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AGE MANAGEMENT UPTAKE

Intellectual Output 1

Czech Republic
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1. INTRODUCTION TO AGE MANAGEMENT IN YOUR COUNTRY

The most characteristic feature of the current demographic situation in the Czech Republic is aging of the population. This is due to two factors: reduced fertility, improving the health status of the population → higher life expectancy. The number of people in the age of high economic activity (20-49) have already started to decline and this “failure” is now necessary to replace by those aged 50-64 years, for that they will have to be created adequate conditions and at all levels of the system (*Ageing Policy in the Czech Republic, Politika přípravy na stárnutí v České republice, 2015*)

The Czech Republic has an extremely good overall unemployment rate, but looking at the group of young people up to 25 years longer compared with other European countries stand. The phenomenon of unemployment potentially affects all of us, but not equally.

Some groups of people are more at risk. The problem of finding a job currently have fresh graduates coming out of school because employers prefer to employ workers with experience. At risk are people older than fifty years. Somewhat paradoxically, it is considered that they are no longer promising and soon go into retirement, although the retirement of inactivity quickly shifted to a much older age. They also denounced as a lump sum, those who know modern technology and can not learn new things, even though these skills are extremely individual. Third significantly vulnerable mothers caring for small children. Data from the Labour Force Survey of the Czech Statistical Office show that they have three times the rate of unemployment compared to childless women and men of the same age (*For the second year in the Czech Republic, unemployment has decreased, Již druhý rok v České republice klesá nezaměstnanost, 2015*)

The issue of age management is not systemically solved in the Czech Republic yet, although the extension of the workers' working career and motivation to postpone retirement is one of the strategic objectives of the NAP. This document emphasizes the concept of AM at workplaces and its use as a part of human resources management and social and corporate responsibility (*National Action plan to promote positive aging for the period 2013-2017: Národní akční plán podporující pozitivní stárnutí pro období let 2013 až 2017*, pp. 18-24). Age management is still a relatively new concept in the Czech Republic, with which it is necessary to acquainted with educational organizations, employers and employees too.

The methods were transferred from Finland to the Czech Republic by OP HRE project "Age Management Strategy in the Czech Republic", implemented by AIVD CR. The introduction of comprehensive measures - the AM audit with the output of the AM implementation plan and the measurement of its impact has not yet been implemented in the Czech Republic (*Štorová, Age Management for Employers with a Focus on Older Workers Age management pro zaměstnavatele se zaměřením na starší pracovníky, 2015*).

Some of the measures offered by AM (education, health promotion) are already applied in the workplaces in the Czech Republic. The effect of these measures can also be very well measurable, even in a relatively short time span. Nevertheless, these measures are very

difficult to compare with the complex and long-term approach offered by AM (*Ilmarinen, Support for Active Aging at the Workplace, Podpora aktivního stárnutí na pracovišti, 2012, pp. 3-7*).

The Employers' work ability support should be a comprehensive system and include measures to support all work ability factors, which can only be done with difficulty without prior measurement of work ability and age management audit that takes into account the individual pillars of AM.

Screening of the main projects and publications about the age management concept and its implementation (partially taken from www.v4agemanagement.eu)

OP LZZ (Human Resources and Employment Operational Programme) Project: "Age Management Strategy in the Czech Republic" (2010-2012)

In 2010-2012 AIVD, o.s. implemented the project OP LZZ "Age Management Strategy in the Czech Republic". The realization of this project was transferred to age management methodology and concept of working capacity of the Finnish Institute of Occupational Health in Helsinki (FIOH) to the Czech Republic. The project was focused on the target group of people aged over 50 years. The main goal of this project was the transfer of innovative tools for solving the problems with the target group of people aged over 50 years in the labour market. Projects activities were awarded by National Quality Award for support of Age Management in the Czech Republic in November, 2012.

- Project website: <http://www.aivd.cz/cz/strategie-age-managementu-v-ceske-republice-1383/>
- Project Outputs:
 - Methodological Guide: <http://www.aivd.cz/soubor-doc1390/>,
 - Comparative Analysis: <http://www.aivd.cz/soubor-doc1389/>
- The Articles about the project in media: <http://www.aivd.cz/cz/o-age-managementu/>

The publication "The Employee and the Age or Age Management in the workplace, Zaměstnanec a věk aneb age management na pracovišti " by Ilona Štorová and RNDr. Jiří Fukan, Ph.D. (2012)

- Published by the Bohemian-Moravian Confederation of the Trade Unions
- Free pdf download: <https://ipodpora.odbory.info/dms/file/h/bb80a1d9b4f0f6f2>

OP LZZ Project: "Implementation of Age Management in the Czech Republic" (2013-2015)

This international project (2013-15) within the Human Resources and Employment Operational Programme of the European Social Fund was also implemented by AIVD, o.s. The main objective of the project is to create tools to solve the problems of the target group 50+ on the labor market in the form of implementation of principles of Age Management with the support of international cooperation with the Netherlands. The project includes an analysis

of tools, methods and procedures in the field of age management in the Czech Republic and the EU. Three modules of training activities for different target groups are developed. Then the pilot testing of training modules is realized on a sample of 190 people and pilot testing of **Work Ability Index (WAI)** at sample of 240 people and statistical evaluation. That will form the basis for initiation of possible changes in the field of occupational health care.

- Project website: <http://www.aivd.cz/cz/implementace-age-managementu-v-ceske-republice-1330/>
- Project Output: Guide Age Management: How to Understand Aging and How to Respond to It. Employment Opportunities Age Management in the Czech Republic Guide for Individuals, Organizations and Society
- Articles about the project in media:
 - www.brno.idnes.cz/vek-nad-padesat-je-vyhoda-apeluji-vedci-dhh-/brno-zpravy.aspx?c=A131218_2013193_brno-zpravy_eko
 - www.novinky.cz/kariera/322778-zamestnavani-lidi-starsich-padesati-let-pomohou-poznatky-z-finska-a-nizozemska.html
 - www.mpsv.cz/cs/16942
 - www.online.muni.cz/udalosti/4065-zamestnavani-lidi-starsich-50-let-pomohou-poznatky-z-finska-a-nizozemska/
- More about the project in media: <http://www.aivd.cz/cz/publicita/>

OP VK Project “Training of trainers for sustainable development with a focus on age management” (2013 – 2015)

This project was implemented by the organization Zaměstnanost o.s. The main objective of the project is training instructors in the field of sustainable development, focusing on age management and training of medical personnel in methods of maintaining work ability. Key projects are aimed at developing a methodology, developed two educational activities and e-learning course, their pilot testing and training of teachers, transmission and sharing of good practice.

- Project activities follow the methodology of Czech-Finnish project “Strategy Age Management in the Czech Republic.
- Project website: <http://zamestnanost.kvisova.cz/category/vzdelavani-lektoru-pro-udrzitelny-rozvoj-se-zamerenim-na-age-management/>
- More information: <http://www.vassboskovice.cz/text/cs/age-management.aspx>

Platform Age Management sk

- Age Management z.s. became a part of the platform for age management in the Slovak Republic, together with other organizations: Bagar o.z., Aptet N.O. and Age Management Balancing o.z
-
- Platform Website: <http://www.agemanagement.sk/ukazka-strany/>

Visegrad Fund International Conference on the theme “Age Difference – Threat or Opportunity” in Poland Opole (January, 2016)

The conference in Poland Opole in January 2016 was realized within the project funded from the Visegrad Fund (Project ID: 11520200). The main project partner was a Polish organization Fundacja Rozwoju REGIONÓW. Age Management z.s. and Intenziva s.r.o. from Slovakia were foreign project partners.

- More about the conference: <http://www.agemanagement.cz/mezinarodni-konference-o-age-managementu-v-polsku/>
- Conference website: <http://f-rr.org/zarzadzanie/>

Platform for Age Management Within V4 Countries (02/16 – 12/16)

The project realized by the organization Age Management z.s. was supported by the Visegrad Fund. The aim was to build a strong and sustainable partnership across V4 countries to support the spread of the awareness of the concept of age management. The main project activities were:

- Promotion of age management and the labour market situation in individual countries
- Research/comparative analysis of the age management application in the V4 countries
- An interactive workshop in the Czech Republic
- Website of the project: <http://www.v4agemanagement.eu/>
- Project Partners:
 - Aptet n.o., Levice, Slovakia, Website: www.aptet.sk
 - Projektanci Kariery Dawid Seifert (Career Designers Dawid Seifert), Opole, Poland, Website: www.projektancikariery.pl
 - Harmadik Kor Egyetemi Miskolc Alapítvány ("Third Age University" Foundation, Miskolc) Miskolc, Hungary, Website: www.harmadikkoregyeteme.hu

Česká asociace age managementu (ČAAM): The Czech Age Management Association

- Was founded at the turn of 2016 and 2017

- Intentions:
 - actively enter the field of employment, support and development of employees, corporate culture and help to prepare the labor market for challenges related to the need for competitiveness and sustainability of the Czech economy
 - support and disseminate innovative elements of employee employment within the key segments of industry, trade and services in the Czech Republic
 - disseminate the concept of working ability in companies and public institutions using the Work Ability Index [™] (Work Ability Index)
 - cooperate to promote current trends in age management in the Czech Republic in relation to the situation in EU member states (Eurozone)
 - offer training programs aimed at the comprehensive development and support of employees' personal and personal competences both within the private and public sectors
 - create a national age management platform for the Czech Republic in connection with the development of digitization, robotics, lifelong learning and change of the professional career of employees (preparation for Industry 4.0)

- The main goals of the Association are:
 - Associate natural and legal persons involved in age management.
 - Represent and defend the interests of members in dealing with national, regional, local and international authorities.
 - To cooperate and create a professional platform among the members of the AAAM, representatives of employers, public administrations at local, national and international level.
 - Ensure cooperation with similar national, regional and international associations and organizations.
 - To prepare and implement projects funded by the private sector, as well as public authorities, the EU institutions.
 - Provide education and publishing activities in the area of age management.
 - Provide expert advice and consulting services in the field of age management.
 - To promote and develop the principles and methods of age management in the Czech Republic.
 - Perform basic and applied research in human resource management, demographic development of the countries (regions) currently with partner association in Slovakia.
 - Design and interact in the drafting of legislative measures in relation to age management, comment on the proposed legislation and strategic documents related to the promotion of long-term sustainability of employees' working capacity in every age.

- Develop and implement education and guidance in age management.
- To cooperate in the preparation and implementation of projects funded by the private sector, as well as public administration bodies, the EU institutions.

“Towards a Successful Seniority”, peer groups (2016)

In the May 2016 the first 16 Czech facilitators in cooperation with the Finnish Institute of Occupational Health in Helsinki went through the exclusive training “The Towards a Successful Seniority.” This group method is a tool for workplaces for promotion of career management, motivation and mental well-being of their employees and supervisors. It helps workplaces in managing challenges posed by rapidly changing work environment. Age Management z.s. has a right to use the method and train the trainers in Czech language area in the future.

- The Towards Successful Seniority™ group method has been developed to promote the career management, expertise and mental well-being of employees and supervisors in today's rapidly changing world of work. The method increases participants' opportunities to discover successful career-related solutions and strengthens their ability to cope with potential setbacks.

The Publication: “Age management for employers, focused on older workers” by Ilona Štorová (2016)

- Published for the Association of Industry and Transport
- Free pdf download: <http://www.agemanagement.cz/publikace-age-management-pro-zamestnavatele-se-zamerenim-na-starsi-pracovniky/>

Interesting Links (partially taken from www.v4agemanagement.eu):

Radio and TV:

- Ilona Štorová as a guest at Czech Radio Station Plus (17. 4. 2016): <http://www.agemanagement.cz/ilona-storova-hostem-poradu-hovory-na-stanici-cesky-rozhlas-plus/>.
- Interview with doc. Mgr. Petr Novotný Ph.D. from Masaryk University in Brno at Czech Television: <http://www.ceskatelevize.cz/ct24/regiony/287684-vedci-cesko-neumi-vyuzit-potencial-pracovniku-nad-padesat/>.
- Discussion programme “What do you say,” that was broadcast by Czech Radio Brno on January 7th 2014 on the topic of employment of people over fifty. You can listen the record here: Co vy na to.
- TV document „How long...” which was broadcast by Czech TV Programme 2 on January 3rd 2014, it can be viewed here: <http://www.ceskatelevize.cz/porady/10413823253-jak-dlouho/>.

- Journalistic programme “How do live women from so-called sandwich generation – Czech Radio Station 1 (Radiožurnál) available here (start cca at 17 min 50 sec): http://media.rozhlas.cz/_audio/2942630.mp3.
- Radio Panel Discussion “Is eight-hours-working-day a throw-back?” broadcast by Czech Radio Station Plus on August 8th 2013, available at: <http://prehovac.rozhlas.cz/audio/2945696>.
- Article and Commentary „Caring for family of middle-aged women takes about 20 hours per week – it must be reconciled with work.“ Broadcast by Czech Radio on August 8th 2013, available here: http://www.rozhlas.cz/_zprava/1244041.

Print media and periodicals:

- Article by Mrs. Ilona Štorová „An Unique method of peer learning Towards Successful Seniority™“ goes to the Czech Republic“ published in a special quarterly Andragogy in practice (Andragogika v praxi No. 9/2016) – ZDE.
- Special supplement of daily newspaper Rovnost from February 26th 2016 „Age management supports age diversity in the workplace“ available here: <http://www.agemanagement.cz/prectete-si-o-age-managementu-v-jihomoravskem-kraji/>.
- Newsletter 1/2016 by CSR Stakeholders Platform (Platforma zainteresovaných stran CSR) – interview about Age Management z.s. and implementation of the concept of age management (4-5 pp.) available here: <http://www.agemanagement.cz/newsletter-platformy-zainteresovanych-stran-csr-s-rozhovorem-o-age-managementu/>.
- Interview lead by PhDr. Jiří Chum with Mrs. Mgr. Ilona Štorová, which was published in Public Administration magazine (No. 22/2015), available here: <http://www.agemanagement.cz/clanek-jiriho-chuma-blizi-se-konec-vekovych-stereotypu/>.
- Press Releases from the international conference within the project Implementation of Age Management in the Czech Republic, held on May 26th 2015, available here: <http://www.agemanagement.cz/tiskove-zpravy-z-mezinarodni-konference-projektu-implementace-age-managementu-v-ceske-republice/>.
- Interview with Mrs. Ilona Štorová in daily newspaper Rovnost – you can read here: <http://www.agemanagement.cz/rozhovor-s-ilonou-storovou-v-deniku-rovnost/>
- Project Training of lectors for sustainable development focusing on age management as an example of good practice in daily newspaper Právo, available here: <http://www.agemanagement.cz/projekt-vzdelavani-lektoru-pro-udrzitelny-rozvoj-se->

zamerenim-na-age-management-jako-priklad-dobre-praxe/.

- Article „How to understand ageing“ in the newsletter Equal Opportunities from December 1st, 2014, available here: <http://www.agemanagement.cz/clanek-jak-rozumet-starnuti-bohumiry-lazarove-ve-zpravodaji-rovne-prilezitosti/>.
- Article in Regional Daily (Regionální deník – denik.cz) from October 1st, 2014: „The Czech Republic does not utilize sufficiently the work ability of elder people,“ available here: http://www.denik.cz/z_domova/cesko-dostatecne-nevyuziva-pracovni-schopnosti-starsich-lidi-20141001.html.
- Article on Lidovky.cz server on October 2nd, 2014: „Older people have great difficulties finding jobs. How to measure work ability?“ Available at: <http://relax.lidovky.cz/cesko-dostatecne-nevyuziva-pracovni-schopnosti-starsich-lidi-p73-/zdravi.aspx?>.
- Respekt Weekly on August 11th, 2013 wrote: „20: this is number of hours that women older than 45 years old spend weekly by care for their loved ones for free in the Czech Republic.“ Available here: <http://respekt.ihned.cz/c1-60403210-deset-ceskych-zprav-ktere-by-vas-nemely-minout>.
- Article with the title „Caring and discriminated“ published in monthly magazine Literární noviny on August 18th 2013. Available here: <http://www.literarky.cz/blogy/komentae/15628-peujici-andiskriminovane>
- Article in i60 – portal for active senior people, published on August 9th, 2013 with a title “The sandwich generation, caring for both children and parents, is growing.” available here: http://www.i60.cz/clanek_5252_rozrusta-se-sendvicova-generace-starajici-se-o-deti-a-zaroven-rodice.html.
- Article on server Lidovky.cz on June 1st 2012: „Employment after 50? Age management is one of the possible solutions.“ Available here: http://byznys.lidovky.cz/zamestnavani-starsich-by-mohl-vyresit-age-management-pda-firmy-trhy.aspx?c=A120531_150606_firmy-trhy_rka.
- Article in Regional Daily (Regionální deník – denik.cz) on January 1st, 2012. “Give jobs to people in their fifties, experts say.” Available here: http://brnensky.denik.cz/zpravy_region/prijimejte-padesatniky-radi-vedci20120105.html.

News websites:

- Article on server celostnimedicina.cz on May 13th 2016: „Fatigue, stress and burnout. In which profession are the most severe health threats?“ Available here: <http://www.celostnimedicina.cz/unava-stres-vyhoreni-ve-ktre-profesi-jste-zdravotne->

nejvice-ohrozeni.htm.

- Article on server idnes.cz from September 9th, 2015. „The Czech Republic is preparing for „silver economy”, more pensioners should work.“ Available here: http://ekonomika.idnes.cz/vic-penzistu-ma-pracovat-0x5-/ekonomika.aspx?c=A150921_175735_ekonomika_jvl.
- Article on server idnes.cz from September 30th, 2014: „In 20 years, every Czech citizen will make money to feed one pensioner, Brno experts warn.“ Available here: http://brno.idnes.cz/vyzkum-masarykovy-univerzity-produktivni-vek-f5q-/brno-zpravy.aspx?c=A140930_155303_brno-zpravy_daj.
- Article in Regional Daily (Regionální deník – denik.cz) from October 1st, 2014: „The Czech Republic does not utilize sufficiently the work ability of elder people,“ available here: http://www.denik.cz/z_domova/cesko-dostatecne-nevyuziva-pracovni-schopnosti-starsich-lidi-20141001.html.
- Material, which was composed by experts and diplomats from V4 countries, reminds us that the population ageing will become an urgent issue within next couple of years – parlamentnilisty.cz on February 2nd, 2014, available here: <http://www.parlamentnilisty.cz/arena/monitor/Analyza-Deset-let-po-vstupu-do-EU-se-stredni-Evropa-musi-zmenit-302238>.
- Article on server idnes.cz on August 8th, 2013 wrote: „Sandwich generation is increasing, women need to take care of both, children and parents.“ Available here: http://zpravy.idnes.cz/sendvicova-generace-zen-pecuje-o-deti-i-o-starnouci-rodice-pmw-/domaci.aspx?c=A130808_124318_domaci_sk.
- Article on server novinky.cz from August, 9th, 2013 wrote: „Sandwich generation women work hardest.“ Available here: <http://www.novinky.cz/finance/310069-nejvice-se-nadrou-zeny-sendvicove-generace.html>.
- Article on server personalista.com from August 8th, 2013 says: “Women who reached age 45 perceive their age as handicap. Is it justly?” Available at <http://www.personalista.com/zpravy/zeny-po-petactyricitce-vnimaji-vek-jako-hendikep-opravnene.html>.
- Article on server zenavaute.cz published on August 29th, 2013: “How do women aged 45+ live?” Available at: <http://www.zenavaute.cz/jak-se-zije-zenam-ve-veku-45/>.
- Article on server novinky.cz on June 8th, 2012 wrote: “Finnish experience will help Czech people in their fifties.” Available here: <http://www.novinky.cz/kariera/269873-finske-zkusenosti-pomohou-ceskym-padesatnikum.html>

Others:

- Interview with Mrs. Ilona Štorová and Juhani Ilmarinen for Aptet organization, available here: <http://www.agemanagement.cz/rozhovor-s-ilonou-storovou-a-juhani-ilmarinenem-pro-organizaci-aptet/>

Masaryk University in Brno:

- Article on web of Masaryk University from September 30th, 2014: <http://www.veda.muni.cz/veda-a-vyzkum/4782-studie-cesko-nevyuziva-pracovni-schopnost-starsich-lidi#.VCxrOldJPZg>.
- Press release on age management: http://is.muni.cz/do/mu/tiskove_zpravy/TZ_age_management_300914.pdf
- Article by doc Mgr. Peter Novotný, PhD. „Age management? There is no alternative.“ on the MU web published on November 7th, 2014. Available here: <https://www.online.muni.cz/komentare/4932-age-management-neni-alternativy>
- Article „Age management: it will not work without the employment of older people.“ published on the MU web on November, 26th, 2011. Available here: <https://www.online.muni.cz/tema/2561-tema-age-management>
- Interview with doc. Mgr. Peter Novotný, Ph.D. „Older people bring enrichment. Companies just must realize it.“ published on the MU web on November 26th, 2011, available here: <https://www.online.muni.cz/tema/2562-starsi-zamestnanci-jsou-obohacenim-firmy-si-to-jen-musi-vedomit>

Diploma Theses:

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- For the second year in the Czech Republic, unemployment has decreased: Již druhý rok v České republice klesá nezaměstnanost: Statistika a my, měsíčník českého statistického úřadu: 6/2015), Available ONLINE: 15. 1. 2018: <http://www.statistikaamy.cz/2015/06/jiz-druhy-rok-v-ceske-republice-klesa-nezamestnanost/>
- National Action plan to promote positive aging for the period 2013-2017: Národní akční plán podporující pozitivní stárnutí pro období let 2013 až 2017, Available ONLINE: 15. 1. 2018:

http://www.mpsv.cz/files/clanky/14540/III_vlada__Akcni_plan_staruti_.pdf

- Štorová, I., 2015, Age Management for Employers with a Focus on Older Workers, Confederation of Industry of the Czech Republic: Age management pro zaměstnavatele se zaměřením na starší pracovníky, Svaz průmyslu a dopravy ČR., Available ONLINE: 15. 1. 2018: <http://www.agemanagement.cz/publikace-age-management-pro-zamestnavatele-se-zamerenim-na-starsi-pracovniky/>
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2. GOVERNMENT'S STRATEGIES AND POLICIES

National Documents:

Ageing Policy in the Czech Republic 2015, Politika přípravy na stárnutí v České republice 2015: MPSV, 2016. (partially taken from www.v4agemanagement.eu)

- Link: http://www.mpsv.cz/files/clanky/24024/Brozura_starnuti_screen.pdf
- The Key part of the document:
- Part 3.4 Employment of Older Workers and Elderly People
- Selected measures:
- Improving quality of information service regarding pension and health insurance system for citizens
- Expanding the offer of appropriate retraining programmes for older workers;
- Raising awareness of the offer of available **age management** instruments, including a possibility of their implementation into in-house instruments of human resource management and development, in compliance with the Employment Strategy until 2020.

National Action Plan for Positive Ageing for the Period 2013–2017, Národní akční plán podporující pozitivní stárnutí pro období let 2013 až 2017. MPSV, 2014.

- Links: http://www.mpsv.cz/files/clanky/21727/NAP_EN_web.pdf,
http://www.mpsv.cz/files/clanky/20851/NAP_311214.pdf
- The Key part of the document: Part D. EMPLOYMENT OF OLDER WORKERS AND SENIORS
- **Strategic Objective D1:** Ensure quality information for the public regarding pension reform and possibilities of working activities in the combination with a benefit in the pension system.
- **Strategic Objective D2:** Extend the professional career of workers and motivate them to a postponement of the retirement by amending legislative conditions, support employers to highlight the Age Management concept at workplaces and fight against the occurrence of age discrimination.

Employment Policy Strategy 2020, Strategie politiky zaměstnanosti do roku 2020: MPSV, 2014.

- Link: https://portal.mpsv.cz/sz/politikazamest/strateg_zam_2020/strategiepz2020.pdf
- The Key parts of the document:
 - Section 4.4.1 Young persons, selected measures related to age management:
 - Support of the activities of the Czech Employment Agency aimed at increasing labor market accessibility
 - Supporting professional practices and internships in companies

- Section 4.4.2 Older persons, selected measures related to age management:
 - prolonging the working lives of workers
 - Promoting intergenerational exchange and solidarity
 - maintaining the certainty of older workers in employment
 - maintaining labor market flexibility to eliminate the uncertainty associated with the recruitment of older workers to work

The Strategy of the Social inclusion 2014-2020, Strategie sociálního začleňování 2014-2020. MPSV, 2014.

- Link: https://www.mpsv.cz/files/clanky/17082/strategie_soc_zaclenovani_2014-20.pdf
-
- The Key part of the document:
 - Section 3.1 The Support of the acces to the employment
 - Goal (in terms of social inclusion): To create the conditions for entering and maintaining the labor market for socially excluded or social exclusion at risk.
 - Measure: 3.1.I In view of demographic aging predictions, we are continuing to develop the **age management** concept to support the employment of older people.

Local Documents:

South Moravian Region Development Program 2014-2017, Program rozvoje Jihomoravského kraje 2014–2017. Jihomoravský kraj, 2014. (partially taken from www.v4agemanagement.eu)

- Link: <http://www.kr-jihomoravsky.cz/Default.aspx?PubID=212277&TypeID=2>
- The Key part of the document:
 - Part 4.3 The Unemployment
 - Measure: 3.a.9 support programs and projects placement difficult to employ groups of people into the labor market
 - Measure: 3.c.5 Improving the quality of educational programs for all types of learning and adapting to the needs of the labor market
 - Measure: 3.c.18 Public education and promotion of lifelong learning
 - Measure: 3.c.19 Expanding supply and improving the quality of lifelong learning and support to institutions providing continuing education
 - Measure: 3.c.20 Increasing the adaptability of workers to the labor market

South Moravian Region Development Program 2018-2021, Program rozvoje Jihomoravského kraje 2018–2021. Jihomoravský kraj, 2018.

- Link: <https://www.kr-jihomoravsky.cz/Default.aspx?ID=340678&TypeID=2>

“The consequence of the demographic behavior is the increasing the proportion of the elderly

in the population. As a result, the needs of the health and social system continue to grow. The current setting of these systems is not ready to increase the proportion of elderly citizens. Ageing of the population also brings new economic challenges in terms of services for the elderly, which will generate considerable employment in the future. One of the processes that responds to the aging of the population is **age management** - personnel management with respect to the age, capability and potential of employees. Its main principle is that every worker has the potential to use his potential and is not disadvantaged due to his age.” (page 99)

- The Key part of the document:
 - PRIORITY 2: ENSURING THE QUALITY OF THE LIFE OF THE PEOPLE
 - Action 2.2: Improving the social environment of the region
 - 2.2.1 Implementation of the Human Resources Development Strategy in the JMK 2016-2025
 - 2. DEVELOPMENT OF HUMAN POTENTIAL AND SOCIAL INCLUSION
 - 2.1 Age management

Human Resources Development Strategy of South Moravian Region 2016 – 2025, Strategie rozvoje lidských zdrojů Jihomoravského kraje 2016 – 2025. Jihomoravský kraj, 2016. (partially taken from <http://www.v4agemanagement.eu/>)

- Link: <http://www.kr-jihomoravsky.cz/Default.aspx?ID=291054&TypeID=2>

„With the re-qualification and the ability to work (work ability) is closely related **age management** that is management taking into account the age of the employees, the aging population and the increasing age of retirement and gets more and more into the forefront. With the change in the age structure of the population is also changing the structure of the workforce. The aim of **age management** is setting activities and measures that should encourage comprehensive approach to addressing the demographic situation and demographic change in the workplace. Such measures should then first ensure that every worker had the opportunity to exploit their potential and not be disadvantaged because of his age. So **age management** strategies can be routed to all age groups of workers: beginning, middle age, even those who are slowly terminating his working career“ (page 55)

- The Key part of the document:
 - PRIORITY AXIS 2. DEVELOPING HUMAN POTENTIAL AND SOCIAL INCLUSION
 - 2.1.1 Development of methods and practices of age management
 - 2.1.2 Advice, information and raising awareness in the field of age management
 - 2.1.3 Applying age management organizations in the region:
 - improve awareness of age management issues,
 - increase the number of age management professionals and the number of institutions contributing to its implementation,
 - increase the number of organizations and companies applying age management,

- strengthen the employment of people over 50.

International Documents:

EUROPE 2020: A European strategy for smart, sustainable and inclusive growth. EUROPEAN COMMISSION, 2010. (partially taken from www.v4agemanagement.eu)

- Link:
<http://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf>
- Six key objectives:
 - an overall employment rate of 75% for the age group 20-64 years,
 - achieve a female employment rate of 65%;
 - employment rate of older workers of 55%
 - reduce unemployment among persons aged 15-24 years by one third compared to 2010,
 - reduce unemployment among low-skilled persons by a quarter compared to 2010,
 - increase labor productivity by 20% compared to 2010.
- Each of the member countries have to develop their own national targets in the field of employment, the Czech Republic has decided to carry out the following tasks:
 - an overall employment rate of 75%
 - achieve a female employment rate of 65%;
 - employment rate of older workers of 55%
 - reduce unemployment among persons aged 15-24 years by one third compared to 2010,
 - reduce unemployment among low-skilled persons by a quarter compared to 2010,
 - increase labor productivity by 20% compared to 2010.

Germany: The Federal Government's demographic strategy. Federal Ministry of the Interior, 2013.

- Link:
https://www.bmi.bund.de/SharedDocs/downloads/EN/publikationen/demografiestrategie_englisch.html
- The main areas targeted by the strategy:
 - Creating framework conditions for prolonging working life - Reaching the 67-year retirement age, creating new ways of combining retirement and paid work, Retirement is a fair compensation for lifetime performance
 - promoting a culture of longer working life, which should be both satisfactory and in line with individual capacity. Employers are encouraged to offer attractive working conditions for the aging workforce and work organization to meet the needs of older workers. Further training should be firmly grounded for each age group of employees.

- improving the framework conditions for more effective health promotion at the workplace and minimizing risks.

Malta: National Strategic Policy for Active Ageing: Malta 2014-2020. National Commission for Active Ageing, Ministry for the Family and Social Solidarity, 2013.

- Link: <https://family.gov.mt/en/Documents/Active%20Ageing%20Policy%20-%20EN.pdf>

„Policies promoting **age management** can be understood in terms of five specific categories. First, employment organisations should ensure a fair recruitment process in which older workers have either equal or special access to the occupations on offer and that such a process excludes age bars and other age discriminatory mechanisms. Second, older workers should not be overlooked for training opportunities and possibilities for career development, with learning being offered to all and throughout the working career. Third, good practice in **age management** provides older workers with adequate levels of increased flexibility in their hours of work or in the timing and nature of their retirement. Such flexibility may range from gradual retirement, to flexibility over retirement age, to short-term work placements. Fourth, ergonomics and job design is another crucial element of good practice in **age management**, as it is important that work environments include preventative and compensatory measures for a range of physical concerns that older workers tend to experience. Fifth, the successful implementation of **age management** strategies hinges upon positive attitudes of the organisations' employees towards older workers and their dedication in supporting wider age-friendly measures at the workplace. At the same time, the opposite also holds true, as older workers have the responsibility of making use of **age management** possibilities to manage and extend their own careers and work ability. A diverse workforce is only possible through a constructive relationship between top/middle-level managers and older workers.“ (page 31)

Ireland: The National Positive Ageing Strategy. Department on Health, 2013.

- Link: http://health.gov.ie/wp-content/uploads/2014/03/National_Positive_Ageing_Strategy_English.pdf

„One of the four national goals of the strategy is: to remove barriers to participation and provide more opportunities for people to participate continuously in all aspects of cultural, economic and social life in their communities, according to their needs, preferences and capacities.

One of the partial objectives of this national goal is: Develop a wide range of employment opportunities (including gradual retirement opportunities) for people to age and identify any barriers (legislative, attitudinal, habitual and practical) of permanent employment and learning opportunities with which people can struggle during their aging.

It is stressed that if the retirement regime becomes more flexible, it is necessary for the workplace to adapt and become more age-friendly.“ (page 20)

3. RESEARCH PAPERS

Amayah, A.T. & Gedro, J. (2014). Understanding generational diversity: Strategic human resource management and development across the generational "divide". *New Horizons in Adult Education & Human Resource Development*, 26(2), 36–48. doi: 10.1002/nha3.20061

Abstract: There are more generations in today's workforce than ever before, which has the possibility to create challenges for Human Resource professionals. The purpose of this article is to interrogate existing stereotypes and generalities about the characteristics of different generations with respect to the workplace, and to offer suggestions for Human Resource professionals to help organizations successfully negotiate a multi-generational workforce. A wide range of studies published in the last seven years is reviewed, in order to develop a taxonomy of generational issues and their implications for Human Resource Managers and Human Resource Developers. The article is framed by the following taxonomic dimensions: organizational citizenship behaviors, work values, work attitudes, motivation, psychological traits, and technology.

Bieling, G., Stock, R. M. & Dorozalla, F. (2015). Coping with demographic change in job markets: How age diversity management contributes to organisational performance. *Zeitschrift für Personalforschung*, 29(1), 5–30. doi: 10.1688/ZfP-2015-01-Bieling

Abstract: Demographic shifts are altering job markets in developed countries. A steady increase in the average age of employees and a decline in the number of young, qualified workers have intensified the war for talent, resulting in highly competitive and dynamic job markets. Using resource dependence theory, this study investigates how organisations respond to such challenges. An investigation of a sample of 153 German companies provides support for the hypotheses that HR managers implement age diversity management in both appraisal and compensation practices as a response to competitive job markets which, in turn, contributes to organisational performance.

Ciutiene, R. & Railaite, R. (2015). Age Management as a Means of Reducing the Challenges of Workforce Aging. *Engineering Economics*, 26(4), 391–397. doi: 10.5755/j01.ee.26.4.7081

Abstract: The growing number of elderly people in Europe and other countries causes many issues related to age management aspects and practices. Changing demographics and increasing average age of employees highlight organizational threats such as unique knowledge loss and lack of qualified personnel. Thus, the purpose of this study is to examine age management practices at the organization level, which could help to reduce the challenges of workforce demographic aging. The present article presents a theoretical study, which helps to identify the most frequently mentioned age management areas and their features outlined in the scientific literature. Authors used scientific literature analysis, data structuring, and evaluation methods. The theoretical research highlights that the key age management areas are as follows: job recruitment, learning and knowledge management, changing attitudes, flexible working practices, health management, workplace environment and ergonomics. It has been revealed that each of these age-management areas are closely related to each other. For example, older workers' training is closely related to the treatment of employees in this age group. In practice, it is very often assumed that older workers are

unable or unwilling to learn; therefore, they are not included in the training programs. In this context, changing attitudes towards older workers is a crucial element.

Conen, W., Henkens, K. & Schippers, J. (2014). Ageing Organisations and the Extension of Working Lives: A Case Study Approach. *Journal of Social Policy*, 43(4), 773–792. doi: 10.1017/S0047279414000336

Abstract: This paper examines how the economic climate and policy changes at national level have been affecting organisational practices, aimed at the extension of working lives of older workers, over the last decade. We analyse case studies conducted among Dutch organisations. Our findings show that personnel policies are typically short-term oriented and vary in their existence and content congruous to the economic climate. Policy changes in retirement arrangements, and the debate about raising the official retirement age, have made both employees and employers realise that the extension of working lives has become an unavoidable fact, although both parties still seem intrinsically opposed to it. Changes to safety regulations and the increase in costs for employers if employees drop out of work due to ill health have led to an increasing focus on health-related measures in professions with intense physical work over the last decade. We conclude that, while national level policy changes in areas like health and safety do percolate down and begin to affect organisational practice, it is at the organisational level that they still need to be worked through.

Flynn, M., Upchurch, M., Muller-Camen, M. & Schroder, H. (2013). Trade union responses to ageing workforces in the UK and Germany. *Human Relations*, 66(1), 45–64. doi: 10.1177/0018726712464801

Abstract: Ageing workforces are placing conflicting pressures on European trade unions in order to, on the one hand, protect pensions and early retirement routes, and, on the other, promote human resource management (HRM) policies geared towards enabling their older members to extend working life. Using interviews from German and United Kingdom (UK) trade unions, we discuss how unions are both constrained and enabled by pre-existing institutional structures in advocating approaches to age management. In Germany, some unions use their strong institutional role to affect public policy and industrial change at national and sectoral levels. UK unions have taken a more defensive approach, focused on protecting pension rights. The contrasting varieties of capitalism, welfare systems and trade unions' own orientations are creating different pressures and mechanisms to which unions need to respond. While the German inclusive system is providing unions with mechanisms for negotiating collectively at the national level, UK unions' activism remains localized.

Helyer, R. & Lee, D. (2012). The twenty-first century multiple generation workforce: Overlaps and differences but also challenges and benefits. *Education & Training*, 54(7), 565–578. doi: 10.1108/00400911211265611

Abstract: Purpose – The purpose of this paper is to explore the issues around a multiple generational workforce and more specifically, the challenges and benefits for education providers and employers. Design/methodology/approach – Reviewing research papers, analysing academic texts, interrogating market intelligence and contextualising case studies, the paper examines the “experience” or “qualifications” debate alongside the similarities, differences and overlaps of the cross-generational workforce, with a view to offering

education/training solutions. Findings – Demographic forecasts suggest that the UK workplace will imminently be dominated by older, experienced employees. As the composition of the workplace shifts, examining the inter-relationship between groups of workers of different ages/profiles who have different skills, attitudes, expectations and learning styles is vital. The synergy caused by this inter-mingling cannot help but impact on employers, sectors and higher education institutions. Research limitations/implications – Data around the “older” graduate is not readily available – there is still an implicit belief that “graduate” means approximately 21/22 years old. Whilst many general demographic forecasts are produced, the future is still relatively unknown. Originality/value – The paper builds upon the authors’ own original research into the employment market from an HE perspective. Little has been so far published around how the generations might usefully work together, especially the idea of adapting the skills and maximising on the overlaps of different generational profiles. The exploration of the hybrid graduate is also a new area for academic research.

Henkens, K. & Schippers, J. (2012). Active ageing in Europe: the role of organisations. *International Journal of Manpower*, 33(6), 604–611. doi: 10.1108/01437721211261840

Abstract: Purpose – The purpose of this paper (overview) is to provide a brief introduction to the topic of active ageing and summarise the seven studies included in this special issue. The authors also acknowledge those who were instrumental in bringing this issue to fruition. Design/methodology/approach – The International Journal of Manpower's usual double-blind review process was used to select the seven papers included in this special issue. The papers themselves all have a cross-national perspective using data from eight European countries. These papers represent a wide variety of designs, methodologies and analytic strategies used to study active ageing in the paid labour force as well as in civil society. The papers make use of large-scale surveys among employers and volunteers, case studies in organisations, and vital statistics. Findings – The findings of the studies included in this special issue provide insights into the factors and mechanisms that hamper higher participation levels of older adults in paid employment and civil society, and give suggestions on how to improve their inclusion and how to deal with an ageing workforce. Originality/value – Taken as a collective, the papers in this special issue help propel forward in significant ways the study of active ageing from an international and interdisciplinary perspective.

Hennekam, S. (2015). Employability of older workers in the Netherlands: antecedents and consequences. *International Journal of Manpower*, 36(6), 931–946. doi: 10.1108/IJM-12-2013-0289

Abstract: Purpose – The purpose of this paper is to examine self-perceived employability, the factors that influence this, the chances to find a job and retirement preferences of two generations older workers with a low occupational status in the creative industries in the Netherlands. Design/methodology/approach – Survey data including qualitative elements were obtained from 1,112 older workers registered in a job agency specialized in older workers. Correlations, t-tests and multiple regressions were performed to test the hypotheses, while the open questions were analyzed in a qualitative manner. Findings – The Veteran Generation reported a higher self-rated employability than the Baby Boomer Generation, found a job quicker and also preferred to retire later than the Baby Boomer Generation. In addition, they focussed on aspects that fostered their employability. The Baby Boomers, on

the other hand, stressed the importance of some barriers that hindered their employability. The Baby Boomer Generation explained how external factors like negative stereotypes and being too expensive hinder their employability and chances at the labor market. Research limitations/implications – A limitation in the study is the use of a cross-sectional design that fails to capture the influence of the aging process. Practical implications – In the light of the aging population, knowledge about which factors influence the employability and labor participation of older workers is necessary. More insights about the differences and similarities among the various generations in the workforce can help organizations to take important decisions about human resource policies and practices. Originality/value – This study compared the Baby Boomer Generation to the Veteran Generation in a sector that is known for its unstable employment and hazardous working environments.

Hennekam, S. & Herrbach, O. (2015). The influence of age-awareness versus general HRM practices on the retirement decision of older workers. *Personnel Review*, 44(1), 3–21. doi: 10.1108/PR-01-2014-0031

Abstract: Purpose – The purpose of this paper is to examine the perception of HRM practices and the retirement decision of older workers with a low occupational status in the creative industry in the Netherlands using social identity theory. Design/methodology/approach – In total, 30 semi-structured in-depth interviews were conducted by telephone. The sample consisted of workers with a low occupational status, aged 50 or above, in the creative industry in the Netherlands, all member of the trade union of this industry. Findings – The relationship between HRM practices and retirement decisions is complex and contradictory. In line with social identity theory, it was found that HRM practices designed for older workers were perceived as a stamp that they belonged to a devalued social group. However, they do want organizations to accommodate their needs, but in a way that they do not feel to require special attention. Originality/value – The findings show that older workers want organizations to adapt the workplace to their needs, but that the provision of age-specific practices could prevent them from constructing a positive social identity. HR practices can only make older workers extend their working lives if they are provided to all workers regardless occupational status or age.

Hertel, G., van der Heijden, B. I. J. M., de Lange, A. H. & Deller, J. (2013). Facilitating age diversity in organizations – part I: challenging popular misbeliefs. *Journal of Managerial Psychology*, 28(7/8), 729–740. doi: 10.1108/JMP-07-2013-0233

Abstract: Purpose – In recent years, significant demographic changes in most industrial countries have tremendously affected the age distribution of workers in organizations. In general, the workforce has become more age-diverse, providing significant and new challenges for human resource management and leadership processes. The current paper aims to address age-related stereotypes as a major factor that might impede potential benefits of age diversity in organizations. Design/methodology/approach – After a brief review of potential detrimental effects of age-related stereotyping at work, the authors discuss the validity of typical age stereotypes based on new findings from large-scale empirical research with more than 160,000 workers overall. Findings – Although the research summarized in this review is based on large samples including several thousand workers, the cross-sectional

nature of the studies does not control for cohort or generational effects, nor for (self-)selection biases. However, the summarized results still provide important guidelines given that challenges due to age diversity in modern organizations today have to be dealt with regardless of the concrete origins of the age-related differences. Originality/value – This is one of the first reviews challenging popular misbeliefs about older workers based on large-scale empirical research.

Hertel, G., van der Heijden, B. I. J. M., de Lange, A. H. & Deller, J. (2013). Facilitating age diversity in organizations – part II: managing perceptions and interactions. *Journal of Managerial Psychology*, 28(7/8), 857–866. doi: 10.1108/JMP-07-2013-0234

Abstract: Purpose – Due to demographic changes in most industrialized countries, the average age of working people is continuously increasing, and the workforce is becoming more age-diverse. This review, together with the earlier JMP Special Issue “Facilitating age diversity in organizations – part I: challenging popular misbeliefs”, aims to summarize new empirical research on age diversity in organizations, and on potential ways to support beneficial effects of age diversity in teams and organizations. The second part of the Special Issue focusses on managing mutual perceptions and interactions between different age groups. Design/methodology/approach – A literature review is provided summarizing and discussing relevant empirical research on managing mutual perceptions and interactions between different age groups at work. Findings – The summarized research revealed a number of challenges to benefit from age diversity in organizations, such as in-group favoritism, age norms about appropriate behavior of older workers, intentional and unintentional age discrimination, differences in communication styles, and difference in attitudes towards age diversity. At the same time, managerial strategies to address these challenges are developed. Originality/value – Together with the first part of this Special Issue, this is one of the first reviews on ways to address the increasing age diversity in work organizations based on sound empirical research.

Chládková, P., Brodský, Z. & Pakosta, J. (2015). Age management v českém podniku. *Scientific Papers of the University of Pardubice. Series D, Faculty of Economics & Administration*, 35, 55–66. Dostupné z: <http://hdl.handle.net/10195/64694>

Abstract: There are no doubts that aging of European population means a fundamental transformation of the age structure of people on the labour market. This poses a threat not only to the competitiveness of enterprises. As an ideal and effective tool to solve this situation which seems to be Age management, the management style taking age, abilities and potential of employees into consideration. The article deals with Age management as an important managing tool of age diversity. The main aim is to highlight the advantages and benefits of Age management and demonstrate, that the creation of easily implemented tools of Age management, can lead to increasing workability of older individuals from small and medium-sized Czech companies. For this purpose the study of small Czech enterprise was carried out. The study was focused on finding the major problems of human resource management in mentioned company. The article shows the possible solution through the Age management practice.

Juban, J.-Y. (2013). L'entretien d'évaluation du personnel, dispositif clé de l'évolution entre exclusion et intégration des seniors. *Revue de Gestion des Ressources Humaines*, 88, 33–48. doi: 10.3917/grhu.088.0033

Abstract: Since 2010 French companies employing more than 50 staff are required to take new steps towards the employment of older workers. This paper draws on a typology of management models (G and P, 2009) and on an analysis of the methods of management, particularly skills management, used with older individuals (B, D, L ...2006). It provides a framework to analyse skills management practices observed with older workers. Four main situations have been identified through the study of assessment interview practices, ranging from undifferentiated management to partial, advanced and eventually fully inclusive management. What we are describing here is the movement towards a more and more comprehensive integration of older employees in HRM. A case study conducted within a major mutualist regional bank highlights the changes taking place in management practices and shows how such practices are becoming part of HRM policy in French companies.

Lain, D. & Loretto, W. (2016). Managing employees beyond age 65: from the margins to the mainstream? *Employee Relations*, 38(5), 646–664. doi: 10.1108/ER-04-2015-0062

Abstract: Purpose – Against a backdrop of legislative and policy changes, this paper assesses the extent to which the over-65 age-group is moving from the margins to the mainstream of UK employment. The purpose of this paper is to fill a gap in HR research and practice which, it is argued, has paid relatively little attention to the over-65s. Design/methodology/approach – The analysis draws on three waves of the Labour Force Survey (LFS) (2001, 2008, 2014), to explore the extent to which organisational, occupational and sectoral marginalisation of the over-65s has changed in the twenty-first century. Findings – The results show that the share of 65-69 year olds working as employees doubled between 2001 and 2014, primarily because long-term established employees worked longer. Overrepresentations of lower-level “Lopaq” occupations reduced, and over-65s became more integrated across occupations and sectors. Research limitations/implications – More research is needed to understand the factors driving the steady move from the margins to the mainstream (e.g. LFS does not measure pensions), and future research on the older workforce should automatically include workers in this age-group. Practical implications – The discussion considers the implications for managerial practice, in a context of increasingly age-diverse workforces. Originality/value – This paper addresses a gap in research into later life working and also demonstrates the ways in which the nature of employment among the over-65s is changing, thereby challenging some of the assumptions about those who work into later life and how they are – or should be managed.

Lazazzara, A. & Bombelli, M. C. (2011). HRM practices for an ageing Italian workforce: the role of training. *Journal of European Industrial Training*, 35(8), 808–825, doi: 10.1108/03090591111168339

Abstract: Purpose – The purpose of this paper is to explore ageing trends and age stereotypes about older workers, focusing primarily on the Italian employment context. Design/methodology/approach – Beginning from a review of the literature on ageing, the paper: outlines ageing trends and discriminatory behaviours against older workers in Italy; identifies patterns in the age discrimination phenomenon based on organisational

characteristics; describes training-based good practices for enhancing the employability of older workers, as implemented by an Italian energy company; presents a range of best practices for age management. Findings – Despite trends towards an ageing general population and an ageing workforce, there is overwhelming evidence of age discrimination against older workers. This paper reports that the age at which workers may be considered “old” is not clearly defined in the literature and that age discrimination does not follow the same pattern across work contexts. In particular, both organisational characteristics and the particular position held by the employee influence discriminatory behaviour towards older workers on the part of employers. Furthermore, although older workers enjoy fewer training opportunities, training is the most widespread policy for dealing with age discrimination. Practical implications – This paper points up important implications for human resource professionals and employers with regard to how to optimize an ageing workforce scenario. Originality/value – The paper provides an in-depth overview of ageing trends within Italian society and culture and outlines the possible implications for both older workers and organisations.

Pärnänen, A. (2012). Does Age Matter in HR Decision Making? Four Types of Age Policies in Finnish Work Organizations. *Nordic Journal of Working Life Studies*, 2(3), 1–22. doi: 10.19154/njwls.v2i3.2364

Abstract: The extension of work careers is one of the key targets of social policy in the EU as well as in Finnish national policy-making. But how is this objective of lengthened work life received at the workplace level? This study examines the aim of extending working careers at an organizational level. The data comprise interviews with human resources managers, shop stewards, and employees reaching the end of their working life, conducted in ten Finnish work organizations. Four different age policy lines can be distinguished from the data. First, the age policy practices of manufacturing enterprises are very much alike in that a clear turn has occurred from favoring the unemployment pension path in the case of dismissals to extending working careers. Second, the age policy of public sector organizations encourages investment in extending the working careers of older employees, though young people are clearly preferred in recruitment. The third line can be found in private service sector enterprises that utilize age segmentation based on the age of their customers – young waiters for young customers, for example – while the fourth can be described by the words ‘situation-specific’ and ‘passive’. No input is made into extending working careers and the unemployment route is used as the means of dismissal where needed. The study reveals that the organizations’ age policies are strategic in nature: longer working careers are supported and older people are hired only if it is strategically sound. It can be said that workplaces currently determine the boundaries of who and at what age people are fit for work and of ‘working age’.

Pînzaru, F. & Mitan, A. (2016). Managers versus Digital Natives Employees. A Study Regarding the Perceptions of the Romanian Managers Working with Youngsters. *Management Dynamics in the Knowledge Economy*, 4(1), 153–166.

Dostupné z: <http://www.managementdynamics.ro/index.php/journal/article/view/171>

Abstract: During the last few years, the concerns regarding the youth in the European Union

have become a topic of high interest for the European Commission. The official data gathered by the European authorities show that the early school leaving and youth unemployment, coined under the umbrella term of NEETs phenomena, plague the young generation, thing which, along with the aging of the population, gives rise to many questions related to the future of the European construct in terms of economic evolution. Some authors have written since the 90s about the emergence of a new generation, comprising of people born roughly between the 1980s and the year 2000, who are digitally savvy and seem to embrace a different life outlook than the previous generations. In Romania academics and the media have become interested in this generation not because of their prolific activities and professional success, but because many of them seem to lack the desire to take a job or to invest in a solid career. Previous studies have shown that there are indeed digital natives who seem to be extremely proficient with technology, innovative, problem solvers who bring increased profit to the companies they work for, but also that there is another category of youngsters who expect much from their managers and from the companies they work for, in terms of salary and work conditions, but who are not well prepared professionally and who are not ready to respect the discipline required by their employers. The present study has the objective to reveal what Romanian managers think about the young employees (the so called digital natives) and about the prospective employees belonging to the same generation. Data has been collected using in depth interviews with Romanian managers who are currently working with digital natives and with managers who recruit youngsters. The results show that there is a remarkable gap between various groups in this generation. There seem to be two large categories of young employees: the ones who are professionally well equipped, willing to improve their lot and working to find the best ways to do their tasks, and others who seem to be always chasing for a dream in the professional realm but never manage to respect and follow the rules that would help them make it real.

Principi, A., Fabbietti, P. & Lamura, G. (2015). Perceived qualities of older workers and age management in companies: Does the age of HR managers matter? *Personnel Review*, 44(5), 801–820. doi: 10.1108/PR-09-2013-0158

Abstract: Purpose – To explore whether the ages of human resources (HR) managers has an impact on their perceptions of the qualities/characteristics of older and younger workers (i.e., manager attitudes) and on the implementation of age management initiatives to the benefit of older workers (i.e., manager behaviors). The paper aims to discuss this issue. Design/methodology/approach – Based on theories concerning the origins of stereotypes and the concept of “in-group bias”, three hypotheses were tested on a sample of HR managers from 516 Italian companies extracted from the Gfk Eurisko database by using factor analyses and bivariate and multivariate tools. Findings – The age of an HR manager seems to influence his/her attitudes towards older and younger workers, because HR managers judge workers of a similar age to them more positively. In contrast, the age of an HR manager does not seem to play a particular role in the implementation of age management initiatives. In the companies considered, however, there is a tendency to adopt early retirement schemes when the HR managers concerned are younger, while in general there is a tendency to implement age management initiatives and show a greater appreciation of older workers in larger companies. Practical implications – The implementation of age management initiatives to the benefit of

older workers may improve HR managers' perceptions of those workers' positive qualities. Furthermore, specific training may help HR managers recognize that both younger and older workers have useful albeit different strengths. Originality/value – This study provides new empirical evidence from the Italian context on the largely under-investigated issue of the role played by age in shaping HR managers' attitudes towards older workers, and age management policies in particular.

Ropes, D. (2014). Intergenerational learning in organizations. An effective way to stimulate older employee learning and development. *Development and Learning in Organizations*, 28(2), 7–9. doi: 10.1108/DLO-10-2013-0078

Abstract: Purpose – To illustrate the possibilities of implementing intergenerational learning as a strategy for promoting older worker learning and development. Design/methodology/approach – Review of literature. Findings – Intergenerational learning is theoretically a natural and effective way for organizations to maintain competitive advantage in an ageing society. Research limitations/implications – There needs to be empirical work that actually tests the theoretical propositions. Originality/value – While intergenerational learning is not a new concept, using it as a strategy for assuring older worker learning is a new application.

Ulander-Wänman, C. (2016). Swedish Collective Agreements and Employers' Willingness to Hire and Retain Older Workers in Employment. *Nordic Journal of Working Life Studies*, 6(2), 61–79. doi: 10.19154/njwls.v6i2.4972

Abstract: Demographic change is transforming the EU population structure for the coming decades. One challenge that society faces is to preserve social welfare when elderly persons comprise a larger proportion of the total population. Allowing people to work beyond the current retirement age may help slow the growth of the maintenance burden for welfare costs, and creating situations where larger numbers of older employees can work longer and complete more working hours can improve conditions for preserving and developing welfare. However, a prolonged working life presupposes several conditions; one of these is that legal regulation of the labor market must support employers' willingness to hire and retain older workers in employment. This article explores employers' attitudes toward regulations in Swedish collective agreements—regulations which are of particular importance if employers are to increase hiring and retention of older workers in employment.

Urbancová, H. & Fejfarová, M. (2017). Factors influencing age management in organisations in the Czech Republic. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 65(1), 347–356. doi: 10.11118/actaun201765010347

Abstract: This paper deals with the topical issues of age management and population ageing in the Czech Republic and Europe. The main objective of the paper is to evaluate the importance of individual visions of age management according to Ilmarinen (2006) and Cimbalnikova et al. (2012) in organisations in the Czech Republic and to identify factors that influence the implementation of individual visions in the organisation. The primary data (n = 549) was collected by means of a questionnaire technique. The research results have shown that the most important visions are as follows: (1) a fair attitude towards age, (2) knowledge

about age issues and (3) a happy life and motivation. In order to evaluate the implementation of age management visions, a factor analysis was performed, on the basis of which two significant factors were identified: (1) organisational culture and (2) job performance and relationships. Based on the research results, organisations are recommended to focus on continuous analysis of their organisational culture, to adapt to changes in their environment, also to implement an effective employee performance appraisal system, and to explore the development of employees and relationships among generations of employees with emphasis on eliminating ageism.

Urbancová, H. & Hlavsa, T. (2014). *Age Management Principles in Czech Agrarian Sector*. *Agris On-line Papers in Economics and Informatics*, 6(3), 93–102. Dostupné z: <http://online.agris.cz/archive/2014/3/9>

Abstract: Within the frame of the entire economy, the modern conception of Age Management enables each and every employee to use their full potential without being put at a disadvantage for age reasons. Despite the fact that this area is important in terms of current demographic development, there are organisations that do not implement its measures. The article therefore concentrates on the identification and evaluation of Age Management application by Czech agricultural businesses. The data analysed was obtained based on a quantitative survey in which data was collected by means of a questionnaire survey (total companies: n=315, agricultural businesses: na=60). The outcomes show that Czech agricultural businesses are not quite familiar with the application of Age Management measures. One of the conclusions of the article is that from the social point of view Age Management measures may help improve the situation on the labour market, labour productivity, encourage young people to work in the agricultural sector and, last but not least, build, on the organisational level, an employer's brand. Application of Age Management causes on the employees performance but also on the costs reduce and profit increase.

This contribution is a follow-up to the project of University – wide internal grant agency (CIGA), number 20141002 – Human resource branding using of the new strategic trends in organisations in the Czech Republic.

Znidarsic, J. (2012). *Continuous Education Of Older Employees: Cost Or Benefit?* *The International Business & Economics Research Journal*, 11(8), 911–920. doi: 10.19030/iber.v11i8.7168

Abstract: The complexity of consequences of population ageing is posing a threat to the EU macro-economic performance, as well as to the competitiveness of every single enterprise. In this context, increases in participation and employment rates for older workers are essential to help sustain economic growth, and manage the rising financial burden on social protection systems. Among HRM approaches, policies and instruments continuous education of older employees seems to be extremely important when striving to prolong employees working life. Up-to-date knowledge improves older workers workability and enables people to remain employable. Moreover, it is beneficial for self-confidence, which in turn influences an intrinsic motivation for prolonging working life. The aim of this paper is to highlight the importance of continuous education of older employees and benefits that life-long learning brings to company. However, stereotyping older employees still puts numerous obstacles for

continuous education and this is why the paper sheds light upon myths that need to be avoided. Simultaneously, real facts considering older employees education are brought up to the surface. Finally, the paper offers many suggestions for long-life learning with special emphasize on improving education of older employees.

4. GOOD PRACTICE EXAMPLES

(partially taken from www.v4agemanagement.eu)

Institutions/ expert organizations, scientific workplaces which deal with age management or work ability concept

Organizations where the Work Ability of employees was measured in the project: "Implementation of Age Management in the Czech Republic" (2013-2015):

- Bank Sector: Komerční banka
- Public administration: Police Presidium of the Czech Republic
- Power engineering: Skupina ČEZ
- Car industry: WITTE Nejdek
-

Conclusions:

"The results are gratifying for us. The average value of the WAI index at Komerční banka reached above-average score, which means that we will continue to support fixed staffing strategy. Evaluation showed on areas for improvement, which are only subjected to deeper analysis. The index measuring the ability to work, we plan to continue," said Pavel Jiráček, Executive Director of Human Resources at Komerční banka (Source: www.aivd.cz/soubor-doc1372/)

Organizations where the Work Ability was measured in the Project "Training of trainers for sustainable development with a focus on age management" (2013 – 2015)

Health Industry:

- Boskovice Hospital Ltd.
- Charity Hospital Letovice, contributory organization
- Municipal Administration of Social Services BOSKOVICE, contributory organization
- Private doctors and medical staff from the region Boskovicko

Škoda Auto

- Link: http://www.diversity-management.cz/uspesne_priklady.php?id=92

Skoda Auto is one of the several companies participating in the pilot project "The third career": It promotes lifelong learning and improving labor market conditions for employees older than 50 years

Frerichs, F., Lindley, R., Aleksandrowicz, P., Baldauf, B. & Galloway, S. (2012). Active ageing in organisations: a case study approach. *International Journal of Manpower*, 33(6), 666–684. doi: 10.1108/01437721211261813

Abstract: Purpose – The purpose of this paper is to review good practice examples which promote recruitment and retention of older workers and/or the employability of workers as they age and to examine pathways of practice. Design/methodology/approach – Analysis of qualitative data, drawing on a cross-section selection of 83 good practice case studies in labour organisations in eight European countries: Denmark, France, Germany, Italy, Netherlands, Poland, Sweden and the UK. Findings – The study presented good practice examples and pathways of practice for the four most frequently found dimensions in the sample (training, lifelong learning and knowledge transfer; flexible working; health protection and promotion and job design; career development and mobility management) as well as examples from small to medium-sized enterprises (SMEs) (construction) and the public sector (transport) adopting strategies that fall within these dimensions. These examples show that innovative solutions to the challenge of an ageing workforce have been developed with good outcomes, often combining a number of measures, e.g. mobility management, health promotion and knowledge transfer. However, there is an uneven profile of age management debates and company strategies across Europe (with countries such as Germany and the Netherlands being more advanced). There is also some evidence of a standstill or roll-back of measures during an economic crisis. Originality/value – The paper reviews organisational measures facilitating the extension of working lives, of which many are longstanding and include sectors previously underrepresented in good practice databases (SMEs, public sector).

Fuertes, V., Egdell, V. & McQuaid, R. (2013). Extending working lives: age management in SMEs. *Employee Relations*, 35(3), 272–293. doi: 10.1108/01425451311320477

Abstract: Purpose – The purpose of this paper is to present a study of age management in small and medium-sized enterprises (SMEs) in the UK. Design/methodology/approach – Qualitative data collection and exploratory research with six SMEs comprising of: initial interviews with representatives from the SMEs; action research activities designed to raise awareness of age management issues and age discrimination legislation; and follow-up interviews to ascertain if awareness raising activities resulted in any changes, or planned changes, in policy, practice and attitudes towards older workers. Findings – Good practice in age management can be found in SMEs, but was not found to be part of a systematic strategy. Negative practices and attitudes towards older workers are observed, with positive and negative age stereotypes coexisting. Negative stereotypes displayed can undermine the perceived economic value of older workers. There may be a gap between policy and practice, but awareness raising campaigns that reach employers can influence existing ways of working by showing the benefits of an age diverse workforce and helping reduce prejudices against older workers. Research limitations/implications – The sample size is small and context specific. However, the study usefully illustrates different approaches to age management policies and practices in SMEs, and the potential benefits of age management awareness in influencing attitudes and practices towards older workers in SMEs. Originality/value – The

experience of age management in SMEs is under researched and examples of good practice in age management are often drawn from large organisations. The paper highlights that SMEs often lack the resources to seek advice regarding age management; therefore, those responsible for age management awareness raising activities may need to approach businesses directly.

Jensen, P.H. & Møberg, R. J. (2012). Age Management in Danish Companies: What, How, and How Much? *Nordic Journal of Working Life Studies*, 2(3), 49–66. doi: 10.19154/njwls.v2i3.2363

Abstract: This article investigates Danish employers' behavior in the area of active aging, which is made topical by demographic aging. It describes age management practices and explains why some companies are more prone to employ age management than others. The study is based on a survey conducted among a representative sample of Danish employers, and 609 interviews in total have been carried out. Data have been scrutinized using frequency analysis for descriptive purposes as well as binary logistic regression analysis for explanatory purposes. Findings indicate that structural, cognitive, and action-oriented variables have significance for whether companies develop and employ active age management policies.

Muller-Camen, M., Croucher, R., Flynn, M. & Schröder, H. (2011). National institutions and employers' age management practices in Britain and Germany: 'Path dependence' and option exploration. *Human Relations*, 64(4), 507–530. doi: 10.1177/0018726710396246

Abstract: We pursue a comparative analysis of employers' age management practices in Britain and Germany, asking how valid 'convergence' and 'Varieties of Capitalism' theories are. After rejecting the convergence verdict, we proceed to ask how far 'path dependence' helps explain inter-country differences. Through 19 interviews with British and German experts, we find that firms have reacted in different ways to promptings from the EU and the two states. Change has been modest and a rhetoric-reality gap exists in firms as they seek to hedge. We point to continuities in German institutional methods of developing new initiatives, and the emerging role of British NGOs in helping firms and the state develop new options. We argue that 'path dependence' offers insight into the national comparison, but also advance the idea of national modes of firm option-exploration as an important way of conceptualizing the processes involved.

Mykletun, R. J. & Furunes, T. (2010). Age management in practice: Experiences from extending workers' careers in Vattenfall AB Nordic, Sweden. In: *Proceedings of the European Conference on Ergonomics*, 159–180.

Abstract: Vattenfall AB Nordic experienced a dropping average retirement age. Facing an increase in the average age for the workforce, increased expenses and a shortage of competence and workers were foreseen. Retaining older workers, promoting work ability and transferring competence to facilitate the generation relays became an organisational challenge. In 2001, the Chief Executive Officer (CEO) initiated the Ageing Workforce Management Program by increasing the company retirement pension age to 65 years. Gradually, additional activities were launched to support the program, among which seminars raising awareness and motivation for prolonging careers, a special program (80-90-100) reducing the workload of workers aged 58+, and age management leadership training were

most central. Based on examinations of a questionnaire study, interviews, observations, statistics on work environment, sick leave and retirement data from company files, it was possible to conclude that the program was installed and generally well received, but has not yet fully penetrated the organisation. Nevertheless it has succeeded by elevating average pension ages from 58 to 63 years over a seven-year period. Older workers reported generally better or as good work environment profiles as their younger colleagues, and sick leave rates were about the same for those in the 80-90-100 program compared to the company average. Over time managers have become slightly more positive in their attitudes towards older workers, but they lack knowledge and clear instructions about age management practices; and they report a slight increase of observed age discrimination. To our knowledge this longitudinal study is the first to report on an in-company age management program implementation. The outcomes have implications for similar attempts on introducing company age management programs although the case study design applied here limits the ability to generalize the conclusions.

Pijoan, N., Poilpot-Rocaboy, G. & Chevance, A. (2012). Coopérations intergénérationnelles: Quels outils mobilisés pour quels objectifs ? Une analyse des accords et plans seniors en Bretagne. *La Revue des Sciences de Gestion: Direction et Gestion*, 253, 69–78. doi: 10.3917/rsg.253.0069

Abstract: The new situation of contact between four generations in companies today as well as the legal requirement of maintenance in employment and recruitment of seniors impose the development of new practices of HR management aimed at the construction of intergenerational co-operations, the valorisation and the respect of each generation at work. A previous analysis proposed that a minority of companies (12.2 % of the companies studied) was aware of this new challenge. The study here consists, on the one hand, of identifying the tools for intergenerational co-operation used within these companies then, on the other hand, of identifying the ends sought through the use of these tools. The methodology is an analysis of the contents of 126 agreements and action plans for seniors. The results show that three tools for intergenerational co-operations are mobilized to reach three types of objectives: 1 – The integration of the new generations; 2 – The management and the transfer of competences between the generations and 3 – The mobilization of all of the participants in the company.

5. RESEARCH METHODOLOGY

The material for the "Introduction to Age Management in Your Country" and "Governments' strategies and policies" sections was collected with regard to government strategies. An internet search was carried out at state, local and partly also at international level. This means that all websites have been searched for relevant education and labor market policy papers and strategies, and were analyzed in relation to age management.

The main source of information was then web portal of project „Platform for Age Management within V4 Countries“ (<http://www.v4agemanagement.eu/>), which was implemented by organizations Age management z.s. in 2016. Part of this project was „Analysis of a Current State of Age Management Concept Implementation in V4 Countries“. The information were updated of course.

In section "Governments' strategies and policies" are mentioned the main strategic documents and also there are summarized crucial areas of individual documents, which are connected with problematic of age management. There are described 4 national documents, 3 local documents (southern Moravia) and 4 international and foreign strategic documents.

In cooperation with experts from Univerzita Karlova was also created a detailed list of 22 professional research papers, abstracts are included. The research was realized in two stages. In the first stage, the government's strategies and policies were searched for. We used mainly government authorities' portals and national databases of strategic documents in the selected EU member's states. The basic key words were: *age management, age diversity, strategy, policy, national documents, active ageing, positive ageing, demographic change, employment, older workers*.

In the second stage, there was accomplished the research of the scientific journals, the best-practice examples and the projects in the ProQuest and EBSCOhost databases. These key words were used in the various combinations: *age management, organisations, workforce, generations, age diversity, employee diversity, best-practice*, to a lesser extent also *active ageing, older workers or age discrimination*. The searched results had to be limited by some criteria. The focus was aimed at peer reviewed documents from the last 8 years (2010–2017), which were about the status of present issues in Europe (EU states). All the results related to medicine, medical treatment or prevention must have been excluded. The key words as *medical care, treatment, prevention, health, diseases, hygiene, morbidity* etc. had been blocked. From the language point of view the searching was limited to Czech, Slovak, English and French documents.

In Czech Republic is concept of Age management still in the beginning. However, in section „Good practice examples“ are mentioned Institutions/ expert organizations, scientific workplaces which deal with age management or work ability concept. Examples of good practise are also supplemented by examples from foreign organizations.

6. RESULTS OF THE SURVEY AND CONSULTATION

The questionnaire was sent to 42 institutions and companies (Universities, Non – Profit organizations, Public administration,...). 13 members of these organizations filled in the questionnaire, so the response rate was 30,95 %. Participants of our research work on positions such as: Consultant, Lecturer, Facilitator, Lecturer, Chief People Care Officer, Business Partner, Project Manager (2), Teacher, HR Business Partner, HR Service Supervisor, Adult Learning Expert, HR Specialist, HR Generalist and Talent Manager CE. There were 12 women and 1 man as a participants of the research.

The following results can be shown in terms of competences:

A.) Management Skills

What are the management skills that you consider important for the Age management qualification?

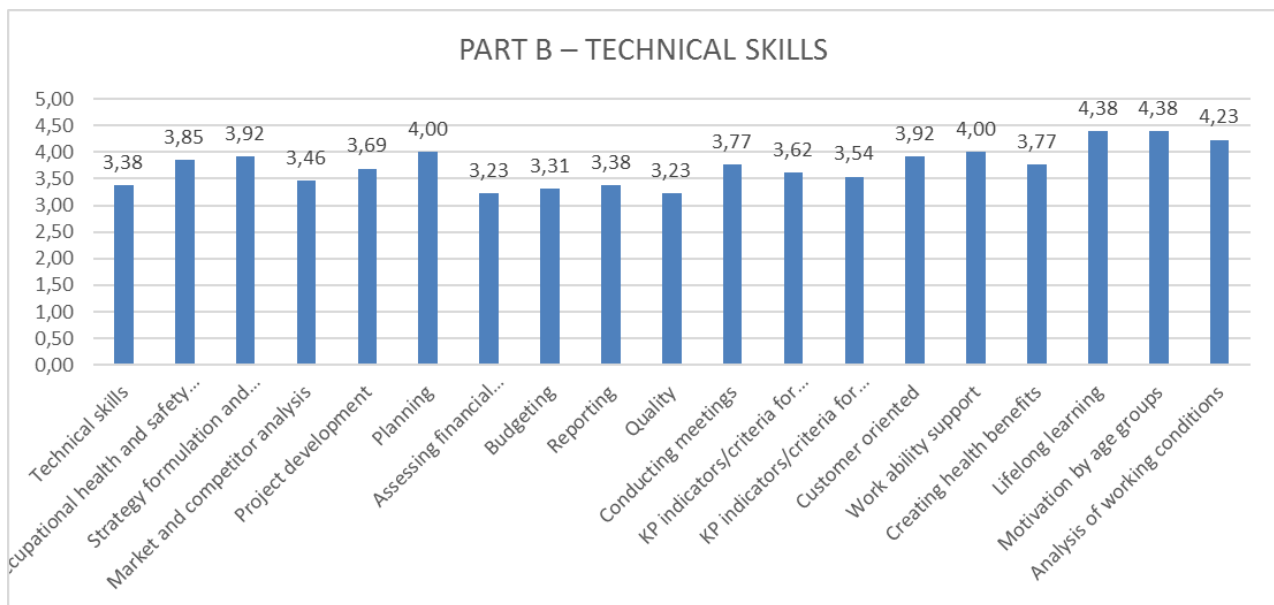
Regarding the question which management skills the respondents considered important for the age management qualification, particularly “Cultural diversity management“, „People Management“ are the most important Management skills. Strategy implementation“ and „Strategic planning and formulation“ are also considered quite important skills. The considered least important Management skills for Age Management Advisors turned out to be „Conflict management“ and „Financial management“.



B.) Technical Skills

What are the technical skills that you consider important for the Age management qualification?

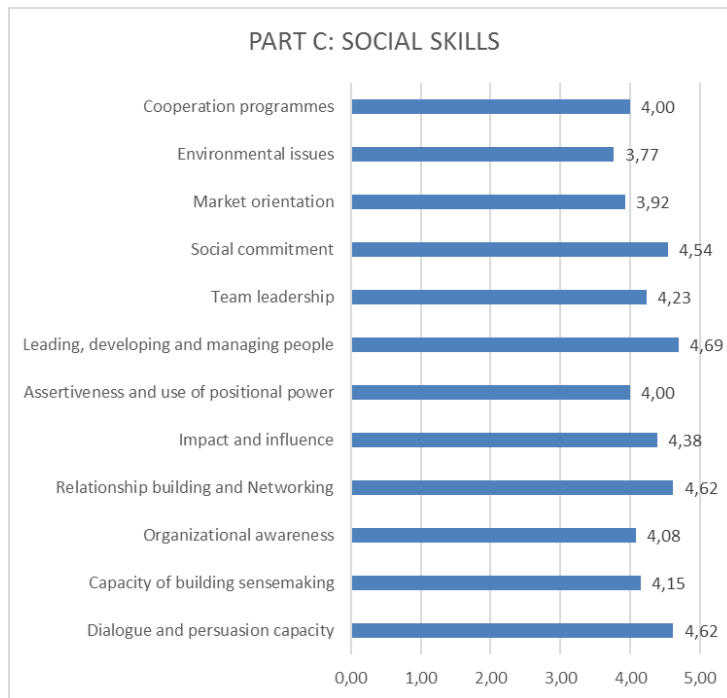
When it comes to technical skills the respondents stated that particularly “Lifelong Learning” and „Motivation by age groups“ are the most important followed by “Analysis of working conditions” as well as “Work ability support” and „Planning“ which are considered also quite important. For the respondents “Assessing financial products/services” and “Quality” are the least important technical skills for Age Management Advisors.



C.) Social Skills

What are the social skills that you consider important for the Age management qualification?

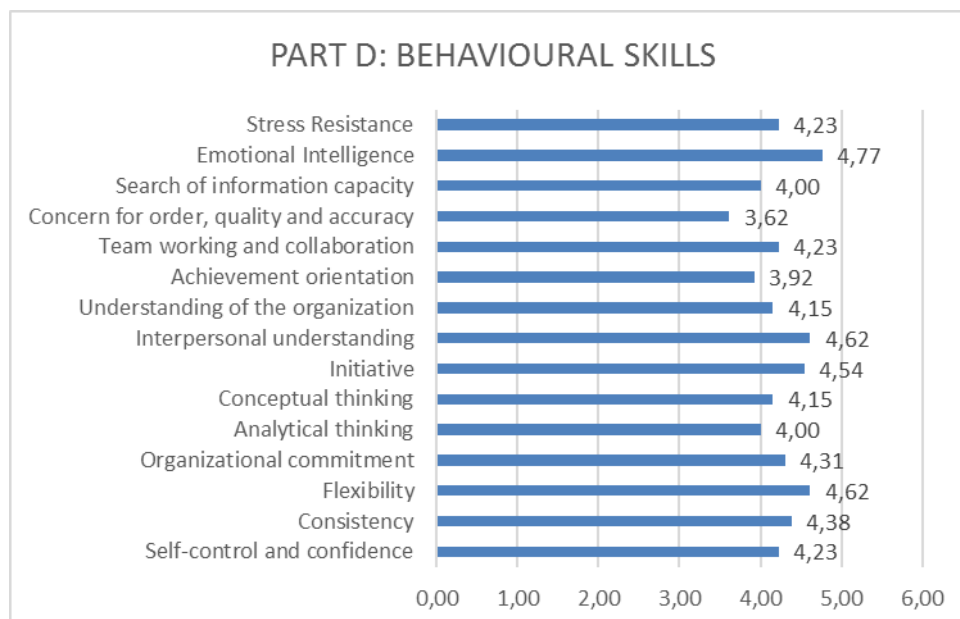
With regard to the social skills in Age Management Advisors the respondents reported back that “Leading developing and managing people” as well as “Dialogue and persuasion capacity” and „Relationship building and Networking“ are most important. Also important social skills are “Social commitment,” as well as „Impact and influence“. “Market orientation” and “Environmental issues” are considered the least important social skills.



D.) Behavioural Skills

What are the behavioural skills that you consider important for the Age management qualification?

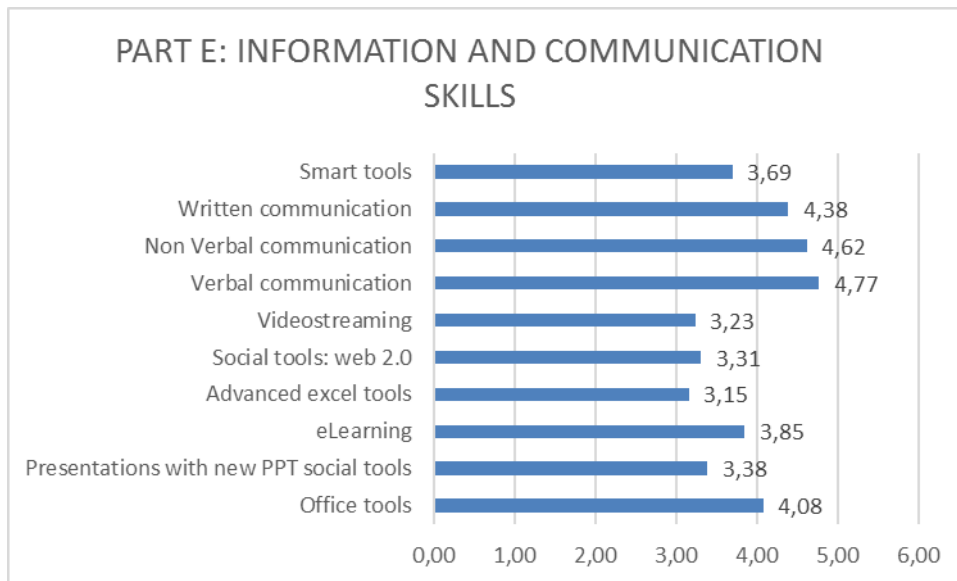
In terms of behavioural skills “Emotional intelligence“, „Interpersonal understanding“ and „Flexibility“ are the most important ones when it comes to the Age Management Qualification. The least important behavioural skills are “Concern for order, quality and accuracy“, “Achievement orientation” and “Analytical thinking”.



E.) Information and Communication Skills

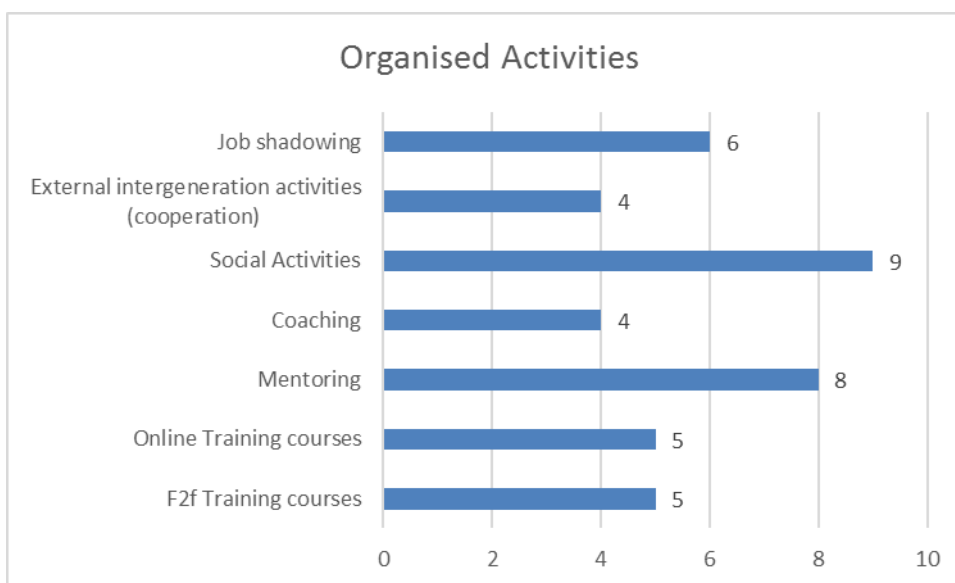
What are the information and communication skills that you consider important for the Age management qualification?

Referring to Information and Communication skills in the Age Management qualification „Verbal communication“, „Non-Verbal communication“ and „Written communication“ are considered the most important ones. The least important skills are „Advanced Excel Tools“, „Social tools: Web 2.0“ and „Videostreaming“.



F.) Intergenerational Activities

F1: Have you ever participated in intergenerational activities in your company? Specify what type of activities were organised?



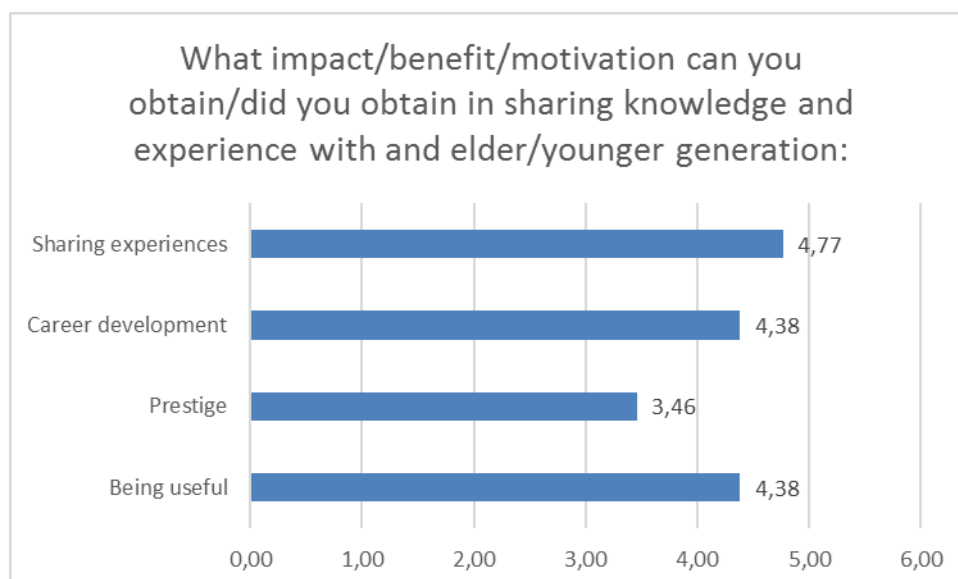
F3: How relevant and useful would you find the following types of activities to ensure intergenerational knowledge transfer and cooperation?

The respondents reported back that they considered „Mentoring“ followed by „Coaching“ the most useful and relevant activities. The least useful/relevant activities were „Online Training courses“ and „F2F Training Courses“.



F4: What impact/benefits/motivation can you obtain/ did you obtain in sharing knowlege and experience with an elder/ younger generation?

Regarding the question what impacts/benefits/motivation could be obtained in sharing knowledge and experience with elder/younger generations the respondents stated that „sharing experience“ was the major factor of the named while „prestige“ was the minor one.



7. RECOMMENDATION FOR POLICY MAKERS TO SUPPORT AMA

For society, state, national politics

In the current situation on the labor market in the Czech Republic, which is characterized by aging of the population / employees and at the same time the labor shortage, we consider it very important to pay attention to the retention of existing employees, in particular **by supporting their working ability** in close connection with health, ergonomics , current competencies, motivation and working conditions to an older age. The knowledge and implementation of age management methods is therefore very important. The proposed measures to support age management were included in the National Action Plan to Promote Positive Aging for the Period 2013-2017 in the area of Employing Elderly Workers and Seniors in Connection with the Pension Insurance System prepared by the Ministry of Labour and Social Affairs. Unfortunately, these measures have not been met.

The authors of this text recommend that the original NAP strategic goals be included in the newly prepared National Action Plan for Aging 2018-2020 in Area E. Employment of Elderly People, Strategic Goal E1.

Recommendation:

- Focus on age management in national policies in areas of the labor market, education and health care
-
- Implement an awareness campaign to promote positive perception of aging and promote employment of older workers

For organizations and companies

A necessary prerequisite for maintaining competitiveness is also the provision of qualified employees and their retention to an older age. The implementation of age management policies is still in the corporate environment at the very beginning. Systemic establishment is currently supported by Ministry of Labour and Social Affairs within the framework of the OPD by Employer Challenge no. 079 Age Management - Smart Change in Management, Opportunity to Growth. This challenge will enable Czech employers to prepare projects that include age management audit, educational activities, elaboration of strategies and plans in the field of age management, measurement of work capacity, preventive activities to support work ability, ergonomic audits.

Recommendation:

- With regard to aging workforce, focus on training managers and employees in age management
- Ensure workers to take part in business processes for the implementation of age management

For individuals

With regard to future developments on the labor market and in connection with changes in so called industry 4.0, it will also be necessary to focus on so called personal competitiveness. Questions not only in terms of professional knowledge and skills, but also in managing change, career planning, lifelong learning, reconciliation of family and working life, and personal lifestyle will be at the forefront.

Recommendation:

- To strengthen accountability to our own health through preventive activities and a healthy lifestyle
- Strengthening personal "soft factors" - ability to cope with change, communication skills, empathy, teamwork, strengthening the relationship to lifelong learning

8. SUMMARY

The results of the survey can be found in item 6 and the research method of the survey in item 5.