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## Scientific review what works in age management

### Output 1

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Partner w projekcie AGE MANAGEMENT UPTAKE

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Each partner is to identify the most recent national strategies, rules, policies and laws, research papers, studies and projects that refer to age management. The results will help to design the Age Management Advisor (AMA) qualification. UNIBA will review the information sent from the partners as well as the European policies and provide a consolidated report. This report will also include some recommendations for the policy makers for further supporting the concrete application of the AMA qualification in the partner countries and abroad.

## **1. INTRODUCTION TO AGE MANAGEMENT IN YOUR COUNTRY (1/2 PAGE)**

One of the characteristics of the Polish labour market is low employment rate for men and women at age 55-64 years (in 2016 only 46.2%, as in average in EU28 was 55.3%). Even the rate is growing over the past few years it still belongs to the lowest employment rates in EU28 (lower rates are for ex. in Slovenia, Croatia, Greece). Stoppages of the implementation of a pension reform aiming at harmonization of the statutory retirement age between men and women, gradual increase and equalisation of the retirement age for men and women at 67 years do not hamper the policy towards implementation of age management. There is rather huge labour demand and the employers have noted vacancies so there is pressure to postpone retirement and continue employment; these possibilities for men over 65 and women over 60 years give chance to fill the gaps and employers may introduce some measures of age management. In some branches situation is serious because of lack of young employees who are quite good in their profession, that is observed in transport, energy sector. The organizational environment to implement age management is positive from the theoretical point of view, but in reality managers are cautious in making decisions concerning age management.

## 2. GOVERNMENTS' STRATEGIES AND POLICIES (2 PAGES)

Strategy/Policy law	Brief summary	Relation to AMA	Link/Source
<p>The Programme <i>Solidarność Pokoleń. Działania dla zwiększenia aktywności zawodowej osób w wieku 50+</i> (eng. Solidarity across generations. Measures aiming at increasing the economic activity of people over 50), adopted by the Council of Ministers on October 17, 2008 and the implementation document (ID) adopted by the Council of Ministers on January 5, 2010; ID impose an obligation to monitoring and annual reporting on the implementation the Program. National Coordinator</p>	<p>The Programme consist of the central and local government initiatives; package proposes a range of initiatives which stress on the improvement of the employment rate and professional activity of people over 50 years. The strategic objective of the Programme is to increase employment rate for the people 55-64 at 50% till 2020 (as was stated in 2010). Majority of the activities foreseen in ID were financed by European Social Fund.</p>	<p>No</p>	<p><a href="https://www.mpips.gov.pl/bip/aktywne/programy/program-solidarnosc-pokolen-dzialania-dla-zwiekszenia-aktywnosci-zawodowej-osob-w-wieku-50/">https://www.mpips.gov.pl/bip/aktywne/programy/program-solidarnosc-pokolen-dzialania-dla-zwiekszenia-aktywnosci-zawodowej-osob-w-wieku-50/</a></p>

<p>Programme, responsible for launching the policy was appointed in September 1, 2010.</p>			
<p>The horizontal strategy <i>Polska 2030. Trzecia fala nowoczesności</i> (eng. Poland 2030. Third Wave of Modernity) adopted by the Council of Ministers on February 5, 2013, resolution no.16, Monitor Polski, March 1, 2013, item 121.</p>	<p>There is significant need for increasing labour market participation in Poland; Successful measures aimed at the inclusion in the job market are those prepared for people above 50 years. Development of human capital is one of the objectives of long-term strategy for Poland. This is possible thanks to the higher participation in the labour market, increase of employment and creation of „workfare state”.</p>	<ul style="list-style-type: none"> <li>• Providing intellectual, social and professional framework for older people activity;</li> <li>• Developing methods of preventing social exclusion of ageing people.</li> </ul>	<p><a href="http://prawo.sejm.gov.pl/isap.nsf/download.xsp/WMP2013000121/O/M20130121.pdf">http://prawo.sejm.gov.pl/isap.nsf/download.xsp/WMP2013000121/O/M20130121.pdf</a></p>
<p>The medium-term strategy <i>Strategia Rozwoju Kraju 2020. Aktywne społeczeństwo, Konkurencyjna gospodarka, Sprawne państwo</i> (eng. National Development Strategy 2020. Active society, competitive economy, efficient state),</p>	<p>Measures will be oriented at establishment of system solutions in support of equal opportunities and enhance older workers, increasing their participation in the labour market, harmonisation of the statutory retirement age between men and women;</p>	<ul style="list-style-type: none"> <li>• Promotion of competitive digital economy</li> <li>• Practical education model, dual training (duale Ausbildung) with higher involvement of older employees as masters/mentors.</li> </ul>	<p><a href="http://prawo.sejm.gov.pl/isap.nsf/download.xsp/WMP2012000882/O/M20120882.pdf">http://prawo.sejm.gov.pl/isap.nsf/download.xsp/WMP2012000882/O/M20120882.pdf</a></p>

<p>adopted on September 25, 2012 by the resolution no 157 of the Council of Ministers, Monitor Polski, November 22, item 882.</p>			
<p>Sektorowa <i>Strategia Rozwoju Kapitału Ludzkiego 2020</i> (eng. The Sectoral strategy 2020 in the field of human capital development), adopted by the resolution No 104 of the Council of Ministers, Monitor Polski, August 7, 2013, item 64.</p>	<p>General aim of the Strategy is human capital development based on human potential. Thanks to that individuals are able to take part fully in social, political, culture and professional life on every stage of their life course.</p>	<ul style="list-style-type: none"> <li>• Flexible approach to working time</li> <li>• Adapting jobs specifically to older workers, organizing work to accommodate ageing at every stage of a person's career</li> <li>• Potential development for innovation and creativity of citizens of all ages</li> <li>• Promoting education,</li> <li>• Equal opportunities in access to education;</li> <li>• Expansion of adult education</li> </ul>	<p><a href="https://www.mpips.gov.pl/praca/strategie-i-dokumenty-programowe/strategia-rozwoju-kapitalu-ludzkiego-srkl---projekt-z-31072012-r/">https://www.mpips.gov.pl/praca/strategie-i-dokumenty-programowe/strategia-rozwoju-kapitalu-ludzkiego-srkl---projekt-z-31072012-r/</a></p>
<p>The supplementary strategic document, an Appendix to the Resolution No 160/2013 of the Council of Ministers <i>Perspektywa uczenia się przez całe życie</i> (eng. Perspective of</p>	<p>Objective of Life-Long Learning policy is to guarantee all individuals possibility of increasing professional qualifications according to the labour market requirements and development of civic society.</p>	<ul style="list-style-type: none"> <li>• Continuous education in the life course</li> </ul>	<p><a href="https://men.gov.pl/wp-content/uploads/2014/01/pIII_2013_09_10_zal_do_uchwaly_rm.pdf">https://men.gov.pl/wp-content/uploads/2014/01/pIII_2013_09_10_zal_do_uchwaly_rm.pdf</a></p>

<p>Life-Long Learning) adopted on September 10, 2013; Document which results from Polish liabilities for EU in the field of European area of lifelong learning</p>			
<p>The resolution no 239 of the Council of Ministers, adopted on December 24, 2013 on adoption of the Programme <i>Solidarność pokoleń. Działania dla zwiększenia aktywności zawodowej osób w wieku 50+</i> (eng. Solidarity across generations. Measures aiming at increasing the economic activity of people over 50,) Monitor Polski, February 4, 2014, item 115.</p>	<p>Details of the Programme are presented in the Appendix to the Resolution. Six strategic objectives cover the idea of increasing economic activity of people over 50 years. Each of them sets priorities and targets, they determine among other things the necessity of age management development and promotion of active ageing; point 2.6 of the document is precisely dedicated to age management.</p>	<ul style="list-style-type: none"> <li>• Development measures supporting corporate culture and work environment friendly for employees over 50</li> <li>• Anti-discrimination policies designed to prevent unequal treatment of individuals on the basis of age and stereotyped view of ageing people in the labour market, stereotyped images of women and men over 50 created by employers and coworkers; older employees are treated as low competencies staff obtaining low efficiency;</li> <li>• Development of educational offer for the people over 45 years.</li> </ul>	<p>Monitor Polski z dnia 4 lutego 2014 r., poz.115</p>

### 3. RESEARCH PAPERS (2 PAGES)

Scientific evidence	Brief summary	Relation to the role of AMA	Link/Source
<p>Kołodziejczyk-Olczak I. (2014), <i>Zarządzanie pracownikami w dojrzałym wieku. Wyzwania i problemy</i> (eng. Mature employees management. Challenges and problems), Wydawnictwo Uniwersytetu Łódzkiego, Łódź, pp.288.</p>	<p>Successful age management is considered from the stakeholder's point of view, mainly employees of mature age and their employers. The author describes results of own broad surveys of Polish organizations, which ends up with the operationalization of age management; a new measure was proposed - ratio of age management</p>	<ul style="list-style-type: none"> <li>• Age Management Advisor should be the member of key management personnel with the responsibility for the Competence Management, especially competencies of mature employees</li> <li>• AMA should be engaged in Work-Life Balance practices offered by the organization mainly for the mature employees; he/she should be engaged in practices tailored to the needs of mature employees .</li> </ul>	<p>Published by the University of Lodz</p>
<p>Skibiński A., Ławińska O. (2016), <i>Age Management jako narzędzie łagodzenia skutków starzenia się zasobów pracy w Polsce</i> (eng. Age Management as a tool to mitigate the effects of aging labour force in Poland), Zeszyty Naukowe</p>	<p>The authors put the thesis research that age management in organizations can be a tool to disseminate knowledge on issues related to aging workers in the context of the deepening of the process of aging of the Polish population. The analysis of empirical data shows growing demographic crisis in Poland.</p>	<p>The authors underline that Age Management Advisor should:</p> <ul style="list-style-type: none"> <li>• Try to increase older employees' confidence in their own potential</li> <li>• Influence on their mobility to increase their skills, help them to engage in knowledge transfer.</li> </ul>	<p><a href="http://www.sb.c.org.pl/Content/245712/Skibinska_Lawinska.pdf">http://www.sb.c.org.pl/Content/245712/Skibinska_Lawinska.pdf</a></p>



<p>Wyższej Szkoły Humanitas Zarządzanie (2), pp. 423-434;</p> <p>DOI 10.5604/1899865 8.1210149</p>	<p>Population aging is an inevitable process and to meet him requires action of a systemic nature in terms of activation measures on the labour market.</p>		
<p>Stroińska E.(2017), <i>Blaski i cienie zarządzania wiekiem – raport z badań</i> (eng. Pros and cons of age management – report from surveys) in: <i>Zarządzanie różnorodnością w teorii i praktyce</i>, Wojtaszczyk K. (ed.).</p>	<p>The author considers the term of diversity in the organization and the diversity management; next presents age management as a tool of diversity management.</p>	<p>Age Management Advisor should:</p> <ul style="list-style-type: none"> <li>• promote the positive results, achievements of older and younger employees; the point of interest is workplace ergonomics and transfers between different positions along with the diminishing potential of ageing employees.</li> </ul>	<p>Wydawnictwo SIZ, Łódź</p>
<p>Wiktorowicz J., (2016), <i>Międzypokolenio wy transfer wiedzy a wydłużanie okresu aktywności zawodowej</i> (eng. Intergenerational knowledge transfer and the extending the duration of economic activity), Wydawnictwo Uniwersytetu</p>	<p>Demographic and socio-economic factors of extending the duration of economic activity are presented in the first four chapters. The most interesting from the Age Management Advising is the chapter five and six. The author analysis intergenerational knowledge transfer in the frames of the theories, underlines the crucial role of generative theory, intergenerational solidarity and ambivalence concept</p>	<p>Age Management Advisor should help to build intergenerational cooperation. This is possible if AMA will try to:</p> <ul style="list-style-type: none"> <li>• Arrange atmosphere “to be together”, in opposite to schoolmasterish or giving information in paternalistic way</li> <li>• Build atmosphere of the commitment for the group benefits</li> <li>• Build awareness of</li> </ul>	<p>Published by the University of Lodz</p>

<p>Łódzkiego, pp. 354.</p>	<p>(Lüscher)</p>	<p>differences, curiosity for other persons</p> <ul style="list-style-type: none"> <li>Finding what is common for people of different ages.</li> </ul>	
<p>Lubrańska A.(2016), <i>Zespoły różnicowe wiekowe w organizacji</i> (eng. Age-diverse teams in the organisation), <i>Zarządzanie Zasobami Ludzkimi</i>, no 3-4/2016, pp. 67-80.</p>	<p>Teams, that are diversified in terms of age are recommended in organizational practice. Such teams foster the exchange of views among representatives of various age groups; in the light of the value inherent in this solution 395 working people were asked of the scope of its application in their company.</p>	<p>Age Management Advisor should:</p> <ul style="list-style-type: none"> <li>build conviction among older and younger generation of employees that the basis of promotion are as follows: knowledge, skills and performance notwithstanding the age; experts are those of older employees who are masters in their professions;</li> <li>find the tasks which are suitable for the ageing employees;</li> <li>explain in details to an employee that new job position for her/him may help her/him to achieve the expected results.</li> </ul>	<p><a href="http://zzlipiss.com.pl">http://zzlipiss.com.pl</a></p>
<p>Lipka A., Waszczak S. (2017), <i>Funkcjonowanie kreatywnych zespołów w kontekście stereotypizacji generacyjnej jako ryzyko w obszarze HR</i></p>	<p>The authors – one the psychologist and the other management specialist – try to find how the generational intelligence influence on the success of creative teams. They use the questionnaire as a research tool to find the personal and</p>	<p>Age Management Advisor should:</p> <ul style="list-style-type: none"> <li>avoid stereotyping employees on the basis of their age; there are inter- and intragenerational similarities and differences but according to generational</li> </ul>	<p>Published by CeDeWu, Warszawa</p>

<p>(eng. Functioning of creative teams in the context of generational stereotyping as a risk factor in HR), CeDeWu, Warszawa, pp.239.</p>	<p>temperamental differences existing between employees – members of creative teams.</p>	<p>intelligence theory only real characteristics of people in different age influence on the effectiveness of teams.</p>	
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#### 4. GOOD PRACTICES EXAMPLES (2 PAGES)

Good practice example	Brief summary	Transferability of skills to AMA qualification	Link/Source
<p><b>Veolia Energia Polska</b> Part of Veolia Holding Polska SA, operates in 75 cities in the country, providing energy management services, and water and sewage management services; employs over 4,600 people</p>	<p>Strategic project <b>Generator. Alliance of Generations</b> (<i>Generator. Łączymy pokolenia</i>); because of 47 average age of the employees and soon transition of 700 workers into retirement (15%) they decided to establish a project till 2021. A new position was established – <i>director of age management and benefits</i>; two main fields of activities were designed: <i>1/active promotion of career development for young volunteers who want to join the Veolia organization,2/ career management of ageing employees</i></p>	<ul style="list-style-type: none"> <li>• Systematic analysis of the scale of the generation gap</li> <li>• Implementation of measure how to fill the generation gap</li> <li>• Identification of hard interchangeable positions in every organization unit</li> <li>• Influence on the generational change giving the floor to the younger workers</li> <li>• Preparing the original program of teaching for the classes with energy profile</li> <li>• Establishment of so called Veolia umbrella classes in some secondary vocational schools</li> <li>• Giving the lectures/classes in the vocational schools;</li> <li>• “Open-door policy” for the school students –so called “Warm Saturday” in power generating plants.</li> </ul>	<p>“Lider of HRM” XVIII edition of the competition organized by the Institute of Labour and Social Studies in Warsaw; <a href="http://www.ipis.com.pl">www.ipis.com.pl</a></p>
<p><b>ArcelorMittal Poland</b> part of the world’s leading steel and mining company</p>	<p><b>Talent Academy Development</b> (MaSzTALent); the purpose of the academy is to fill the generation gap and to facilitate</p>	<ul style="list-style-type: none"> <li>• Visits of pupils and students in production plants’</li> <li>• Students taking part in Perfect Your English language</li> </ul>	<p><a href="http://corporate.arcelormittal.com/~media/Files/A/ArcelorMittal">http://corporate.arcelormittal.com/~media/Files/A/ArcelorMittal</a></p>

<p>with 199,000 employees across 60 countries; Polish company is the largest steel producer in Poland, concentrate ca. 70% Polish steel production capacity; operates five steel plants, also own the largest coke plant in Europe – ZK Zdzieszowice; employs over 11,000 people</p>	<p>development of managerial skills among young managers; – soft skills and personal efficiency; 45,2% of employees are over 50 years;</p> <p><b>Health Awareness Programme</b> – employees are able to take advantage of free specialist medical tests, expert health advice, flu vaccinations, hearing examinations, videodermatoscopic examination, etc.</p> <p><b>Diversity in terms of age</b> (part of the policy of diversity); special thematic trainings are offered:</p> <ul style="list-style-type: none"> <li>• Various generations at a workplace;</li> <li>• Age management workshop;</li> <li>• Trainings and development programmes for employees under 30 and above 50 years of age. Knowledge transfer between various generations of employees</li> </ul>	<p>workshops;</p> <ul style="list-style-type: none"> <li>• Educational shows in cinemas for pupils</li> <li>• Promotion the diversity at the place of work</li> <li>• Ability to communicate and cooperate with younger and older employees</li> <li>• Support the knowledge transfer between various generations of employees;</li> <li>• Support the education of young generations – cyclical educational programmes dedicated to the pupils and students of high schools</li> </ul>	<p>/sdr2016/Poland-Sustainability-Report-2015.pdf</p>
<p><b>Massive Dynamic Sp. z o.o.</b> is a pharmaceutical, private, limited, incorporated company, established over ten years ago,</p>	<p>Staff is composed of 40% of employees above 50 years of age; There are no special programmes offered for older or younger generations; The owner of the company is convinced</p>	<ul style="list-style-type: none"> <li>• Ensuring a good climate at work, based on mutual understanding various needs of employees at different age;</li> <li>• Communication skills;</li> <li>• Knowing different</li> </ul>	<p>One of the companies taking part in the international project “STAY. SupportIng ActivitY for</p>

<p>employs over 50 people in a big city of Poland</p>	<p>that older employees need their work and that is why he feels responsibility to keep them at work and help them to transfer their knowledge to younger generation.</p>	<p>abilities of younger and older employees; those above 50 years develop working and acting methods in a systematic and continuous way, no absenteeism, they are strict at work with high commitment.</p>	<p>people 50+ in the company. Healthy and motivated employee - satisfied employer (STAY. <i>Wsparcie aktywności zawodowej osób 50+ w przedsiębiorstwie - zdrowy i zmotywowany</i> <i>pracownik, zadowolony pracodawca,</i> No of project:POW R.04.03.00-00-W302/15-00; University of Lodz was one of the beneficiary of the project;</p>
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## 5. RESEARCH METHODOLOGY (3P)

### 5.1. Methodology of data gathering

There were three sources of data gathering: 1/ legal documents, national strategies obtained via internet, statistical sources 2/ scientific projects on Age management carried out by the experts employed by the University of Lodz in the period 2012-2017 3/ selfassessment of HR tools addressing Age management, best practices of Age management prepared by the managers of enterprises taking part in the XVIII edition of the competition “Leader of Human Resources Management”, organized every year by the Institute of Labour and Social Studies in Warsaw (public research institute).

The internet research was focused on the central and local government initiatives; important information was published on the official websites of the Ministry of Family, Labour and Social Policy and Polish Ombudsman. Trade unions in general are not interested in age management as they insist on early retirement.

A considerable amount of data on the topic of ageing and Age management was prepared thanks to the webpages, brochures, reports, research papers, published articles in the projects carried out by the University of Lodz and financed by EU funds. We took under consideration about 10 projects, those were our experts were engaged in. There are some of them: STAY. SupportING ActivitY for people 50+ in the company. Healthy and motivated employee - satisfied employer; ASPIRE. Active Ageing through Social Partnership and Industrial Relations Expertise; Diagnosis of the current situation of women and men aged 50+ on the labour market in Poland – research for the project Equal opportunities in the labour market for people aged 50+.

Documents presented by the enterprises and institutions competing for the highly prized award “Leader of Human Resources Management” were under carefully consideration (at the final stage of the competition there were 15 organisations). Among the information considering the excellence of Human Resource Management they documented the efforts to maintain human knowledge at the organization despite retirement of older employees and the policy of recruiting and retention of young employees. The person responsible for age management in the organization was in general the manager or deputy director for Human Resource Management. Age Management policy was a part of Diversity management.

In total, we collected about 50 documents, strategy papers, articles and internet information. Mainly they were devoted to Age management in general, underlying it's importance and necessity, showing the procedures and tools. Only few of them were connected with Age Management candidates and their possible skills described in short.

### 5.2 Online survey – identification of skills needed for the AMA qualification

The questionnaire was sent to 24: institutions, social partnerships, companies and HR specialist (n = 24). The response rate by 23.1.2018 is 37,5 percent, which means that 9 people filled in the questionnaire.

The online survey was submitted to the following facilities: Fundacja 2035, InHort-Institut Ogrodnictwa, MaNu QueenTech, Polgips, PolBio, Business Centre Club, KROBAN, HS HORYZONT, Massiv Dynamic Sp.z o.o., VEOLIA Energia Polska, VOKSWAGEN Polska, TOYOTA POLSKA, BMW POLSKA, VIRIDIAN POLSKA, MEDELA, CENTRUM OPUS, Invest Med, AccuVein, Draeger, TOYA Sp. Z o.o., Regionalne Centrum Polityki Społecznej, NZ TECHNO, CSiR IMPACT, Wojewódzki Urząd Pracy w Łodzi

The online survey was sent in December 2017, which means the transmission via e-mail took place on 18.12 and 28.12.2017. A reminder email was sent on 10.1.2017.

### 5.3. Consultation with partners and national experts

One person from the field of research agreed to an interview, which took place on February 12nd from 12.00 – 14.00. The interview was based on the results of the online survey, as a feedback to conclusions.

#### 1. Roles in the organization dedicated to the AMA – specialist, according to the survey results:

- HR specialist or HR manager
- labour market expert
- health and safety expert
- human capital developer
- trainer in adult education

Educational background: Master degree in HRM supplemented by equivalent courses of 1/ diversity management 2/ adult education and training 3/ occupational medicine

#### 2. The various components that constitute competency of AMA:

- **Body of knowledge:** gerontology, age management, adult training, occupational medicine
- **Skills:** good communication, supervising, motivating people, creativity, flexibility and stress resilience,
- **Attitudes, values:** diversity of teams is a core for achieving good results; intergenerational knowledge transfer is a feasible and desirable objective for the every organization, life long learning is a necessity nowadays,



## 6. RESULTS OF THE SURVEY AND CONSULTATION (4)

### Results survey

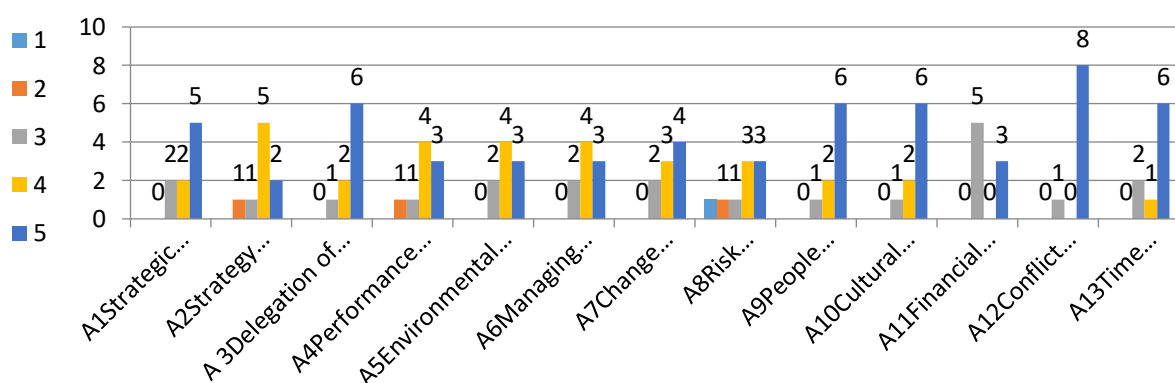
- 9 persons filled in the online survey in Poland (3 male, 6 female). The people come from the following institutions or fields and sectors: Education, Education and Training, Own Business/entrepreneur , Financial Sector, IT, research.
- 4 persons represent the field of managing staff, 2 persons are teachers/trainers,; 1 respondent is a researcher; 1 respondent IT worker; 1 respondent is an expert.
- of the respondents have more than 20 years experience, 1 between 10 and 20 years, 3 between 5 and 10 and 3 between 1 and 5 experience in the company.
- 3 respondents have PhD degree, 6 have Master degree

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?*

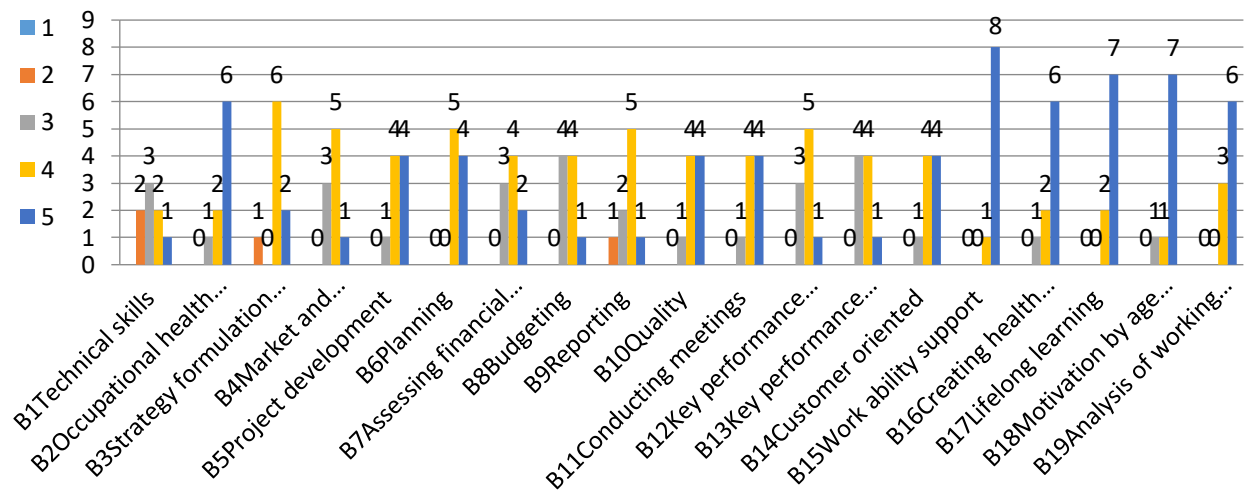
Regarding the question which management skills the respondents considered important for the age management qualification, “Conflict Management” is most relevant according to the responders. is the most important Management skill., “Cultural Diversity Management” as well as “Time Management” and “Delegation of Tasks” are also considered quite important skills. The considered least important Management skills for Age Management Advisors turned out to be “Risk Identification” .



## B.) Technical Skills

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

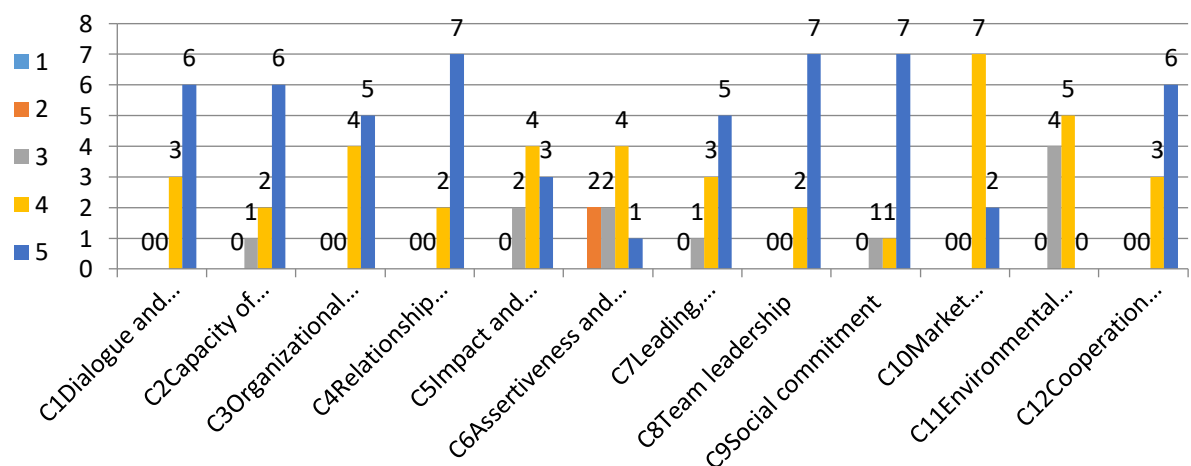
When it comes to technical skills the respondents stated that particularly “Work ability support” . “Motivation by age group” and “Lifelong Learning” follow it and are considered also quite important. For “Technical skills” are the least important for Age Management Advisors.



## C.) Social Skills

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

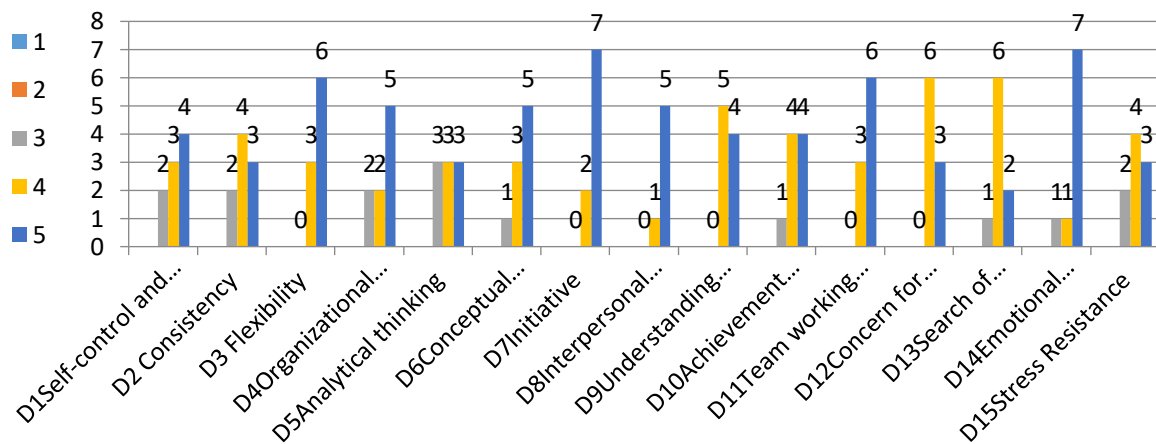
With regard to the social skills in Age Management Advisors the respondents reported back 4 of the listed ones: “Team Leadership”, “Relationship Building and Networking”, “Social Commitment” and “Market Orientation”. “Impact and Influence” as well as “Assertiveness and Use of Positional Power” are considered the least important social skills.



## D.) Behavioural Skills

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

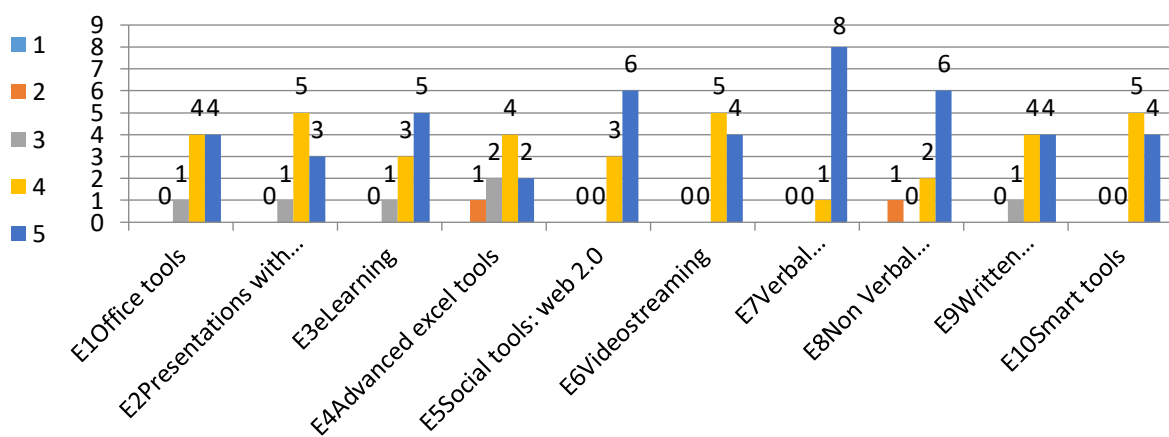
In terms of behavioural skills "Initiative" and "Emotional intelligence" are the most important ones when it comes to the Age Management Qualification. The least important behavioural skills is "Analytical Thinking"



## E.) Information and Communication Skills

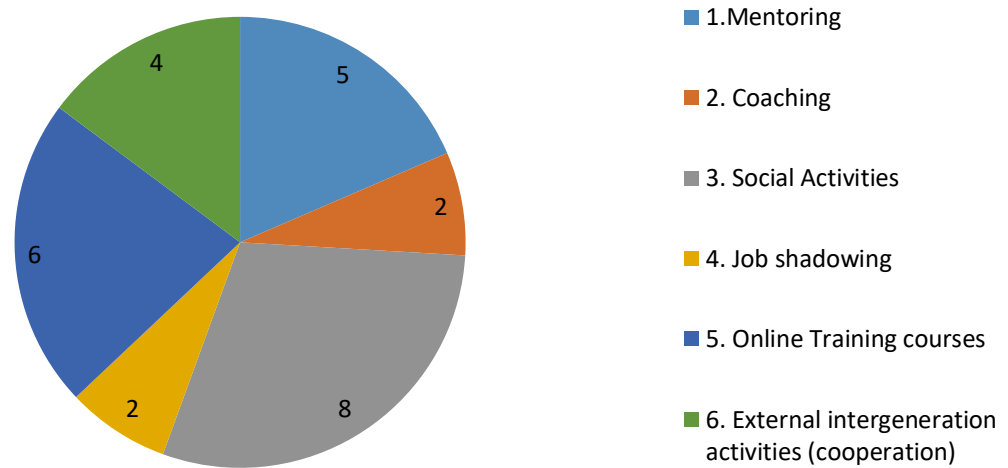
What are the information and communication skills that you consider important for the Age management qualification?

Referring to Information and Communication skills in the Age Management qualification „Verbal communication“ is the most important one, „Non-Verbal communication“ and „Social tools: Web 2.0“ follow it. The other skills are considered as middle important.



## F.) Intergenerational Activities

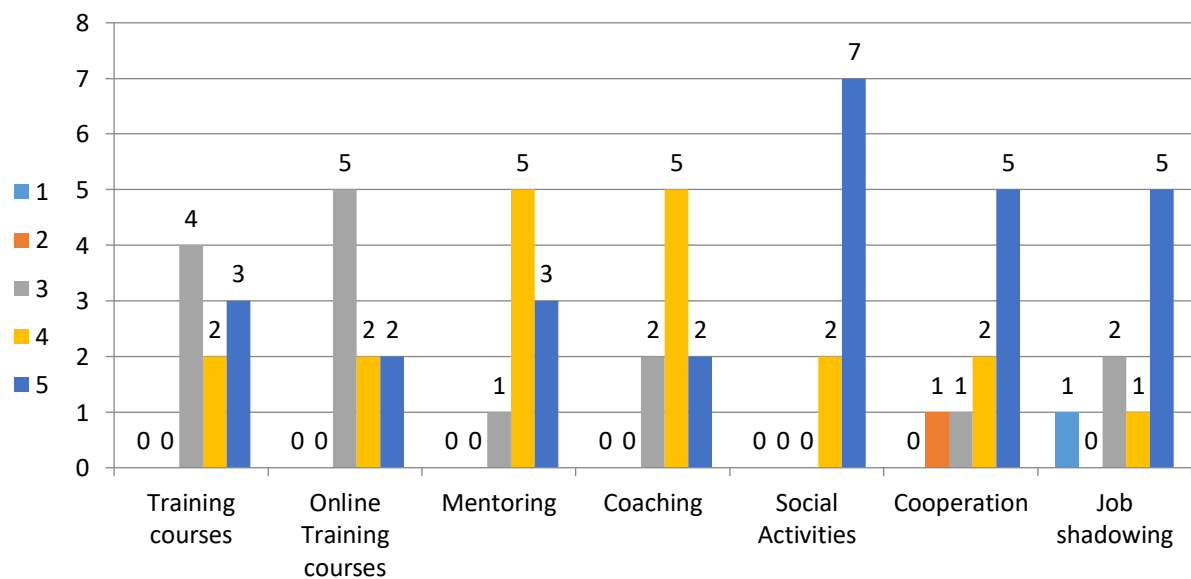
**F1:** Have you ever participated in intergenerational activities in your company? Specify what type of activities were organised?



**F2:** Is there any welcome plan in your company that includes mentoring and/or training?

The question F\_2 whether there are any welcome plans in the respective companies of the respondents was answered by 6 of the participants with „Yes“. 3 of the persons stated that there were no such plans in her/his company.

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

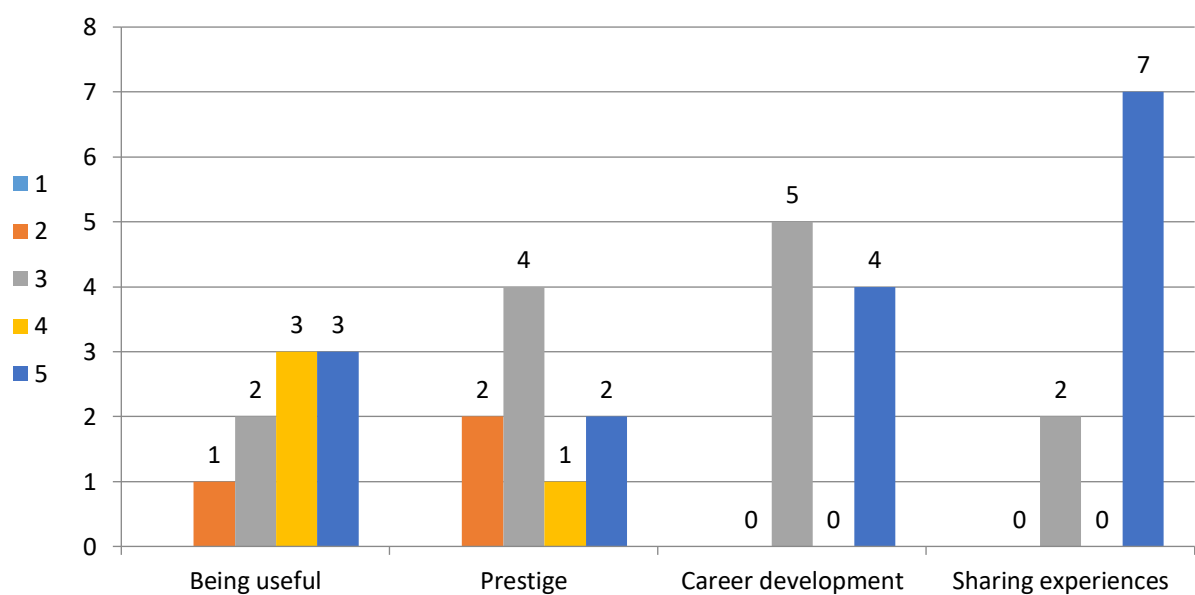


The respondents reported back that they considered „Social Activities“ the most useful and relevant activities. The other activities are considered as middle useful/relevant.

One respondent commented on the matter of intergenerational knowledge transfer through Job shadowing as “the great way to gain professional information and experience”.

**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 „being useful“ was the minor one.



## 7. RECOMMENDATION FOR POLICY MAKERS TO SUPPORT AMA (1P)

The following recommendations for political decision-makers derive from the carried out research, questionnaire and interviews:

1. The request to include the person performing the duties of AMA in the HR department in every medium and large organization,
2. Preparing trade unions for the role of AMA promoters in organizations,
3. Preparation of specialization in the field of Age Management for students studying psychology, management, pedagogy of adults
4. Launch of courses for HR specialists to supplement qualifications in the field of Age management

## **8. SUMMARY (1P)**

The results of the survey with comments and summary are to be found in item 5.3 as an expert consultation; 7 – as recommendation.