture, management and leadership approaches and their impact on employees' and managers' risk of burnout, e.g.: job shaping methods for employees and managers such as Job Crafting, Wellbeing.

The activities have an active character. Participants learn through exercises, training games about their strengths and limitations in their current work situation. This is useful to determine to how far the current workplace and career stage meets their expectations, or what is missing to make it so.

They also support the transfer of knowledge and professional experience between employees of different ages. An example is digital competences – as a rule, younger employees have them at a higher level, thus they can be a support for people 50+.

■ **Target group of the tool:**

Employees (especially 50+) and managers.

■ **Results for employers:**

- Increased productivity.
- Improved cooperation with the employee.
- Improved supervisor-employee relations.
- Reduced employee absenteeism due to sick leave.

■ **Results for employees 50+:**

- Taking care of mental and physical health.
- Improving performance.
- Better collaboration.

■ **Impacts for employers:**

- Better understanding of employee behaviour.
- Learning about ways to prevent burnout among employees.

■ **Impacts for employees 50+:**

- Improved wellbeing, increased motivation to work.
- Increased sense of job satisfaction.
- Learning how to manage symptoms of job burnout.

■ **Fields of action that are particularly relevant for the tools:**

- Health promotion/performance skills – This tool was created to support people at risk of professional burnout and prevention at individual and organisational level. Person is learning about the signs of professional burnout and how to prevent it, building personal awareness related to thinking and acting styles aimed at conscious management of one's own performance and occupational health.

■ **Future potentials of the tool:**

- Prevention of professional burnout syndromes.
- Health prevention.
- Promotion of healthy lifestyles.

ACTIV 50+ - instruments supporting professional activity of employees

■ **Short description of the tool:**

The Project developed a set of tools contributing to extension of professional activity of people working over 50 in the Mazowieckie Voivodeship.

The tools made available help to strengthen the position of people 50 + in the labour market: experienced employees have access to knowledge and development of skills which can be used both in full-time work and in running their own businesses, and managers in small and medium-sized enterprises have access to knowledge on age management.

■ **Goal of the tool:**

Introducing innovative solutions for the employability of working people over 50.

In order to achieve this goal, the Project developed three tools to comprehensively support people over 50 in professional activation.

■ **Content of the tool:**

Instruments to support the professional activity of employees: age management handbook, tools to diagnose the competences of 50+ employees, entrepreneurship navigator.

The tools, developed as part of the Project, are related to:

- Age management policy guide with a video promoting age management and equal opportunities by age, with particular attention to women.
- Tool for diagnosing competences of people working 50+ - provides tools for self-diagnosis of abilities connected with entrepreneurship and competence lacks in people aged 50+; serves to evaluate two groups of competences: competences influencing work effectiveness in organisations (organising work, cooperation, goal orientation) and three entrepreneurial competences (proactivity, innovativeness, taking calculated risks).
- Entrepreneurship Navigator - for people interested in starting their own business. This tool can support the setting up and running of a business in a simple and comprehensive way, in particular the preparation of a business plan and its initial verification.

■ **Target group of the tool:**

People over 50 employed and managers in small and medium-sized enterprises.

- **Results for employers:**
 - Retention of staff with extensive professional experience.
- **Results for employees 50+:**
 - Access to knowledge and development of skills useful for both employment and entrepreneurship.
- **Impacts for employers:**
 - Gain knowledge of age management in the company.
- **Impacts for employees 50+:**
 - Empowerment in the labour market.
- **Fields of action that are particularly relevant for the tools:**
 - Job competences (incl. digital competences) and HR-Management – As part of the project, three tools were developed comprehensively supporting people over 50 in pro-employment activation; they include: 1) a tool for diagnosing competences and skills related to entrepreneurship and competency gaps in people aged 50+; 2) A handbook on age management policies, together with a video promoting age management and equal opportunities on the basis of age, with particular emphasis on women.
- **Future potentials of the tool:**
 - Prolonging the professional activity of working people over 50.
 - Strengthening the position of people 50+ in the labour market.
 - Disseminating knowledge on age management.

50 PLUS NAVIGATION

- **Short description of the tool:**

An interdisciplinary model for providing working conditions for people over 50 in micro, small and medium-sized enterprises. The project was developed in response to the growing problem of an ageing society and demographic decline. It is now crucial to create appropriate working conditions for working people aged 50+.
- **Goal of the tool:**

The main objective of the project was to develop and implement a new interdisciplinary NAVIGATION 50+ model supporting the maintenance of professional activity of people over 50 in the micro, small and medium-sized enterprise sector.

Activities were aimed at extending professional activity of employees over 50 with simultaneous adapting positions in companies to the predispositions and capabilities of these employees.
- **Content of the tool:**

The project has planned three levels of intervention and tools targeting:

 - Employer (COMPASS 50+); e.g. Competence Tree - allows to visualise individual jobs considering all psycho-physical characteristics in terms of their inconvenience, especially for 50+ employees, through the so-called 'greening' of the job. The greener the diagram, the more elements of the job are adapted to older employees;

Intermentoring - assumes that different generations of employees become teachers for each other, thus providing mutual professional and organisational support by providing internal training and job coaching; Job sharing - a form of part-time work, a full-time job is divided between two or more people. The partners work at different times of the day and provide each other with information on tasks completed and remaining to be completed.

- Workers (COMPASS 50+ needle); i.e. a series of questionnaires diagnosing the psycho-physical predispositions of workers in areas such as health; knowledge; skills; career plan; interests; self-assessment of entrepreneurship; psychological and social competences; work-life
- Environment (LIGHTHOUSE 50+), i.e. launching the Local Partnership for Age Management. This involves activities such as: inviting representatives of key institutions from the point of view of developing and implementing the Local Partnership for Age Management programme on a local scale; preparing the agenda for individual meetings; introducing the topics of individual workshops.

All levels, together with the tools matched to them, form the interdisciplinary NAVIGATION 50+ model.

■ **Target group of the tool:**

50+ employees and managers in micro, small and medium-sized companies.

It is worth noting that large companies are already introducing age management procedures, while small companies, including crafts, do not have age management tools tailored to their needs and capabilities.

■ **Results for employers:**

- Extension of the working life of employees over 50 in the company, adapted workstations for people over 50.
- Ensuring appropriate working conditions for such people, better information flow between employees, mentoring.

■ **Results for employees 50+:**

- Improved health, both physically and mentally, through a better adapted workplace and better working conditions.
- Improved productivity.
- Improved cooperation.

■ **Impacts for employers:**

- To gain knowledge about age management in the company, about providing suitable working conditions for 50+ employees, about exchanging experiences between different groups of employees, about better personnel and work management.

■ **Impacts for employees 50+:**

- Learning how to mentor.
- Passing on knowledge to the younger generation.
- Gaining knowledge about work-life balance and applying this knowledge in practice.
- Conscious career planning.

■ Fields of action that are particularly relevant for the tools:

- Job competences (incl. digital competences) and HR-Management – The project has planned three levels of intervention and tools. One of them is targeting employer: (COMPASS 50+); e.g. Competence Tree – allows to visualise individual jobs taking into account all psycho-physical characteristics in terms of their inconvenience, especially for 50+ employees, through the so-called 'greening' of the job. The greener the diagram, the more elements of the job are adapted to older employees.
- Work and knowledge transfer – The project has planned three levels of intervention and tools. One of them is targeting employer: (COMPASS 50+); e.g. Competence Tree – Its part: Intermentoring - assumes that different generations of employees become teachers for each other, thus providing mutual professional and organisational support by providing internal training and job coaching.

■ Future potentials of the tool:

- Supporting the retention of professional activity of people over 50 in the sector of micro, small and medium-sized enterprises.
- Prolonging the professional activity of employees over 50, with simultaneous matching positions in companies to the predispositions and capabilities of these employees.

GSmart MOOC (Massive Open Online Course) (GSM)

■ Short description of the tool:

GSM originates from an Erasmus+ project titled *Generation: Smart. Social Competences Transmedia Bridge To Cultivate A New Culture For Cross-Generational Collaboration (GSmart)*. Project partners included educational and labour market institutions from Germany, Netherlands, Poland, Spain, and Turkey. The project's objective was to bridge the cross-generational gap that the contemporary Network Societies have to deal with. Nowadays, due to profound technological and demographic changes, people of various generations have to collaborate. Therefore, the project dealt with two domains – everyday and working life. This way, it has embraced employees 50+ working in various enterprises.

■ Goal of the tool:

GSM – one of the GSmart project's primary outcomes – is a flexible, interactive tool, i.e., a self-study guide designed for educators who teach adult learners how to foster a new culture of cross-generational collaboration. It follows the Bloom's simplified taxonomy (ASK) and aims at the level of:

- Attitude: The tool allows for a good understanding that regards the necessity of cross-generational education – including the environment of various enterprises and employees 50+.
- Skills: The tool supports cross-generational problem-solving practical application – within educated groups of adult learners.
- Knowledge: The tool increases the educational know-how – e.g., innovative methods implementation (such as the Design Thinking Approach, Liberating Structures, and Lego® Serious Play®) – to foster cross-generational collaboration in working life.

■ Content of the tool: Being an online companion that aims to instruct educators on how to teach adults cross-generational collaboration, GSM comprises five modules:

- Module 1: Introduction – information on the training program.

- Module 2: Theory – practical hints on how to use the theoretical background actively.
- Module 3: Domain Choice – support to choose the right educational track.
- Module 4: Practice – suggestions to apply innovative educational solutions.
- Module 5: Follow-up – an online community to share ideas and develop networking.
- **Target group of the tool:** GSM is a training program dedicated to educators who teach adult learners about cross-generational collaboration – in everyday and working life domains.
- **Results for employers:**
 - Increase in entrepreneurship of employed employees.
 - Improvement of their productivity.
 - Use of information and communication technologies (ICT) to increase entrepreneurial competences.
 - Use of tools to support employee development
 - Development of a culture of collaboration.
 - Training in corporate entrepreneurship.
- **Results for employees 50+:**
 - Opportunities to use information and communication technologies (ICT) to enhance entrepreneurial competences.
 - Support in the labour market,.
 - Assistance in professional development.
- **Impacts for employers:**
 - Learning entrepreneurial competences.
 - Developing skills to help employ staff.
 - Better team management.
 - Being able to validate staff ideas.
- **Impacts for employees 50+:**
 - Learning entrepreneurial competences,.
 - Socio-educational and personal development of the individual.
 - Learn how to cope with difficult situations.
- **Fields of action that are particularly relevant for the tools:**
 - Work and knowledge transfer - Work transfer happens at the digital platform (IOP) level – implemented in corporate training programs. Information transfer occurs via the activities content. Thanks to it, the learners, e.g., the employees 50+, can develop their edifice of knowledge (the so-called knowledge transfer comes up).

- Job competences (incl. digital competences) and HR-Management – The tool increases digital competences by implementing an online platform into corporate training sessions. It can also support HR departments in employment management, including employees 50+.
- **Future potentials of the tool:**
 - Supporting individual development.
 - Promoting digital transformation.

Intranet – Online Platform (IOP)

■ Short description of the tool:

IOP originates from an Erasmus+ project titled *Intranet: Intrapreneurship Net-Playbook*. It was a collaborative effort of educational and labour market institutions from Hungary, Netherlands, Poland, Slovenia, and Spain. The project's objective was to promote social competences in corporate entrepreneurship, i.e., intrapreneurship, by combining the potential of people, business organizations, and institutions – in the labour market and education.

■ Goal of the tool:

The project's primary outcome embraces an interactive tool, i.e., the IOP. It follows the Bloom's simplified taxonomy (ASK) and aims at the level of:

- Attitude: The tool aims to foster entrepreneurial competences of individuals and can be utilized in enterprises – for education that includes senior workers.
- Skills: In everyday life and enterprises, the tool promotes employability, socio-educational development, and individuals' personal growth.
- Knowledge: The tool allows individuals and educational specialists in enterprises to use the information and communication technologies (ICT) solution to boost competences connected with being entrepreneurial.

The above aim levels lead to six principles regarding entrepreneurship in enterprises (Pict. 1).



Pict. 1. Six tenets, i.e., principles to achieve enterprise entrepreneurship.

Source: own elaboration based on the Intranet project materials.

■ **Content of the tool:**

IOP comprises ten interactive activities that include education on such social competences as:

- Problem analysis and decision-making,
- Problem-solving,
- Leadership and management,
- Creativity and innovation,
- Communication and collaboration,
- Adaptation to conditions and empathy,
- Systemic view and critical thinking.

IOP has been equipped with a Tutorial. It gives a complete insight into the ten interactive activities – their content and usage.

This manual includes theory on the most critical and valuable entrepreneurial competences and can teach how to implement the activities into practice. Attractive infographics have been created for those who want to learn about IOP fast.

■ **Target group of the tool:**

Individuals – include employees 50+, organizations and institutions – enterprises.

- **Results for employers:**
 - Ability to use a tool to support intergenerational practical problem solving.
 - Improving intergenerational cooperation in the company/organisation.
- **Results for employees 50+:**
 - Better cooperation between employees representing different generations in the company.
- **Impacts for employers:**
 - Supporting a new culture of intergenerational cooperation, understanding the need for intergenerational education, increasing educational knowledge – e.g. implementing innovative methods – to support intergenerational cooperation in professional life.
- **Impacts for employees 50+:**
 - Improved collaboration.
 - Improved productivity.
 - Increased job satisfaction.
- **Fields of action that are particularly relevant for the tools:**
 - Job competences (incl. digital competences) and HR-Management – GSmart project's primary outcomes – is a flexible, interactive tool, i.e., a self-study guide designed for educators who teach adult learners how to foster a new culture of cross-generational collaboration. The tool increases the target group's digital competences by utilizing MOOC as the medium of know-how regarding cross-generational collaboration education.
 - Work and knowledge transfer – Work transfer happens at the MOOC level – utilized by the target group. Information transfer occurs via the GSM modules content. Thanks to it, the target group can develop their edifice of knowledge regarding cross-generational collaboration education (the so-called knowledge transfer comes up).
- **Future potentials of the tool:**
 - Promoting intergenerational cooperation.
 - Transferring knowledge between generations.
 - Promoting digital transformation.

Finland (Spangar Negotiations)

Peer group-based training for seniors' supervisors

- **Short description of the tool:**

The approach has been evaluated by research: Finnish Institute of Occupational Health,

<https://www.julkari.fi/bitstream/handle/10024/146686/TTL-978-952-391-117-8.pdf?sequence=1&isAllowed=y>

In the rapidly changing work life supervisors should have more skills to support the employees' knowledge development, agency and career management, and strengthen the employees' motivation and the sense of meaningfulness in their work. The supervisors necessarily do not have enough knowledge about the seniors' expectations, wishes and needs or about them leading and organising work. The supervisors need also more skills in interaction with aged employees and in creating co-operation among employees of different ages. These challenges of supervising may be mentally overloading and reflect in their well-being at work, coping with work and even in motivation to work as a supervisor.

Finnish Institute of Occupational Health has developed a resource-based peer group training for supervisors and studied its efficacy in a randomized controlled trial (RCT) among supervisors and their subordinates in ten Finnish workplaces in 2021-2023.

■ **Goal of the tool:**

The goal of the training is to enhance supervisors' competence in age management and positive age attitudes towards older workers. The aim has been to develop an evidence-based training method for developing better age management and more sustainable careers.

■ **Content of the tool:**

Peer group training delivered by Howspace platform.

The videoconference -based training consists of 3 x 3 hours group meetings, and two short and independent assignments completed before and between the training sessions. The training includes case examples and descriptions of challenging situations, which are considered from both employees' and supervisors' perspective. Participants (8-15 group) have workbooks, and facilitators follow a detailed manual. In each group there are two trained facilitators.

The training includes the following themes: To bring up difficult matters with senior workers; To understand the seniors and their work situations; To help the seniors to utilize their strengths; To strengthen work ability by tailoring the organisational practices; To encourage competence development and intergenerational co-operation; To strengthen the work motivation and engagement of seniors.

■ **Target group of the tool:**

Immediate supervisors or line managers working in different duties, sectors and / or organisations in private and public sector.

■ **Results for employers:**

- The training improves age management in the company: supervisors' more generic leadership skills, attitudes, motivation and preparedness for age management and ability to support older employees.
- The training helps to understand better the characteristics of a late-career phase from ageing employees' perspective, being better able to support older workers in their re-skilling and competence development, to have a dialogue with older employees about work ability and career.

■ **Results for employees 50+:**

- The results verified by research show that support and respect expressed by supervisors utilize and develop seniors' potentials which can be seen as a social resource, helping seniors to reach their work goals, to improve co-operation with supervisors and peer workers, as well as to create better career craft and transfer to retirement.

■ **Impacts for employers:**

- The training encourages supervisors to tailor organizational practices to support older employees in working and career management, and to promote co-operation between employees of different ages. By diminishing supervisors' worries and workloads, and enhancing their well-being and development, the tool has an impact on productivity and decrease of health costs.

■ **Impacts for employees 50+:**

- The social support given by the supervisor creates better leader-member communication about many crucial issues, like re-skilling, knowledge transfer, career crafting, retiring plans and other concerns. This reflects to seniors' better work well-being, lesser sick leaves, and extended retirement.

■ **Fields of action that are particularly relevant for the tools:**

- Health: Supervisors' enhanced leader skills diminish their workloads and experiences of burnout having impacts to their overall well-being and development. Supervisors' support and respect both better interaction with aged workers also affect positively on the seniors' work well-being, sick leaves, and enhances extended retirement.
- Job competences (incl. digital competences) and HR-Management: The training develops leadership skills, such as the ability to encourage, give feedback and treat employees fairly. The supervisors are better able to support older workers in their re-skilling and competence development.
- Values, attitudes, motivation and leadership: Perhaps the main field of this training is affecting values, attitudes, motivation and leadership skills of supervisors. The training results in more favourable attitudes to older workers. This reflects also to the other fields, as mentioned before.
- Work and knowledge transfer: The training supports supervisors to tailor organizational practices in order to respond to the seniors' needs and to stimulate co-operation between workers, that is a good basis for arranging knowledge transfer processes.

■ **Future potentials of the tool:**

- The immediate supervisors are the key actors in age management – they have intensive everyday contacts to seniors and thus a strong influence on the seniors' work engagement, re-skilling, knowledge transfer and overall well-being. Based on the results, the tool can be recommended to implement resource-based peer group techniques for strengthening supervisors' age management skills as it seems to enhance sustainability of seniors' careers.

Resource-based peer group training method for senior coaches

■ **Short description of the tool:**

Effectiveness proved by research "Work engagement for the late-career phase"; Finnish Institute of Occupational Health, <https://www.sciencedirect.com/science/article/abs/pii/S0001879119300910>. The coaching method has been developed in co-operation with workplaces. HR- or other experts of organisations are trained to act as senior coaches at their own organisations.

They start their own senior groups during the training, receiving support and feedback from peers and trainers. The group training principles play a focal role in the training. The training is designed to be participant centred, emphasising peer support and feedback.

■ Goal of the tool:

The aim of the coach training is to improve mastering the senior phase of the career by supporting self-determination and senior skills. Besides improving career management, the coaching aims to strengthen workers' work engagement and positive future options about working as well as decrease experiences on ageism at work.

■ Content of the tool:

Duration of the group coaching is 16 hours, divided into 2–4 parts (or 2x 8 hours), 12-16 participants in each group. The peer group program includes coaches' handbook, assignments, practices considered in journals, participant's workbook, individual and group exercises. During the training participants carry out coaching practice in their own organisation and produce a learning journal. They are supported by peers and trainers (sharing experiences, getting feedback, solving problems together). After half a year they have yet one meeting. The training can be provided flexibly in Internet, face-to-face or in hybrid forms.

The contents of the training are developing own career and change management skills; to strengthen work motivation, work engagement and mental well-being; to express own skills and experiences; to transfer tacit knowledge; to strengthen trust on life-long learning and own employability; to take care of the own work ability; to prevent lack of options and depression in advancing to retirement; to strengthen preparedness for possible adversities; to support maintaining and improving one's own health, to support the personnel development.

■ Target groups:

1) 55 + employees and 2) coaches; HR-personnel, managers, experts in occupational health care and other professionals working with senior employees.

■ Results for employers:

- By research verified results the training increases late career management practices in the company. After the training the coaches had good experiences to support the workers in nearly all before mentioned dimensions of aging employees' late-career management preparedness.
- These improvements and reduction of ageism may develop co-operation and functionality in the working place. The trained coaches are a good resource in company's HR-management.

■ Results for employees 50+:

- Besides career management preparedness the training reduced aging employees' perceived age discrimination, increased their work engagement, and improved their future time perspective at work. Better preparedness may also reflect to better coping skills and well-being. The training seems to be the most beneficial among aging employees with a lower-level education and those with a younger supervisor.

■ Impacts for employers:

- Employers benefit from more engaged employees and from better planning of retirement transitions. Seniors' higher motivation to continue their working careers may benefit especially those organizations struggling with recruiting problems or shortage of skilled employees.
- Increasing seniors' work engagement may also decrease costs which are related to lower job performance and lower productivity associated with disengagement as well as costs of sick leaves and disability pension.
- In addition, employees' reduced perceptions of age discrimination and improved skills to communicate their experience to younger workers may also enhance intergenerational learning and transmission of valuable tacit knowledge within the organization.

■ Impacts for employees 50+:

- The tool impacts to seniors' enhancing resources for proactively managing their own late career in work organizations. It also has longer-term beneficial effects on their careers. Reduced perceptions of age discrimination, enhanced future time perspective and higher work engagement creates a good basis for sustainable careers.

■ Fields of action that are particularly relevant for the tools:

- Health promotion/performance capacity: This tool may have a relation to aging employees' symptoms of depression and perceived work ability and performance capacity. The concepts of work ability and performance capacity are broad and comprise health, competence and motivation in relation to the work environment (Ilmarinen, 2001). As the training seems to primarily enhance the motivation component of work ability, mostly in the form of engagement, much of the overall effect on work ability may depend on the degree to which the supervisors and colleagues of the seniors support this effect in the form of improvements in the work environment or situation, for example. (Ilmarinen, J. (2001). Aging workers. Occupational and Environmental Medicine, 1,546–552).
- Job competences (incl. digital competences) and HR-Management: The training's content is related to the ability and willingness of older workers to improve their skills and competences. In earlier research it has found that the embodied ageist attitudes of the older employees themselves may reduce self-efficacy and willingness to develop one's competences. Resource-building interventions could diminish these concerns and phenomena, increasing the motivation to develop own competencies and transfer them to the work peers.
- Values, attitudes, motivation and leadership: Emphasis is placed on an employees' own motivation and preparedness to adapt to their new career phase, manage career barriers, take advantage of resources and protect and enhance their own career. These processes are supported by coaches and peers. The seniors' better recognized and enhanced values, attitudes, motivation, and self-leadership concerning their career and competences reflect to the other fields.
- Work and knowledge transfer: The same conclusion as described concerning job competencies.

■ Future potentials of the tool:

- The importance of late-career management preparedness is emerging in current unsecure employment environments. More emphasis should be placed on an employee's own preparedness to adapt to their new career phase, manage career barriers, take advantage of resources, and protect and enhance their own career, especially in today's constantly changing work life. Better late-career management preparedness could enhance meaningfulness for employees' final career years, and facilitate a smoother, more controlled transition into retirement, perhaps later than anticipated. As work disengagement is seen in work organizations as a major problem among employees approaching retirement age, these results can provide useful knowledge for tackling this problem through organizational interventions.

SeniorSurf www.seniorsurf.fi

- **Goal of the tool:** To strengthen the digital skills and involvement of senior citizens; To support and coordinate organizations and volunteer tutors in developing seniors' digital skills; To encourage seniors to learn digital skills and find support.

- **Content of the tool:** SeniorSurf networks organisations and volunteers in providing seniors' digital training and support (about 140 organisations). Volunteers are usually seniors themselves, having training and experience in digital issues. SeniorSurf provides material for [organisations](#), [volunteers](#) and [seniors](#) and arranges workshops for starting and providing digital guidance. [The SeniorSurf network](#) for organisations meets 4-6 times a year to develop and share knowledge about seniors' digital guidance. [SurfAreena](#) is a nationwide network of volunteer Digitutors for peer support and increasing competence.

In monthly arranged Teams-meetings tutors in different areas of Finland share good practices and learn from each other. SeniorSurf compiles also information on where teaching is offered nationally. The closest place offering guidance can be found in the address <https://seniorsurf.fi/seniorit/opastuspaikat/>. All these services are free of charge.

Digital support may be provided in different ways:

- face-to-face support, for example, service points, peer support and support at home
 - remote support, for example, a chat, phone or video assistance
 - training, for example, online training, courses provided by voluntary associations, organisations, companies, community colleges and videos.
- **Target groups:**
Seniors 55+, organisations and volunteer tutors providing digital training and coaching for seniors
 - **Results for employers:**
 - Networking creates possibilities and training material for the staff providing digital training to seniors inside the organization. It is possible also guide seniors to participate in free-time training/coaching provided by organizations or tutors supported by SeniorSurf.
 - **Results for employees 50+**
 - Plenty of training material and self-learning programs and opportunities to have support and coaching easily <https://seniorsurf.fi/digiopastajat/materiaalipankki/>. In Internet, and in public service organizations (like libraries, municipal offices, non-formal adult education) there is information for seniors where they can have digital training/coaching.
 - **Impacts for employers:**
 - The trainers/coaches in organizations can easily have free training material that have planned for the needs of seniors' digital training. The material as well as the network meetings deal and give advice about seniors' learning needs, strategies, and processes, so that they would feel comfortable and encouraged in learning.
 - This facilitates organising low-threshold training at working places and saves costs compared with commercial training providers. It is still more economical for employers if the seniors participate in digital training/coaching outside the working place.
 - **Impacts for employees 50+:**
 - This is an easy and free way for seniors to enhance digital skills on national level; low-threshold coaching places are situated in different areas of Finland. There are good possibilities also for self-learning and receiving support from volunteer tutors or national help desk. Tutors are often seniors themselves and giving support in digital learning permits them meaningful activities, social contacts, and maintenance of their own skills.

■ Fields of action that are particularly relevant for the tools:

- Health promotion/performance capacity: Digital skills, like using e-devices and e-services, make the life easier in contemporary society and enhance seniors' digital involvement into the society. This improves also obtaining health and other important services. SeniorSurf also stimulates different actors to notice seniors' needs in digital service development.
- Job competences (incl. digital competences) and HR-Management: This field is the main area addressed by SeniorSurf. Especially seniors who have not needed digital skills in their work before, often lack even the basic skills. They often need encouragement and a safe way in starting to learn digital issues. Usually, seniors have frustrating experiences of digital training: they have felt it too speedy containing unfamiliar concepts and giving too little practical rehearsals. So, they need a tool that is tailored to their situation.
- Values, attitudes, motivation and leadership: SeniorSurf encourages seniors and those who are giving digital support, finding aspects that bring joy and motivation in the digitalized world: ways of communication, possibility to find information or taking care of your everyday tasks, such as banking, healthcare etc. This activity concerns strongly values, attitudes, and motivation, reflecting also in activeness at the working place.
- Work and knowledge transfer: Better digital skills reflect straight to work performance, co-operation and designing work tasks. Mastering digital issues has great importance for maintaining working capacity and productivity. Also, knowledge transfer is often effective by using digital tools.

■ Future potentials of the tool:

- One of the main sectors of digital skills in the future is digital courage, meaning boldness in exploring and deploying new digital devices and services. Digital courage means that also seniors without basic digital skills dare to start learning digital issues. It is common that in organisations the whole operational system has been digitalised. This challenges organisations to develop methods by which all employees, also seniors, can have positive and empowering learning experiences and have opportunities to get support when needed. Tools, like SeniorSurf, have good potentials to answer these challenges.

Worklife Guidance Toolbox (<https://wlguidance.wixsite.com/toolbox>)

■ Short description of the tool:

The service developers describe the toolbox: "This toolbox is an output of the Erasmus+ project "Work life Guidance - Development of guidance and counseling in the workplace". The project was conducted 1.9.2014 - 31.8.2016. Partners of this project were ETSC / Iceland, OAKK / Finland, CFL / Sweden, EC VPL / The Netherlands and MERIG / Austria. Find out more about the project and partners on our web page: [Worklife Guidance!](https://wlguidance.wixsite.com/toolbox)"

The toolbox has been published in English, Finnish, Icelandic, in Swedish, Dutch and in German. The toolbox is freely available at the site mentioned above.

■ Goal of the tool:

The Goal of the toolbox is to provide the companies an overall understanding why providing guidance services is strategically important for them. The toolbox gives guidelines of how to organise guidance services, what kind of processes this indicates and how the companies can have access to the guidance services. For the employees the guidance methods used give a profound understanding of where they stand regarding their career in the company and more generally in their life-space. The goal of the toolbox is to be as concrete and practical as possible in all the dimensions needed and it ends up with a concrete training model.

■ **Content of the tool:**

The toolbox is divided into five sections: 1. *about the counselling process* in general and in the organisational context, process of, 2. *Methods to approach the organisations* and engage them, convincing them of the benefits of counselling services, 3 *Practical counselling methods* for working with individuals and groups. 4. *How to do it* section gives perspectives of what the forms of counselling are, who may practice it, and where it may take place outside or inside the company, 5. *training models* based on the Toolbox thinking.

Each section contains several subsections: *The process section* e.g. includes a step-by-step description of how organisations may adopt career guidance as one method to support employees and the organisation itself. *The how to approach section* includes a five-step process model how to build the foundations of the company's guidance system. *The practical tools section* provides readers with a process model of counselling *The how to do it section* maps out possible ways existing to get services done and provided. *The training section* summarises a training model developed in the project. A prototype of 1-day training divided in 30/60 minute-classes on each of the themes of the toolbox is presented.

■ **Target group of the tool:**

Counsellors working with adults, companies, HR staff, managers, employees, training institutes, guidance service providers.

■ **Results for employers:**

- A clear structure of organising counselling and guidance services for employees.

■ **Results for employees 50+**

- Worklife Guidance and the Toolbox does not confine the approach to any specific age group. However, it may be easily seen that it also has general benefits suitable also for the 50+: According to the Toolbox worklife guidance is a process helping a person to become aware of his/her position and current situation and improving them. It also indicates an increased understanding of what factors have an effect in working life as well in the others spheres of a person's life.

■ **Impacts for employers:**

- Carried out in the way the Toolbox describes the organisations/companies would gain a structured understanding of guidance services and their implications for the organisations' strategic goals. According to the feedback gotten the employees of the involved organisations observed changes in the organisational culture changing towards a more equal dialogue among the employees and the management.

■ **Impacts for employees 50+:**

- Increased support from the peer ones and the management.

■ **Fields of action that are particularly relevant for the tools:**

- Health: Health is not the main focus of the tool. However, it a potential theme in organisation- specific implementation of the work life guidance in the companies, and in the counselling process of the employees either in face-to-face or in peer groups.
- Job competences (incl. digital competences) and HR-Management: Presented as one of the areas of the project that developed the Toolbox. Especially diagnosing the employees' prior learning and competencies as a basis for further development has been vitally important.

- Values, attitudes, and motivation: As a whole Worklife Guidance and the Toolbox affect strongly on the organisational culture, including values, attitudes and motivation of both the employees and employers.
- Work and knowledge transfer: Not addressed directly but again. It is a potential theme in all organisation-specific implementation of the WorklifeGuidance model.
- **Future potentials of the tool:**
 - While mapping out the potential approaches and methods for Silver Grow we came across with the Worklife Guidance project and the Toolbox as well as the training model developed by it. Although the target group has been adult employees in general, and not specifically 50+ employees, the Toolbox fascinated us by its concreteness that would be applicable also for the 50+ group. The Worklife Guidance project also is a project that has been profoundly developed first during 2010 – 2015 in Finland and then in the Erasmus+ project during 2014 – 2016 by experts of five countries, it has a concise project report and also an extensive set of practical tools with a modern flavour, creating a good balance of quantitative and qualitative methods. The developments after 2016 is a theme the Finnish team will dig into in a more detail along with the Silver Grow's continuation.

Nextmile – life stage service (<https://nextmile.fi/english/>)

■ Short description of the tool:

Nextmile – life stage service is an on-line service to employers for better age management during the employees' late career years. It contains six different service packages. The packages address four themes: wellbeing and resilience, tacit knowledge transfer, successor planning, planning the continuation of the work.

■ Goal of the tool:

The goal of Nextmile is to clarify the last five years of employment as it has turned out that there is a lot of confusion about how to manage the last years both from the employer's and the employee's perspective.

■ Content of the tool:

The online packages are as follows:

1. *Nextmile Impulse* for senior workers for clarifying and more efficient last years of their careers.
2. *Nextmile wellbeing*: Improving knowledge and guidance to senior workers while they still are at work.
3. *Nextmile Manager*: Skills and tools for senior management beyond the date of retirement.
4. *Nextmile footprint*: Transferring tacit knowledge before retirement.
5. *Nextmile Extend*: Getting prepared to continue the employment. Takes place before the date of retirement.
6. *Nextmile Work*: The pool of the employer's senior workers working in flexible ways while retired.

■ Target groups of the tool:

Companies and their senior employees.

■ Results for employers:

- Improved capacity to take up the theme of retiring in conversations with the senior employees. Nextmile introduces a structure and model for this. Nextmile has become an eminent part of company management system in many companies.

- **Results for employees 50+:**
 - A better and a more holistic understanding of the life change at hand.
- **Impacts for employers:**
 - Increased proactiveness and improved decision-making process in the management structure. According to a company feedback Nextmile has made tacit knowledge transfer more systematic, improved the understanding of age management, made it easy to take up inconvenient themes, the whole staff made better teamwork and wellbeing improved. Nextmile also gave mental support for the seniors and increased their motivation as their work was appreciated, enabled to create flexible ways of working.
- **Impacts for employees 50+:**
 - Improved the proactiveness of the senior workers. They got tools to act as real agents of their late career. Peer support was a key factor.
- **Fields of action that are particularly relevant for the tools:**
 - Health: Is not the main focus as such. However, Nextmile is open to all relevant themes in all its services.
 - Job competences: Includes developed mechanisms to tacit knowledge transfer, for example.
 - Values, attitudes and motivation: Nextmile indicates a clear impact on all these dimensions.
 - Work and knowledge transfer: Nextmile has developed concrete mechanisms to tacit knowledge transfer.
- **Future potentials of the tool:**
 - Nextmile is the 1st life stage service. Nextmile is a start-up focusing on building a life stage service for active people to make most out of the retirement through online content, social networks and professional opportunities. For employers Nextmile delivers a clear process for the last years of a career, relevant data, information and tools for managers for better leadership of senior employees.

Germany (INfaBW)

Future talks

- **Short description of the tool:**

Future talks are regular discussions held by management with older employees over a certain age (50 or 55) about their prospects in the company. The aim is to plan by mutual agreement how long the employee will remain with the company until retirement.
- **Goal of the tool:**

Give mutual feedback and discuss development needs and wishes.

Leaving a job is often unpleasant for all sides. Companies are rarely aware of their employees' intentions and therefore fail to plan for succession or knowledge transfer. Employees, on the other hand, often feel that they have been overburdened, marginalised and no longer given enough attention in recent years, which causes them to retreat.

Discussions about the future, as understood here, protect companies from abrupt departures and employees from inner emigration. They humanise career endings by making them an issue in the first place and then negotiating, planning and preparing for them. They explicitly emphasise and anchor the importance of the older employee for the company once again.

Accordingly, future appraisals are not a selection tool. This should be clearly communicated to employees; otherwise the positive effects cannot be realised.

■ **Content of the tool:**

Regular discussions between manager and employee.

Mutual planning means that the management and the employee disclose their respective ideas and try to reach a common denominator in the discussion with regard to the time of departure, work assignment, knowledge transfer and qualification. Their agreement is the basis for the organisation of the work biography in the remaining years.

■ **Target group of the tool:**

People 50+ and management.

Something very basic happens in the company with the future discussion: the company and older employees familiarise themselves with each other's intentions, they enter into a relationship with each other. They negotiate their remaining future together.

The management says what it has in mind for the employee and asks him about his own plans. In doing so, it overcomes the reluctance to penetrate the employee's "private sphere" and openly reveals its own intentions.

The older employee says how he likes his job, how he copes with the demands physically, mentally and psychologically, where he still wants to go in the company, what aspirations he still has and asks whether his plans can be realised in the company. He thus relinquishes his reticence towards the company and brings his personal ambitions to the table.

Basically, both parties compare their goals, see if they are compatible and agree on measures. Management and employees talk to each other on an equal footing. The trick is to communicate with each other in a hierarchical organisation without domination.

The discussion about the future must not be a means of unilaterally imposing the employer's will, nor is it an instrument for perfecting the level of information HR has about older employees. Rather, it is a genuine dialogue in which both parties have something to contribute.

■ **Results and impacts for employers:**

- Realisation of an appreciative and proactive corporate culture.
- Gaining/intensifying employee confidence.
- Creation of a planning basis for all parties involved.
- Development of a tailored counselling service.

■ **Results and impacts for employees 50+:**

- Opportunity to actively shape their own career phase.
- Creation of a basis for planning and provides security.

- The counselling session serves as stress prevention.
- **Fields of action that are particularly relevant for the tools:**
 - The areas of corporate culture, leadership and HR management are addressed in particular. Future dialogues enable a bilateral exchange between HRM and employees aged 50+, in which the needs and wishes of professional development within a company can be coordinated. This participative approach therefore also contributes to an appreciative corporate culture.
- **Future potentials of the tool:**

This tool can serve as a basis for designing a customised counselling service for the target group.

It offers potential for further forms of dialogue such as:

 - Silver careers: support in planning and realising a successful career in old age.
 - Transition dialogue as part of transition management: support with a possible transition to retirement or reduced working models.
 - Knowledge-orientated appraisal interview: Focus on the transfer of knowledge from older employees to younger colleagues.
 - Mindfulness dialogue on personal work history: An in-depth reflection on professional life history in order to gain insights for the professional future.

Changing jobs

- **Short description of the tool:**

Changing jobs in the 50 plus age group is becoming increasingly important, especially when older employees have physical limitations that affect their ability to carry out their previous activities. This step is not only necessary to maintain the ability to work and the well-being of the people concerned, but also to continue to utilise their valuable experience and expertise within the company. Such a change can have a variety of effects on the life and work situation of those affected.
- **Goal of the tool:**

The aim of changing jobs in this age group is to promote career satisfaction, individual development and the maintenance of the ability to work. The reasons for changing jobs are often varied. It turns out that physical limitations in old age are not uncommon, and they can make it difficult or impossible to carry out certain activities. In this situation, a change of job is often unavoidable in order to give employees the opportunity to contribute their labour in other ways that suit their abilities and state of health.
- **Content of the tool:**

A change of job can be implemented in various ways. A respectful discussion about the changes, in which the concerns and wishes of those affected are taken into account, is essential. Jointly identifying the strengths and skills of the people concerned in order to find suitable tasks that match their abilities plays an important role here, and one way in which older employees can familiarise themselves with a new job is through job rotation.
- **Target group of the tool:**

People 50+ and HRM.

An important aspect of implementing a job change for the 50 plus target group is recognising their skills and potential and avoiding age discrimination. The management level plays a central role in organising this process. It is important to promote open communication and involve the people concerned in decisions. Managers should be sensitive to the needs and wishes of employees and develop individualised solutions.

Team colleagues are also an important part of this process. Sensitisation and acceptance of change are crucial. A supportive and respectful environment can make the transition easier for everyone involved.

■ **Results and impacts for employers:**

- Increase in employee satisfaction through the realisation of career change requests.
- Increase in productivity through better utilisation of employees.
- Less sick leave.
- Optimised use of employee resources through new (more suitable) workplace.

■ **Results and impacts for employees 50+:**

- Promotion of individual development.
- Preservation of the labour force.
- Stabilisation or improvement of the state of health.
- Opportunity to actively shape one's own career.

■ **Fields of action that are particularly relevant for the tools:**

- The fields of action of corporate culture, leadership and personnel management, health management and work organisation are addressed in equal measure. The main focus here is on the best possible deployment of employees aged 50+ in companies, taking into account their performance and state of health. However, the change of job should meet the expectations of employees aged 50+ in terms of tasks and environment; otherwise this could have demotivating effects.

■ **Future potentials of the tool:**

This tool offers potential in several areas:

- Promoting diversity: changing jobs allows older employees to take on new positions that match their skills and interests.
- Knowledge transfer: Older employees can pass on their expertise in new roles and also gain new knowledge.
- Flexibility: The ability to change jobs allows older employees to adapt their working conditions to changing needs. Knowledge-orientated appraisal interview: Focus on the transfer of knowledge from older employees to younger colleagues.

Age-appropriate workplace equipment

■ **Short description of the tool:**

As employees approach old age and physical limitations arise, it becomes necessary to adapt the workplace in order to ensure their health, well-being and ability to work.

■ **Goal of the tool:**

The physical challenges that can come with age often require an adapted workplace design. Ergonomic chairs, height-adjustable desks, well-lit work areas and barrier-free access are just a few examples that can help to reduce physical strain. These measures not only minimise the risk of injury, but also increase productivity and job satisfaction.

■ **Content of the tool:**

Communicating options for age-appropriate workplace equipment is crucial. Experts emphasise the importance of transparent and open communication between employers and employees. Individual discussions in which employees are informed about the available options and can express their needs are of great importance.

To ensure a pleasant and quick process for affected older colleagues, workplace adjustments should be made promptly. This not only shows appreciation for the employees, but also helps to minimise any restrictions before they become serious problems.

The design of the home office workplace is equally important. Employers should ensure that employees working from home have ergonomically adapted work equipment. This includes ergonomic chairs, height-adjustable desks and suitable lighting.

■ **Target group of the tool:**

People 50+ and Management.

Age-appropriate workplace equipment should go beyond the traditional ergonomic elements. Relaxation and stress-relief gadgets can play an important role in increasing general well-being. These include, for example, ergonomic hand trainers, seat cushions to relieve back strain or even small quiet zones at the workplace.

It is advisable to offer educational initiatives and seminars that highlight the benefits of age-appropriate workplace equipment. Such programmes can not only raise awareness of the importance, but also provide practical tips for employees on how to make the most of their working environment.

■ **Results and impacts for employers:**

- Maintaining the labour force and productivity .
- Increase in employee satisfaction.
- Reduction of sick absence.

■ **Results and impacts for employees 50+:**

- Stress prevention.
- Maintaining labour productivity and satisfaction.
- Reduction of physical stress.

■ **Fields of action that are particularly relevant for the tools:**

- In particular, the areas of health management and work organisation are addressed. The working environment should be adapted to the physical needs of employees aged 50+ with age-appropriate workplace equipment. This should be done preventively in order to avoid future health problems. Such a measure can also have a positive influence on the corporate culture, as it increases the job satisfaction of employees aged 50+.

■ **Future potentials of the tool:**

- Offers in the form of seminars and counselling can be used to educate older employees at an early stage about how they can design their workplace ergonomically. This can improve working conditions and reduce the risk of health problems.

Working time models

■ **Short description of the tool:**

The introduction of such models is of great relevance not only with regard to age, but also to different phases of life and the individual needs of employees.

■ **Goal of the tool:**

Working time models should be communicated sensitively and clearly. Experts emphasise that open communication and an individual approach are important. It is crucial to enquire about the needs of employees and find suitable solutions that take their circumstances into account.

From a business perspective, working time models offer the opportunity to position yourself as an attractive employer and strengthen employee loyalty. Flexible working time arrangements can help to appeal to a broader target group and increase the satisfaction and motivation of older employees.

A better work-life balance can actually increase the satisfaction of older employees. Especially when employees are caring for relatives or have other obligations, relieving the burden through flexible working time models can support their professional performance.

■ **Content of the tool:**

The older employees need clear information about which working time models are available and how they can take their individual needs into account. Transparency regarding options such as part-time, flexible working hours or working from home is of great importance. This information should be easily accessible to minimise uncertainty and enable individual decisions.

Experts recommend clear internal communication through internal company platforms or intranet. This could take the form of regular contributions, articles or information about different working time models. Such transparency makes it easier for employees to choose the option that suits them and to organise their working hours flexibly. Furthermore, experts see a reduction in working hours with the same salary as an effective option. However, it is also important to adjust work capacity and areas of responsibility accordingly. If the number of hours is reduced, realistic expectations should be placed on work performance in order to avoid excessive demands.

■ **Target group of the tool:**

People 50+ and Management.

The offering of working time models, combined with transparent information and individual counselling, can strengthen the job satisfaction and loyalty of older employees. By catering to individual needs and offering opportunities to better reconcile work and other commitments, employers increase the appreciation of their employees.

■ **Results and impacts for employers:**

- Decrease in sickness-related absences and adaptation of working conditions to performance restrictions.

- lower recruitment costs despite a shortage of skilled labour.
- Ensuring innovative capacity and securing expertise.
- Increase in employee satisfaction.
- **Results and impacts for employees 50+:**
 - Stress prevention.
 - Maintaining labour productivity and satisfaction.
 - Increasing and supporting the work-life balance.
 - Increase in employee satisfaction.
- **Fields of action that are particularly relevant for the tools:**
 - In particular, the fields of work organisation and corporate culture are addressed. Companies can - in consideration of operational tasks and processes - flexibilise working hours for employees 50+.
- **Future potentials of the tool:**
 - Flexibility in terms of working hours and locations enables older employees to better adapt their work to their individual needs and offers great potential as an age management tool that is not (yet) utilised in many companies. Examples of working time models: part-time work with flexible working hours, job sharing, phased reduction of working hours, home office and remote working.

Seminars for active ageing

■ Short description of the tool:

The offer of tailor-made seminars for active ageing in the 50-plus workforce is an essential step that not only promotes the individual development of employees, but also signals appreciative behaviour on the part of the employer. In a working world characterised by diversity and longer careers, tailor-made support seminars during this phase of work are of great relevance.

■ Goal of the tool:

The availability of seminars for active ageing shows that the employer takes the needs and potential of the older workforce seriously. It signals commitment to continuous development, regardless of age. This helps to increase job satisfaction and employee loyalty. Discussions about the future, as understood here, protect companies from abrupt departures and employees from internal emigration. They humanise career endings by making them an issue in the first place and then negotiating, planning and preparing for them. They emphasise and reinforce the importance of older employees for the company.

■ Content of the tool:

The conceptualisation of such seminars requires close cooperation with the target group. The involvement of the employees concerned in the creation of the seminar content and formats is crucial. This ensures that the seminars are tailored to real needs and challenges.

The integration of different seminar formats such as face-to-face seminars and online seminars offers flexibility for the target group. The inclusion of network partners such as pension representatives, health insurance companies or coaches contributes to the holistic nature of the seminar content. This not only creates a

comprehensive support network, but also strengthens the feeling of appreciation and commitment on the part of the employer.

The sustainability of the seminars can be ensured through regular evaluation and adaptation. Feedback loops and reviews can be used to determine whether the seminars are actually effective and have the desired effect on employees.

■ **Target group of the tool:**

People 50+ and HRM.

Experts emphasise that the implementation of active ageing seminars can strengthen employee loyalty and intensify the feeling of appreciation. Employees who feel supported at every stage of their lives are more motivated, committed and loyal to their employer.

■ **Results and impacts for employers:**

- Positive employer branding: by creating suitable offers for the target group.
- Expansion of networking: companies and employees, through networking with stakeholders such as pension providers/health insurance funds.
- Sensitising the workforce to active ageing.
- Promotion of internal communication through targeted information.

■ **Results and impacts for employees 50+:**

- Increase in employee satisfaction.
- Planning security (e.g. in the transition to retirement) through information.

■ **Fields of action that are particularly relevant for the tools:**

- Active ageing seminars were highlighted as they play an important role in all areas of activity. They serve to promote awareness and training in relation to the needs of an ageing workforce. Seminars raise awareness of the need for action and encourage action. They can therefore act as a catalyst for change in all other areas of activity.

■ **Future potentials of the tool:**

- This tool offers great potential, as the target group can already be involved in the conceptualisation of such seminars. This provides the employer with information on the needs and expectations of this target group at an early stage. Seminars can not only support the focus group, but also sensitise all levels in the company. This promotes awareness that the ageing process affects everyone and that everyone can actively contribute to creating a supportive environment.