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Scientific review what works in Age Management

Intellectual Output 1

Institut für Lebensbegleitendes Lernen (IL³)

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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.

Introduction

This present report summarizes the main findings and results gathered by the Institute for Lifelong Learning (IL3) in Austria within the context of the Intellectual Output 1 "Scientific review what works in Age Management". Elisabeth Barfuß (project co-worker) and Anita Brünner (project leader) carried out the research and survey work in the period from October to December 2017 and partially in January. The report was written in December 2017 and January 2018.

1. INTRODUCTION TO AGE MANAGEMENT IN AUSTRIA

The research shows that in Austria the topic of Age Management is currently receiving rather little attention and application. Most of the studies and analysis found were not current and only few were up-to-date approaches and papers. Especially in the education policy papers and strategies of the government (e.g. foreign states) is Age Management hardly discussed. These documents generally provide more general approaches to age, aging and older adults (e.g. general indications that in the future the generation of older adults must increasingly be taken into account; that quality of life of older people must be improved; mobility of older adults should be supported, in the future the focus will be on working together with older adults etc.). The Performance Agreements of 2016-2018 of the Austrian universities were also reviewed, and resulted in showing hardly or nothing on the topic. The universities (universities and technical colleges) were additionally rudimentary looked at with focus on Age Management after further training courses (no regular university courses). The offers found ranged in fields such as Human Resource Management, Career Orientation and Labor Market Integration or in distance learning courses, e.g. Aging Services Management.

It seems that there are hardly any concrete implementations of (occupational) Age Management in Austria. Nevertheless, one particular website was found with a dedicated and exclusive approach to the topic. The website <http://www.arbeitundalter.at> is a common platform of interest representatives of the Federation of Industry, Federal Chamber of Labor, Austrian Trade Union Federation and Austrian Federal Economic Chamber. The platform informs about age-appropriate job designs. It presents various implemented operational examples and provides information and advice on age-appropriate work (areas: leadership, health, further education and work organization) as well as public support and counseling services.

The aim of this initiative is to provide corporate management, human resource managers and employee representatives with suggestions for their own operational measures in regard to age-appropriate work in the workplace (see also item 4. Good Practice Examples). Proposals and ideas are presented in an easy-to-understand way so that they can be implemented in the company (cf. Arbeit & Alter n.y.)¹.

The following two websites take on the topic of Age Management as well: <http://www.gesundearbeit.at> and <http://www.arbeitsleben.at>. The Federal Chamber of Labor Vienna and the Austrian Trade Union Federation Vienna launched the platform *Gesunde Arbeit* (Healthy Work). This page provides information about e.g. employee protection, psychological stress or workplace health promotion. The topic of age-appropriate work is also taken into consideration, where, among other things, design tips

¹ Arbeit & Alter (n.y.): Alternsgerechtes Arbeiten. Online: http://www.arbeitundalter.at/cms/Z03/Z03_50/home, 4.12.2017.

for ageing and age-appropriate work are given (cf. Gesunde Arbeit 2017)². The platform @rbeitsleben (work life) also offers all sorts of information about work, age and health. Furthermore it provides various tools and work aids as well as seminars, coaching and (operational) consultation (cf. @rbeitsleben n.y.)³.

² 2Gesunde Arbeit (2017): Alternsgerechte Arbeit. Online:
http://www.gesundearbeit.at/cms/V02/V02_5/alternsgerechte-arbeit, 4.12.2017.

³ @rbeitsleben (n.y.): Alter(n)sgerechte Arbeitswelt. Online:
http://www.arbeitsleben.at/cms/index.php?option=com_content&task=blogcategory&id=3&Itemid=10,
11.12.2017.

2. GOVERNMENTS' STRATEGIES AND POLICIES

Strategy /Policy/ Law	Brief Summary	Relation to AMA	Link/Source
<p>Technical Staff programme for older adults</p> <p>Federal State Upper Austria, Department for Economies and Subsidies</p>	<p>This website provides information about subsidies and (non-profit) employment projects and operational support measures e.g. health support or maintaining employability. The following three areas are highlighted: 1. Non-profit employment projects incl. "Renoprojects", 2. Socio-economic companies and 3. Coaching for work performance.</p>		<p>https://www.lan d-oberoesterreich.gv.at/165350.htm 11.12.2017</p>
<p>Work Place Upper Austria 2020. Strategical labor market policy framework program for securing specialized personnel in Upper Austria (2012)</p> <p>Federal State Upper Austria Department for Economics and Subsidies</p>	<p>This strategic document deals with 5 pillars for quality of life, growth and social security in the federal province of Upper Austria: 1. Guarantee of training, 2. Skilled labor program, 3. Working world of the future, 4. Regional skilled labor demand and 5. Sector-specific skilled labor demand (cf.p. 29), Relevant is item 2 "demand for specialized personnel with the target group of older adults." The following strategic objectives are pointed out: "We increase the</p>	<p>"Number of member companies in the company network 'Ageing! Having a future'. All partners of the network 'Ageing! Having a future!' spread the networks' message while including them into their activities and actively promote others to join the operating network. The aim is to publicize the offers and measures of the network partners, to increase the permeability of the offers and thus to meet in particular the individual needs of smaller companies."(p. 78)</p>	<p>https://www.lan d-oberoesterreich.gv.at/Media/Dateien/Formulare/DokumenteA/bt_Ge/Strategiepapier_AP2020_Finalversion.pdf 11.12.2017</p>

	<p>proportion of people aged 45 to 64 in professional development activities", "We maintain the health and work ability of the working population at a high level" or "All partners of the network 'Aging. Having a future!' engage in a way that by 2020 each year 10 new companies will include generation management offers of one of the partners" (p. 78).</p>	<p>A strategic field of action is e.g. the organization/ work design of age-appropriate work. Topics for labor market policy offers:</p> <ul style="list-style-type: none"> - "Facilitating a information base in businesses - measuring of workability skills - Age-appropriate management - Age-appropriate lateral career planning (career planning, job rotations). - Mixed-age teams - Age-appropriate working hours - Age-appropriate work place design"(p. 89) 	
<p>Salzburg. Location Future. Economics program Salzburg 2020 (2011)</p> <p>Federal state Salzburg, Department for Economics, Research and Tourism</p>	<p>This paper highlights particularly the "use of potentials of older employees, women and migrants" (p. 54). Furthermore it "measures to create stimulation and improved environments for older employees"</p> <ul style="list-style-type: none"> - Creating awareness in actors, especially by promoting dialogues (e.g. fireside chats with politicians, entrepreneurs, interest representatives) - Continuing and developing measures for operational health 		<p>https://www.salzburg.gv.at/wirtschaft_/Documents/ssz-wipro2020.pdf 19.12.2017</p>

	<p>support</p> <ul style="list-style-type: none"> - Collecting and promoting best-practice examples - Supporting organized networks of “silver agers” - Creating and supporting of company-wide platform for as to share project-oriented tasks in limited time.” <p>(p. 60)</p>		
<p>Long-term development perspectives of the Labor Market in Vorarlberg for the employment package Vorarlberg. Final Report (2001)</p> <p>Federal State Vorarlberg, Department of Youth and Seniors</p>	<p>This strategy addresses securing labor supply in Vorarlberg -- the need for action and measures (item 3). Specifically the following target groups are considered: 1. Unemployed, 2. Women, 3. Older employees, 4. Apprentices and Students, 5. Foreigners and 6. Cross--border commuters (item 3.1.--3.6.). For each area, possible actions and best practice examples are given. Among the older employees, the measures mentioned are: partial retirement, educational leave, support on taking on</p>	<p>Qualification measures for older adults are addressed and various model projects (best practices) are presented –here are examples of how the qualification takes place: Further training to become a Senior Manager: The contents of the qualification were economics and business administration, quality and project management (cf. p. 105f).</p>	<p>http://www.vorarlberg.at/pdf/prognos-studiearbeitsmark.pdf 11.12.2017</p>

	<p>employment, AMS (Public Employment Service) campaign on the topic of old age (cf.p. 101f.). Other possible measures are cited, such as qualification measures for older employees using the example of other countries and companies (see p. 102--107).</p>		
<p>Operational program within the framework of the objective “investment in growth and employment” (2014)</p> <p>Foreign province Tyrol, Department for Regional Development and Future Strategy</p>	<p>Various evaluation and experience reports from an economical perspective (see for example, www.arbeitundalter.at) prove that many companies are not prepared for an aging workforce. On the one hand, this can be seen on an operational level, on the other hand from perspective of the older employees - here the corresponding awareness is still missing. As a result, the ITF seeks to promote the adaptation of jobs to the human life cycle by improving the operational conditions of age-appropriate employment. All this should be complementary to the nationally funded measures. Special pilot projects are being used to promote an age-appropriate and health-</p>	<p>“Insofar the integration of the economy and the promotion of awareness of the relevance of older, experienced employees is one of the main focuses of the Austrian ITF strategy. This approach is also guided by the objectives of the European Innovation Partnership on ‘Active and Healthy Aging’ to improve the lives of older adults and ultimately contribute to sustainable growth.” (p. 7)</p>	<p>https://www.tirol.gv.at/fileadmin/themen/arbeit-wirtschaft/arbeit-arbeitsmarktforderung/download/Dateien/ab_2015/Operationelles-Programm-Beschaeftigung-OEsterreich-2014-.pdf, 11.12.2017</p>

	promoting work environment (cf. p. 6f.).		
<p>Older Employees. The core of the company. (2010)</p> <p>Austrian Economics Chambers</p>	<p>This document shall raise awareness to the resource of older employees among business people. It is stated that the employment rate of older women in Austria is about 41.1%, which is one of the lowest rates in the European Union. Business people should recognize that older adults represent an important and not exhausted resource for their company. Through the targeted use of experienced, older employees and through a successful mix of "old and young" should companies achieve a competitive advantage. The publication introduces different developments and strategies such as "How older employees can be properly integrated into the work process." (cf. p. 3 & 15)</p>	<p>Occupational Age-Management</p> <p>Methods for Age Management and age-appropriate work environments make a decisive contribution to this development. Therefore, company management and human resources managers should be informed and trained for the advantage of occupational Age Management:</p> <ul style="list-style-type: none"> - Workflow: should allow autonomous decision-making in terms of time and content - Ergonomic work design: to adapt the work to the decreasing physical and sensorial capacities - Variety of requirements: should be ensured by task integration and task change - Age-appropriate learning: when adopting new tasks, age-appropriate teaching and learning methods should be used <p>Further training: job-related qualifications should be supplemented by professional further training". (p. 15f.)</p>	<p>http://www.wage.at/fileadmin/downloads/WAGE-Netzwerk/WKO_AEltere-Arbeitnehmer.pdf, am 01.12.2017</p>

		<p>“High motivation through better qualifications The competitive ability of the company depends decisively on the qualifications of its employees. With increasing qualification also the motivation increases - also with older employees. That's why older employees should always be confronted with new professional challenges that they successfully master throughout further education. As a result, they gain in value for the company and remain connected to the labor market.” (p. 16)</p> <p>“Efficient forms of learning for older adults Further education in older adults is not only a knowledge- transferring, but also an emotional process. Older adults tend to keep learning better by integrating it with existing knowledge and experience.” (p. 16)</p>	
<p>Leading a healthy work life. Recommendations for a future- and aging-oriented workplace. Health promotion in small and</p>	<p>“The present study ‘Healthy through the working life’ provides specific approaches and models to develop WHP (workplace health promotion) and Age Management in small and medium- sized</p>	<p>The study found that the course of WHP and Age Management projects in companies is based on the classic management cycle "diagnosis - planning - action - evaluation" (irrespective of the size of the</p>	<p>https://www.wko.at/site/profite/BGFStudie_2.pdf, 04.12.2017</p>

<p>medium-sized companies (2004)</p> <p>Created by diepartner.at on behalf of the Austrian Economic Chamber promoted by Pfizer Corporation Austria, promoted by the Fonds Gesundes Österreich</p>	<p>companies. National and international projects and studies as well as the results of a survey of company representatives and WHP experts were evaluated. In addition to a comprehensive cost-benefit analysis, there are also arguments for the spread of WHP in day-to-day operations as well as recommendations for action on level of interest policy.” (p. 7)</p>	<p>company) (cf. p.35). Based on the projects and programs researched in the study, the following instruments are relevant:</p> <ul style="list-style-type: none"> - Quick-Checks for the first estimation of a need for action: Companies can do a brief analysis and self check with free questionnaires, which are mostly available online (e.g. http://www.arbeitundalter.at) - Diagnostic / analytical tools: standardized forms often used are the SALSA questionnaire (Salutogenetic Subjective Work Analysis, Udris & Rimann 1999) or the IMPULS test. - Tools for developing measures: a classic occupational health promotion tool is the “Health Circle” which aims to <ul style="list-style-type: none"> 1. Develop actions; and 2. Assess the current situation. Therefore some employees regularly meet for a limited period of time. A trained external or internal moderator manages the circle. - Implementation of measures: concrete modules for the practical implementation of measures (e.g. by the 	
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		<p>company) have been developed under the initiative</p> <p>- Tools for evaluation: Evaluations of projects and implemented measures - mainly in (very) small-sized companies are usually an exception; According to experts, there is a lack of good and easy-to-use tools for evaluation.</p> <p>- Instruments and modules for self-application: small and medium-sized companies are offered some freely accessible modules for self-application (e.g. guides, scripts, slides, exercise sheets and exercise material) for working on individual fields of action. Modules for self- application are among others management and employee surveys, aspects of ergonomics, collaboration in the team, etc. (cf. p. 36-38)</p>	
<p>Healthy Ageing at work! Age-Management in companies. A guideline for work councils, persons to address in matters of safety (so called</p>	<p>The study should encourage people in charge to participate in organizational changes or to design strategies accordingly. The brochure aims to contribute to a general process of change regarding the approach and values of entrepreneurs</p>	<p>The 7-Step Age-Management Awareness Model: “1. Make Age Management a topic - build on obvious situations in the workplace 2. Find allies 3. Look at current topics with focus on ageing 4. Underpin the</p>	<p>https://media.arbeiterkammer.at/sbg/pdf/GesundAelterimBetrieb09.pdf, am 04.12.2017</p>

<p>SVP) and health concerns (GVP), and employees (n.y.)</p> <p>Chamber of Labour Salzburg</p>	<p>and employees. The aim is to create a working environment so that employees of all ages can contribute optimally (see p.2).</p> <p>“Five good reasons for a sustainable and age-appropriate corporate and personnel policy:</p> <p>1) There will be fewer and fewer specialized personnel... Therefore, it needs new strategies to keep skilled workers at work.</p> <p>2) The workforce in companies is getting older... Therefore, there is no way around investing in maintaining the work ability of all employees.</p> <p>3) Knowledge and skills of the employees create competitive advantages... That's why it needs targeted measures to maintain and enhance established know-how in companies and to secure the transfer.</p> <p>4) It is becoming increasingly important for employers to keep their business attractive to skilled workers. Therefore, good and varied working conditions must be offered to people with different backgrounds.</p>	<p>situation with objective figures</p> <p>5. Develop target images/ visions</p> <p>6. Create structure for implementation</p> <p>7. Awareness of employees.” (p. 10)</p> <p>“The detailed age structure analysis includes questions...</p> <ul style="list-style-type: none"> - on staffing - on the personnel structure - on the framework conditions for working on current personnel [...]” (p. 11) <p>“On basis of the previously completed corporate projects, various fields of action for Age Management have emerged:</p> <ul style="list-style-type: none"> - Health - Motivation - Qualification / Knowledge - Work organization - Leadership - Corporate Culture” (p. 11) <p>A control group should perform a location determination at the beginning or in regular loops. In doing so, the fields of action are to be compared with the actual situation in the company. Targets, questions of diagnosis and implementation measures are defined for each field of</p> 	
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	<p>5) The changed legal framework conditions as for example the increased retirement age are a new challenge for companies... That is why sustainable concepts and long-term planning become more important in personnel policy." (p. 6)</p>	<p>action (cf. p.12). For example, in the field of action of health, this may be the following:</p> <ul style="list-style-type: none"> + Destination: <ul style="list-style-type: none"> "Maintaining / improving the ability to work and the quality of life of employees is the focus of our company." (p. 12) + Diagnostic questions: <ul style="list-style-type: none"> - "Do we know what makes us able to work? - What does the work ability of our workforce look like? - Do we set activities to maintain working ability? - Do we set occupational health and safety activities?" (p. 12) + Implementation measures: <ul style="list-style-type: none"> - "Training on work ability and its change - Training of occupational physicians for as to determine and interpret working ability - Making use of the instrument 'Work coping index' - Measuring of working capacity - Workplace-related health promotion - Working ability as an element in employee meetings". (p. 12) 	
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3. RESEARCH PAPERS

Scientific evidence	Brief Summary	Relation to the role of AMA	Link/Source
<p>Work and Ageing. Final report (2015/16)</p> <p>Johan Kepler University Linz (JKU), Department for Society and social policy (Lecture "Work und Employment") (229.201)</p>	<p>This publication was written in the context of the course "Work and Employment" (Ass.-Prof. Dr. Christine Stelzer-Orthofer) at the JKU in the winter semester 2015/2016. In the final report on the labor market, employment, the state of residence, etc. Age Management is also defined as well as generally the topic of Age Management (item 1.3.1. starting on p. 25) Best practice examples of Age Management (item 1.3.2., P. 32) - see item 4. Good practice examples hereinafter</p>	<p>Design and intervention measures of Age Management are among others:</p> <ul style="list-style-type: none"> Workplace and work task design (e.g. changes in working conditions, occupational safety, workplace ergonomics) Working time organization (e.g. duration of work, workload, time structures) Career design (e.g. learning and stress biography, mobility processes, work motivation, personnel development measures) Further education (e.g. operational learning culture, learning motivation, forms of communication) Promotion of health (e.g. health programs, health risks, health-friendly work, safety regulations) Gratification design (e.g. incentive and motivation system, staff assessment standards, remuneration systems) (cf. p. 27-32) 	<p>https://www.fab.at/fileadmin/FAB/Berichte/Studien/Abschlussbericht_Arbeit_und_Alter_JKU_Linz_LVA_Arbeit_und_Beschaeftigung_20160303.pdf, 01.12.2017</p>
<p>Performance Agreement 2016-2018 – Medical</p>	<p>Strategic goals, profile development, University development: projects for</p>		<p>https://www.medunigraz.at/fileadmin</p>

<p>University Graz und Ministry for Science, Research and Economics</p>	<p>personnel development / structure</p>		<p>min/public/pdf_medunigraz/g_rund_satzdokumente/Leistungsvereinbarung_2016-18.pdf, 01.12.2017</p>
<p>Medical University Graz Organizational unit, Personnel management and -development</p>	<p>a.) Title of the project: "Generation Project – 'Partners University' Sustainable development of the CareeREsearch program on all levels." (p. 11)</p> <p>b.) Brief description of the project: "Higher-level project to increase the attractiveness of the Medical University Graz as an employer and to maintain or increase the work ability of the employees to establish and implement measures for generation- and life-phase-oriented, age-appropriate work. Concrete action is taken as part of a diversity strategy" (p. 11)</p> <p>c.) Milestones for implementation: "2016: - University work day Analysis of the everyday processes of the employees with a focus on the triple burden of research, teaching and patient care - Comprehensive analysis of generations: Comparison of generation groups and the needs of employees in individual life phases with measures already in place 2017: - Implementation of agreed measures to improve the workforce in cooperation with the CISA to prepare the next step for the KA- AZG 2018 (Health Institution's Working Hours Act 2018) - Based on the generational analysis,</p>		

	<p>establishment of working groups (with focus on workplace health promotion and work - life balance) in which aspects that need improvement or measures that are missing generational- and life phase-specific aspects should be established</p>		
<p>Performance Agreement 2016-2018 – University of Economics Vienna and Ministry for Science, Research and Economics</p> <p>University of Economics</p> <p>The University has a separate Department for Personnel Development that deals with Age Management (Research Output): https://www.wu.ac.at/persm/forschung/altermanagement/</p>	<p>Performance in Teaching activities: Plan for further education project</p> <p>a.) Title of the project: "Development of events with the aim of social dialogue and interdisciplinary learning through high diversity of participants in terms of function, sector, age and gender (EP Zeilen 595ff)" (p. 38)</p> <p>b.) Brief description of the project: Opening of student events for alumni and students of other fields of study (e.g. field studies, guest speaker events) and vice versa opening of alumni events for students" (p. 38).</p> <p>c.) Milestones for implementation: "2016 Environment, participant and event concept for 5-10 comprehensive learning events 2017 Implementation of at least 5 learning events with an extended number of participants." (p. 38)</p>		<p>https://www.wu.ac.at/fileadmin/wu/h/strategy/Wirtschaftsuniversitaet_Wien_LV_2016-2018.pdf, am 01.12.2017</p>

<p>Older adults in companies(2006)</p>	<p>Ulrich Schönbauer</p> <p>"We looked at wage-earners over 45 years. The survey was conducted with the help of works council members from six companies, who were responsible for both the questionnaire distribution and the return. Furthermore, the results were discussed with them and placed in the concrete operational context. In addition to the 'hard facts', these comments by the works councils are also included in the report. There was one company (vehicle construction) where only wage earners were examined, three companies (commerce, health care, construction) were wage earners and salary earners and two companies (pharmaceutical industry, electrical / electronics industry) were only salary earners were analyzed." (p. 10)</p>	<p>"The situation of older adults in the labor market is characterized by a deep division between wage- and salary earners: while older salary-earners are in the majority optimistic or at least with a stable expectation of the future, a rather resignative attitude dominates among wage-earners. They have to deal with the conflict of labor intensification, with corresponding effects on health and performance, and the (wage) cost pressure of subcontractors and temporary work. The situation is particularly problematic where increasing automation has led to a thinning out of activity content, which makes it easy for older wage-earners to be replaced by younger and /or cheaper labor. Conversely, technological change can also lead to older adults being less trusted." (p. 71)</p> <p>"If the situation of older wage-earners in general, albeit in different facets, can be seen as problematic, employees will get a more differentiated picture. They have a stable position where, due to the specificities of the industry, not only qualification but also experience counts (construction, healthcare, pharmaceuticals). And they are increasingly marginalized there where rapid technological</p>	<p>http://media.arbeiterkammer.at/ooe/interessenpolitik/arbeitswelt/Studie_2006_AelterImBetrieb.pdf, am 14.12.2017</p> <p>http://www.isw-linz.at/themen/dbdocs/LF_Hirtenehner_Meggeneder_03_07.pdf,</p>
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		change favors the "non-spoiled", well-educated young adults (electrical engineering / electronics)." (p. 71)	
<p>The effect of the demographic change on operational health management (2007)</p> <p>ISW – Institute for Social- und Economic Research</p>	<p>Based on demographic change, this study discusses the need for older adults to stay in employment for longer. This will change the intergenerational relationship in companies, and businesses will have to be able to respond to it accordingly. Along with the aging of the workforce, workplace health policy is facing new challenges, as there are significant differences in the health behavior of generations. Therefore this study presents considerations on how to work in the future age-appropriately and health promoting. It examines the question of the consequences of demographic change for occupational health policy and which answers can be derived from occupational health promotion (cf. p. 182f.).</p>	<p>In order to bring work requirements and age-specific competence profiles into harmony on a sustainable basis, there are three levels of design (Morschhäuser 2004, p. 80 ff):</p> <ul style="list-style-type: none"> - Working life design - Design of employment careers - Design of working conditions (p. 191) <p>Item 1 involves designing the duration and distribution of the working life, e.g. "Reducing working hours at a senior age, slipping into retirement. Item 2 includes systematic Age Management in the company e.g. age-appropriate changes of position, not only vertical, but also horizontal) thinking. This significantly expands the possibilities of finding a suitable age-appropriate use in old age. Item 3 refers to occupational health promotion with the design of working conditions. A holistic health policy</p>	<p>http://www.isw-linz.at/themen/dbdocs/LF_Hirtener_Meggeneder_03_07.pdf, am 1.12.2017</p>

		<p>contributes to good physical, psycho-mental and social working conditions that enable healthy aging and staying longer in the company (cf. p. 191f).</p> <p>Concepts and models</p> <p>1. Productive aging: “The Institute for Workplace Health Promotion - IBG Austria - has developed a procedural concept [for Productive Aging] that is based on the model “Respect for the Aging” of the Finnish Institute of Occupational Health (Ilmarinen 1995). This action concept, trading under the trademark ‘Productive Aging’, describes a special program for optimizing work situations for several generations (Schierl 1997).” (p. 194)</p> <p>2. Age-appropriate working careers: “The Institute @rbeitsleben KEG in Austria has developed the ‘Age-appropriate working careers’ (Geißler-Gruber / Geißler 2004, Geißler-Gruber et al., 2006). At its core, this is a model that can be transferred through consultation for an age-appropriate personnel and labor policy in companies and organizations.” (p. 200)</p> <p>3. Interview of appreciation: “An instrument that takes this new perspective into account is the recognition interview. The recognition interview developed by</p>	
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		Geißler and Geißler-Gruber (Institut @ worklife KEG, Austria) sees itself as a 'participatory monitoring tool of industrial relations and working conditions between employees and executives' (Geißler-Gruber / Geißler 2002, p. 403)." (p. 203)	
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4. GOOD PRACTICE EXAMPLES

Good practice example	Brief Summary	Transferability of skills to AMA qualification	Link/Source
<p>Voestalpine AG LIFE – The program for employees at Voestalpine</p>	<p>Voestalpine AG is a steel group division in the federal state of Upper Austria. The Group operates around the world with approximately 41,000 employees, of which around 19,500 are in Austria. The company introduced the so-called LIFE program. LIFE stands for purpose giving, imaginative, fit and successful. This program aims for a comprehensive and integrated model that includes action on the levels of working time, health, training and awareness of staff and managers. LIFE is anchored throughout the company in strategic management (cf. Gesunde Arbeit 2017). LIFE comprises six strategic fields of action: “Working time: flexible models to better reconcile work and family life, reducing the burden in shift work Life-phase-related workplace design:</p>	<ul style="list-style-type: none"> - Knowledge transfer: A method to accompany change of subject and leadership. Knowledge of experience is passed on to successors; this is done across all company hierarchies. - Ergonomic process: Employees use experts to assess the existing workloads and jointly develop suggestions for improvement. - Age-fair career design: Work processes should be designed in such a way that the strengths of the respective age can be brought in the best possible way (pilot projects on work processes in the sense of introducing, changing, staying at and terminating of work places) - Initiative LIFE - Formula 33: Promotes and ensures a balanced training in the course of working life as well as a variety of methodologies in knowledge transfer (“on”, “off” and “near the job”). - Life-phase-related leadership: Seminars where instruments are 	<p>Gesunde Arbeit (2017): Das Life- Programm der Voest-Alpine AG. Online unter: http://www.gesundearbeit.at/cms/V02/V02_5.a/1342537961147/alternsgerechearbeit/das-life-%20programm-der-voest-alpine-ag, am 22.12.2017</p> <p>Voestalpine AG (2012): LIFE – Das Mitarbeiter/innenprogramm der Voestalpine. Online unter: http://www.verwaltung.steiermark.at/cms/dokumente/11685720_74837235/7f9daef9/voest-alpine%20LIFE%20graz%2023.5.2012.ppt, am 22.12.2017.</p>

	<p>everyone should be optimally deployed according to their age with their resources</p> <p>Equal opportunities: ensures the productive common work of sexes and generations</p> <p>Health and safety: Strengthening the efficiency of all employees up to a higher working age</p> <p>Culture, leadership, development</p> <p>measures: preserving the capacity for innovation, lifelong learning and transfer of knowledge from older to younger employees</p> <p>New employees: good integration of new employees" (Gesunde Arbeit 2017).</p>	<p>taught in order to be able to deal more consciously with aging workforces in leadership work (cf. Gesunde Arbeit 2017).</p>	<p>Industriellenvereinigung/Bundesarbeitskammer/Wirtschaftskammer Österreich/Österreichischer Gewerkschaftsbund (2007): Arbeit – Alter – Bildung am Arbeitsmarkt. Online unter: http://www.forschungsnetzwerk.at/downloadpub/TagungArbeitAlterBildungfin.pdf, am 22.12.2017</p> <p>Weiterführende Literatur: Rump,Jutta/Eilers, Silke (2014): Lebensphasen orientierte Personalpolitik: Strategien, Konzepte und Praxisbeispiele zur Fachkräftesicherung.</p>
<p>WAGE – Winning Age Getting futureE</p> <p>AESF-Project of the social partner OÖ</p>	<p>The aim is to initiate and implement innovative measures designed to promote work and performance as well as to increase the</p>	<p>"The three essential elements of the consulting and educational hub are: Consultation on new learning and educational pathways, working on</p>	<p>Industriellenvereinigung/Bundesarbeitskammer/Wirtschaftskammer Österreich/Öst</p>

	<p>employment rate of older workers. Establishment of a consulting and educational hub, which among other things pursues the following objectives:</p> <ul style="list-style-type: none"> - "Improving the employability of participants - Especially for older employees who are unfamiliar with learning new things the dismantling of learning barriers and threshold fears - Increasing the willingness and ability to self-directed vocational and educational planning and further educational motivation - Raising awareness among companies and workplace interest groups on the topic of continuing education of older employees - Development and further development of target groups, consulting tools and seminars <p>- [...] " (p. 47)</p> <p>WAGE Network is- "a competence center for generation management and age-appropriate work</p> <ul style="list-style-type: none"> - a platform for information and know- 	<p>professional topics in a solution-oriented manner, reflecting on career and life goals, creating personal strengths and competence profiles in form of individual and group offers.</p> <p>Information and exchange in the context of meeting point events, information evenings, introductory evenings with different educational focuses.</p> <p>Courses, seminars, workshops and individual qualification offers in the following areas: IT and new media, foreign language acquisition, communication, self-presentation, conflict management, personality, physical and mental health at work, learning techniques and learning strategies in adulthood, activating and memorizing, self-directed educational activities." (Federation of Austrian Industries, Federal Chamber of Labor, Austrian Federal Economic Chamber and Austrian Trade Union Confederation 2007: 47)</p>	<p>erreichischer Gewerkschaftsbund (2007): Arbeit – Alter – Bildung am Arbeitsmarkt. Online unter: http://www.forschungsnetzwerk.at/downloadpub/TagungArbeitAlterBildungfin.pdf, am 22.12.2017</p> <p>WAGE-Netzwerk (o.J.): Was wir tun. Online unter: www.wage.at, am 22.12.2017</p>
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	<p>how transfer</p> <ul style="list-style-type: none"> - an impulse generator for innovation - an interface between research, application, (interest) policy, providers and the economy "(WAGE-Netzwerk n.y.) 		
BMW Group	<p>The manufacturing company BMW initiated a project called "Today for tomorrow" (Heute für morgen) in 2004. The aim is to ensure the innovative strength and competitiveness of an older workforce. The question is how health, competence and performance of the aging workforce can be maintained. Four building blocks for "Today for Tomorrow" are defined (cf. BMW Group 2011: n.p.)</p> <p>"In 2007, under the umbrella of the demography project 'Today for Tomorrow', the production area of drive and chassis components as well as the central human resources department in Dingelfing's BMW plant 2.1 started the pilot project 'Production System 2017'. For the first time the aim was to examine in a highly productive manufacturing sector (which is in competition with external</p>	<p>The building blocks of "Today for tomorrow" in production.</p> <ol style="list-style-type: none"> 1. Design of workplaces / Ergonomics: Ergonomically designed 'green' workplaces in ABA Tech1 are analyzed concerning in which of them employees are not exposed to excessive physical and psychological stress (e.g. extreme grip heights, widths, weights) 2. Organization of work: intelligent design of the entire system, e.g. through "micro-decoupling", load-optimized rotations between workplaces (ideal for the "fitness course"), ensuring social contacts (e.g. through collective breaks) and strengthening self-responsibility in the group, "Socially acceptable" shift and working time models. 	<p>Johan Kepler Universität Linz (2015/16): Arbeit und Altern. Abschlussbericht.</p> <p>LVA: „Arbeit und Beschäftigung“ (229.201). Online unter: https://www.fab.at/fileadmin/FAB/Berichte/Studien/Abschlussbericht_Arbeit_und_Alter_JKU_Linz_LVA_Arbeit_und_Beschaeftigung_20160303.pdf, am 01.12.2017.</p> <p>BMW Group (2011): Hintergrundinformationen zum BMW Group Demographie-</p>

	<p>suppliers in terms of time, cost and quality) what it means to work with an older workforce and find out what can be done to improve the performance of the company for as to promote and maintain employees." (Ibid.)</p>	<p>3. Health and prevention: provision of job-related active and passive recreation (active and rest area); Offer of physiotherapy on site, training of compensation exercises at the stations; comprehensive training and seminars on aging and health (e.g. seminars on biological age, exercise and nutrition, stress); Varied and healthy food in canteens / vending machines; Information about precautionary offers of the company's health insurance etc.</p> <p>4. Leadership and Qualification: Managers need to be "seeing" where physical and mental stress arises and are working together with staff to correct and optimize the work environment (participatory leadership style); Executives should be accessible / approachable and made aware of the topic. Managers are also responsible for the qualification of employees. This is important because a) inadequate qualification / excessive demands cause</p>	<p>Projekt „Heute für morgen“. Online unter: https://www.bmwgroup.com/content/dam/bmw-group-websites/bmwgroup_com/responsibility/downloads/de/2011/Heute_fuer_morgen.pdf, am 22.12.2017</p>
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		stress for the employee and b) good qualification is a prerequisite for rotation. "(BMW Group 2011: n.p.)	
<p>Project „Operational competence development for small-sized companies and start-ups“. Aging well in companies – healthy, qualified and motivated employees until retirement</p>	<p>"Tailor-made age-management in small and start-up companies means:</p> <ul style="list-style-type: none"> - Development of preventive measures to maintain and/ or promote the ability of older employees to work - Development and use of the age-specific competences of older employees (mainly from the experience of employees) - Development and application of a mixed age employee structure" (1) 	<p>The focus of a tailor-made occupational retirement program and an age-appropriate working environment are:</p> <ul style="list-style-type: none"> + to develop and support age-appropriate preventive measures to maintain and/ or promote the working ability of older employees. <p>The working capacity is the sum of factors that enable a person in a given situation to successfully master a given task (Prof. Ilmarinen, Ability to work 2010). The following factors have a significant influence on the ability to work:</p> <ul style="list-style-type: none"> - Health: physical, mental and social resources - Education and skills: including specific skills, professional experience - Values and attitudes: including motivation, job satisfaction - Work: physical, mental, social work demands, work design, leadership behavior <p>+ to develop age-specific skills of older employees and to use them productively. In order to be</p>	<p>Institut für Unternehmensgründung und Unternehmensentwicklung, Johannes Kepler Universität Linz/WIFI-Unternehmer-Akademie, WKO Oberösterreich (o.J.): Im Unternehmen gut älter werden – Gesunde, qualifizierte und motivierte Mitarbeiter/-innen bis zur Pension. Online unter: http://www.jku.at/iug/content/e55642/e65905/PE-Instrument_ImUnternehmengutlterwerden_1_ger.pdf, am 11.12.2017.</p>

		<p>able to optimally use and develop the potential of older people, older workers should be assigned a job commensurate with their ability to perform. The specific strengths of older people include:</p> <ul style="list-style-type: none"> - Great knowledge of experience, overview, recognition of overall connections - A high level of skill and practicing - Judgment and decision-making in critical situations - Problem-solving ability, serenity and balance - Responsibility - Loyalty to the employer <p>+ Build an age-mixed employee structure and benefit from the advantages.</p> <p>+ Sustainable integration of young employees and systematic, inter-generational know-how transfer.</p> <p>+ Increase the productivity of sustainable work.</p> <p>+ Orientation of work organization of 45+ or older for staying longer at work:</p> <ul style="list-style-type: none"> - Lowering physically difficult tasks - Reinforcement of mentally difficult tasks - Encouraging social inclusion" (p. 1f.) 	
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		<p>Process of introducing Age Management:</p> <ol style="list-style-type: none">1. Information and awareness: Company management / personnel development inform about the potentials and benefits of Age Management2. Assistance in the decision-making process: Assistance in the decision for occupational Age Management project (e.g. self-check by means of 26 questions on http://www.arbeitundalter.at. In case of negative decision: introduction is postponed, in case of positive decision: start of the introduction of occupational Age Management.3. Informing all employees about the planned project: informing employees about the project from the very beginning, in order to prevent fears, worries and prejudices against the project.4. Professional support: For the company Age Management project, a qualified external expert (with expertise in occupational Age Management, project management and moderation) should be	
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		<p>brought in; This support makes sense especially in the introductory phase.</p> <p>5. Analysis and examination of the current situation: At the beginning a well-founded analysis of the current situation (age structure, work requirements, difficulties etc.)</p> <p>6. Selection of action fields: On the basis of the actual analysis data, jointly relevant action fields are selected, such as Health, education and competence, values, and attitudes etc.</p> <p>7. Defining the list of measures and priorities: For the fields of action, jointly necessary measures to fulfill the priorities of company Age Management are estimated and listed with a corresponding priority ranking.</p> <p>8. Developing measures: The detailed development of the measures according to the list of priorities (ideally in intersectional project groups, affected local employees are to be included), which are then presented to the company management. The external experts monitor and support the project groups professionally.</p> <p>9. Implementation</p>	
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		<p>measures: The specified measures are implemented in the company with all necessary stakeholders (can take several months to several years). Once the measures have been implemented, the respective project group dissolves, with the results from the implementations being further measured and documented (cf. p. 2f.). Experiences include:</p> <ul style="list-style-type: none"> - Occupational Age Management is not a single project, but a program (not panacea but individual measures) - Time spent on external consultants is estimated from 5 to 10 project days for the introduction of Age Management in a company - Employees are actively involved in the process, this among other things has advantages in the interpretation of the diagnostic data, in the solution approach, in the implementation and the acceptance - A prerequisite for the introduction of Age Management in a company is raising awareness as well as the positive attitude regarding potentials and benefits of Age Management on 	
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		<p>management level and responsible decision-makers.</p> <p>The introduction of Age Management has turned out to be especially useful in companies that want/should/have to hand over information (processes/ procedures/ services) to further generations. (cf. p. 3)</p>	
<p>Project „Operational development of competences for small- sized companies and start- ups.“</p> <p>Occupational Age Management in the business unit of electrical plant construction companies of E-Werk Wels AG.</p> <p>Institute for Entrepreneurship and Business Development, Johannes Kepler University Linz and WIFI-Academy for Entrepreneurs, Chamber of Commerce, Upper Austria</p>	<p>“Tailor-made company age management in small and start-up companies means: Development of preventive measures to maintain and / or promote the ability of older employees to work Development and use of age-specific competences of older employees (mainly from the experience of employees) Development and use of mixed age employee structure” (p. 1)</p>	<p>“The priorities, which of course changed slightly in the individual departments, should set the framework. The business unit electrical engineering is one of the departments concerned. Challenges in the target groups:</p> <ul style="list-style-type: none"> - Total Staff shortage (skilled and manager shortage) - Executives / Business unit leaders Increasing mental pressure (cost and time pressure), high time commitment, high vacancy rates (problematic vacation reduction) - Project Manager E- Technology, Construction Supervisors, Sales Representative E-Techn. Success and time pressure - E-assembly staff 	<p>Institute for Entrepreneurship and Business Development, Johannes Kepler University Linz and WIFI-Academy for Entrepreneurs, Chamber of Commerce (WKO), Upper Austria (n.y.): Betriebliches Altersmanagement im Bereich Business-Unit Elektro-Anlagenbau-Firmen der E-Werk Wels AG. (Occupational Age Management in the business unit of electrical plant construction</p>

		<p>Heavy physical stress, high time commitment, high work intensity</p> <ul style="list-style-type: none"> - Shift employee <p>Due to shift services (night shift / WE services)" (p. 1f.)</p> <p><u>"Set thematical priorities:</u></p> <ul style="list-style-type: none"> - Knowledge transfer - Development of models - Physical use in the construction site area - Increasing proportion of older workers in shift work (especially in night shifts) - New working time models (annual / lifetime working hours) - Further development of employee potential - Promote health promoting measures - Promote greater health awareness among employees - Balance of company age structures <p>"(p. 2)</p>	<p>companies of E-Werk Wels AG)</p> <p>Online: http://www.jkua.t/iug/content/e55642/e66014/C</p> <p>ase_Elektroanlagenbau_E-WerkWelsAG_BetrieblichesAltersmanagement_1_ger.pdf,</p>
<p>Work & Age. Tips & Solutions</p> <p>Federation of Austrian Industry, Chamber of Labor Austria, Austrian Trade Union</p>	<p>"The Austrian employers 'and workers' organizations (Federation of Austrian Industries, Federal Chamber of Labor, Austrian Trade Union Federation, Austrian Federal Economic Chamber) have published specific tips and solutions on the topic</p>	<p>Specific recommendations are given for each of the four areas. For example</p> <p>ad. To lead:</p> <ul style="list-style-type: none"> 1. Openness and trust, 2. Interest, mindfulness and care, 3. Feedback, appreciation and esteem, 4. Respectful dealing with one another, 5. 	<p>https://www.iv.at/media/filer_public/83/b5/83b570eb-7eda-4916-b49d-64004fd975cc/aua_tipps_loesungen_alternsgerecht_arbeiten.pdf, am</p>

<p>Confederation, Chamber of Commerce Austria</p> <p>see also: arbeitundalter.at</p>	<p>of age- appropriate work at http://www.arbeitundalter.at, especially for small and medium-sized businesses and offer valuable information to companies. The common product 'tips and solutions' on the subject of age-appropriate working deals with the four important areas: LEADERSHIPS · EDUCATION · HEALTH · WORK ORGANIZATION" (p.3)</p>	<p>Cooperation and cohesion, 6. Involvement and participation, 7. Social support, 8. Communication skills, 9. 10. Reducing burdens and developing resources, 10. The exemplary function of executives, 11. Training of executives, 12. Executives are supported by advisors (cf. 8f.).</p> <p>ad. Further education:</p> <ul style="list-style-type: none"> - Involving employees (participation) - Ensuring orientation of the participants - Paying attention to self- organization and self- determination - Monitoring and Accompanying - Designing of learning materials and documents according to target group - Making sure that re- learning is introduced - Adapting content and reducing speed - Paying attention to repetitions - Supporting a good group climate - Supporting the new learning process - Continuous activation is important for learning success (cf. p. 13f.) <p>ad. Health:</p> <ul style="list-style-type: none"> - Depending on the circumstances and industry, e.g. possible: 	<p>4.12.2017</p>
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		<p>[...] Ergonomically adjusted positioning of objects, machines, screens, workbenches etc. reduces the strain on the muscles and joints. The use of ergonomic aids and a good posture minimize the risk of stiffness and discomfort in the muscular-skeletal system. Non-skid floors, foot markings on ramps or shoes with non-slip sole reduce the risk of falling. [...]</p> <p>The possibility to set the pace of work helps to maintain good health even with continued pressure.</p> <p>Sufficient breaks and vacation blocks help with regeneration. Recovery periods become longer with age. [...]</p> <p>Avoiding several night shifts in a row or providing alternative working time models helps to compensate for the poorer night-shift tolerability in old age. "(p. 20f.)</p> <p>ad. Organization of work:</p> <ul style="list-style-type: none"> - Change of tasks or rotation models - Age-appropriate professional careers - Enrichment and development of labor 	
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		<ul style="list-style-type: none"> - Exchange of individual tasks - Mixed-age teams - Adjustment of working hours and breaks (c.f. p. 25-27) <p>“TEN SUCCESS FACTORS FOR GOOD WORK OF ALL GENERATIONS</p> <ul style="list-style-type: none"> - Designing development perspectives for employees of every generation, but especially older ones to maintain their interest in the work. - Prejudices against employees are systematically reduced during operation. - Qualification of the relevant operational stakeholders on the topic “leading different generations”. - More focus on specialist careers alongside classic hierarchical careers. - Promoting lifelong competence development as well as the ability to change and learn by changing tasks and positions. - Further education considering age-appropriate didactics. - Establishment of mixed-age teams to ensure the transfer of knowledge and experience and to make use of the different 	
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		<p>strengths of younger and older people.</p> <ul style="list-style-type: none"> - Avoidance of one-sided activities that can only be exercised for a limited time and prevention of long-term unilateral burdens. - Targeted use of various ergonomic aids for support. - Create options for working hours." (p. 28) 	
<p>Perspective 50+ Best Practice- Examples of the Austrian Industry</p> <p>Federation of Austrian Industry</p>	<p>This brochure shows best practice examples. Several companies are presented that endeavor sustainably for all generations of employees. They make a valuable contribution to the successful design of an age-appropriate work environment. Not only are health promotion measures, training and qualification opportunities presented, but also generation-friendly working time models or ergonomic adjustments to work organization. The brochure aims to show the commitment of Austrian industrial companies to the employment of older workers (cf. p. 5).</p>	<p>A total of 27 companies (including 62 employees, such as Merckens Karton- und Pappenfabrik GmbH and 39,513 employees, e.g. ÖBB) are presented with their best practice examples. Here are a few examples:</p> <ul style="list-style-type: none"> - BMW Group and BMW Motoren GmbH are using the "Today for Tomorrow" (Hfm) program to implement a comprehensive program to encounter the demographic change at BMW. - Boehringer Ingelheim is a global pharmaceutical group that is rethinking the shift work model. - Böhler Edelstahl uses "age-appropriate career progression matrices" as a tool for personnel development. - BRP-Powertrain 	<p>https://www.iv.at//media/filer_public/a7/26/a726ca34-7f5f-44bc-b026-cad67c5c04ae/file_651.pdf, am 4.12.2017</p>

		<p>GmbH & Co KG offers its employees life-phase-oriented programs tailored to the needs of different generations (from "DOO it! GSUND" (do it healthily) to life-phase-oriented work).</p> <p>- Constantia Teich GmbH is a manufacturing company with 3-shift operation. The ability of older people who work should be maintained for as long as possible, so a work group on the ability to work (AGEA) was initiated.</p> <p>- ENGEL AUSTRIA GmbH is involved in the design of an age-appropriate work environment, which includes aspects of workplace and working time as well as targeted sports and exercise programs (project "Hübsch Fit - Das Sport & Gesundheitsangebot von ENGEL" (pretty fit – the sports and health offer of ENGEL))</p> <p>- Fill Maschinenbau believes that a company can only be successful if it supports all generations at every stage of their lives. The project "Fill your Life - the life work concept" is aimed at young and older employees.</p>	
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		<ul style="list-style-type: none"> - The gespag works according to the concept of "life-phase oriented work design". Projects are constantly being initiated and the company develops measures that are based on the different skills, needs and requirements of the employees. - The HABAU GROUP has been gradually expanding its range of health promotion programs through the project "Fit for the Future - Maintaining Workability" (2008 to 2013), which is funded by the AUVA-PVA Program. - Infineon Austria is working with the "Best Aging" initiative, which aims to preserve long-term health, productivity and a vibrant spirit of innovation across all age groups. - The company Johan Huter & Söhne works with the "Baufit" program, supported by AUVA, which aims to promote health and well-being of employees of all age groups (cf. p. 12-22). 	
Seal of Quality Nestor Gold for age-appropriate organizations and	The NESTORGOLD seal of quality is awarded to companies whose entire organizational structure is	The action plan is set at four levels: Individual (Two levels of action: self-	https://broschuerenservice.sozialministerium.at/Home/Do

<p>companies (2017)</p> <p>Ministry of Social Affairs</p>	<p>designed in accordance with generations and older age and in which the potential and needs of employees are taken into account at all stages of life. The seal was developed by the Ministry of Social Affairs in cooperation with the social partner (Sozialpartner-Organisationen) organizations, the Federal Ministry of Science, Research and Economy, the Public Employment Service (AMS) and proven experts for generation management. The seal has been awarded every two years since 2010 (cf. p. 3)</p> <p>"With the seal of quality companies and organizations receive:</p> <ul style="list-style-type: none"> - Instructions for dealing with the demographic challenge - Information and dialogue in the NESTORGOLD network - Quality assurance and promotion of a continuous improvement process of the operational generation management - Public recognition of activities and programs for age and generation equity" (p. 4) 	<p>responsibility, leadership responsibility), Organization (Two levels of action: process design, process effectiveness), Vitality (Two levels of action: sustainability commitment, market attractiveness) and Culture (Two levels of action: value retention, learning attitude) (cf. p.5).</p> <p>In total, 27 indicators are to be fulfilled e.g. the 1st level: Individuals – action level self-responsibility: "Employees of all ages introduce their experiences and resources openly and actively." etc.</p> <p>Or the 2nd level: Organization - action level process design: "The organization has health-promoting offers." the 3rd level: Vitality- action level commitment to sustainability: "The organization is clearly committed to gender equality and retaining of older employees." etc.</p> <p>Or the 4th level culture - level of action Value: "The employees and executives of all age groups work together appreciatively." (cf. p6f.).</p>	<p>wnload?public ationId=262, 11.12.2017</p>
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5. RESEARCH METHODOLOGY

5.1. Methodology of data gathering

With regard to (educational-) political papers and strategies, an internet search was carried out at federal state level. This means that all websites of the federal states (in Austria altogether 9: Vienna, Carinthia, Burgenland, Styria, Upper Austria, Lower Austria, Salzburg, Tyrol, Vorarlberg) have been searched for relevant education and labor market policy papers and strategies, and were analyzed in relation to Age Management. On the other hand, research in education and labor market policy papers and strategies by the social partners /interest groups (e.g. Chamber of Labor, Austrian Trade Union Confederation, Federation of Industrialists, Chamber of Commerce) were carried out. The following search categories were used in this research: age, management, Age Management, aging management, age(s), seniors, generation (partly also: human resources management, company, life, senior).

The Internet research of social partners/ interest groups provided some research papers on the topic of age and aging. In addition to the social partnerships, the performance agreements 2016-2018 of the Austrian universities were also reviewed via uni:data. Search categories were the same ones as with the educational and labor market papers and strategies - Age Management, Age Management, aging management etc. Performance agreements of the following university institutions were analyzed: University of Klagenfurt, University of Vienna, University of Graz, University of Innsbruck, Medical University of Vienna, Medical University Graz, Innsbruck Medical University, University of Salzburg, Vienna University of Technology, Graz University of Technology, University of Leoben, University of Natural Resources and Life Sciences Vienna, University of Veterinary Medicine Vienna and Vienna University of Economics and Business. In addition, the universities (colleges and universities of applied sciences) were searched rudimentarily via Internet research for further education and extra-occupational courses offered by the university training centers (not regular hours) on Age Management.

The aforementioned good practice examples of item 4 were obtained throughout the carried out (Internet) research and analysis of documents. A large part of operational practice examples are from the platform <http://www.arbeitundalter.at>. As of December 28, 2017, a total of 34 operational examples can be found on this page provided by Federal States: Burgenland 1, Lower Austria 4, Upper Austria 12, Salzburg 1, Styria 5, Tyrol 1, Vorarlberg 1, Vienna 9, Carinthia 0 (cf. Arbeit & Alter n.y.). Furthermore best practice companies can be found in the field of old age and health management (25 companies) in the study "Perspective 50+ best practice examples from Austrian industry", published by the Federation of Austrian Industries (IV).

In total, more than 80 documents and strategy papers were collected (this reference can be found at IL3). There were 29 papers related to the topic of Age Management Candidates, which were subjected to further analysis. Finally, the most relevant documents for the project and examples are presented under item 2 to item 4 – altogether counting 21 documents and strategy papers.

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

The questionnaire was sent to 54 institutions, social partnerships, companies (5 institutions, each with 2 contact persons) and age researchers (n = 54). The response rate by 21.1.2018 is 14,8 percent, which means that 8 people filled in the questionnaire.

29 studies and papers were subjected to a closer analysis. The issue of Age Management is not addressed equally in all papers, but the online survey has been compiled into a total of 26 institutions and social partnerships (5 institutions each with 2 contact persons, as well as 36 e-mail inquiries) and 3 other age researchers, who are not primarily involved in Human Resources Management (29 institutions, of which 19 were requested for consultation). The online survey was submitted to the following facilities: Upper Austria, Salzburg, Vorarlberg, Tyrol, Kepler University Linz, Business Consultancy and Business Mediation, Medical University of Graz, Vienna University of Economics, Business Promotion Agency Upper Austria, Business-Uni Elektro Anlagebau-Firma, Austrian Chamber of Commerce, diepartner.at, Salzburg Chamber of Labor, Chamber of Labor Upper Austria, Federation of Austrian Industry, Federation of Carinthia, Labor Market Service, Institute for Social and Economic Sciences, Austrian Confederation Union, Styria, Vostalpine AG, BMW Group, Nestorgold Seal of Quality - Ministry of Social Affairs, Gesunde Arbeit, Arbeit & Alter, Arbeitsleben, Wiener Hilfswerk, one-person companies (contact information available at the association IL3)

Part of the online survey was sent in December 2017, which means the transmission via e-mail took place on 19.12, 20.12, and (2 e-mail inquiries) on 27.12.2017. Until the beginning of January 2018, only one response of three institutions was recorded. As a result, a reminder email was sent on 8.1.2017. In addition, according to the study "Perspective 50+ Best Practice Examples from Austrian Industry" by the Federation of Austrian Industry (IV), 25 companies were considered best practice companies in the field of age and health management (4 of them were asked for interviews) The online survey was submitted to the following companies: Boehringer Ingelheim RCV GmbH & Co KG (Vienna), Böhler Edelstahl GmbH and Co KG (Kapfenberg), BRP-Powertrain GmbH & Co. KG (Gunskirchen), Constantia Teich GmbH (Weinburg), ENGEL Austria GmbH (Schwertberg, St. Valentin and Dietach), Fill Gesellschaft mbH (Gurten), Gespag - Upper Austria. Health and Hospital AG (Upper Austria), HABAU GROUP (Perg), Infineon Technologies Austria AG (Villach), Johann Huter & Sons (Innsbruck), KATZBECK FensterGmbH Austria (Rudersdorf), MARS Austria OG (Breitenbrunn), Merckens Karton- und Pappenfabrik GmbH (Schwertberg), Neudoerfler Office Systems GmbH (Neudörfel), ÖBB - Austrian Federal Railways (Austria), Parcel Logistics Austria Eastern Region (Vienna, Lower Austria and Burgenland), PROFACTOR GmbH (Steyr-Gleink), Raiffeisen Landesbank Lower Austria AG and Raiffeisen Holding Lower Austria reg. Gen.mmbH (Vienna), Raiffeisen Landesbank Steiermark AG (Graz), Rupert Fertinger GmbH (Wolkersdorf, Neusiedl a.d. Zaya and Möllersdorf), Shell Austria GmbH (Vienna), Siemens Austria (in all federal states), SIMACEK Facility Management Group GmbH (Vienna), Wiesner-Hager Furniture GmbH (Altheim), Wopfinger Baustoffindustrie GmbH (Wopfing)

(contact list is available at the association IL3).

5.3. Consultation with partners and national experts

The questionnaire was sent to more than 50 institutions, social partnerships, enterprises and age researchers (n = 54). Of these, 23 were asked for a consultation. One of the approached persons responded via e-mail to the request of the online-questionnaire and the consultation. Another person from the field of age research agreed to an interview, that took place January 19, 2018 from 1pm-2pm.

During the F2F interview the online survey as well as relevant approaches with regard to age management and intergenerational activities were discussed. Results of both responses are displayed in item 6 (Results of the survey and consultation).

6. RESULTS OF THE SURVEY AND CONSULTATION

Results survey

8 people filled in the online survey in Austria (1 male, 7 female). The people come from the following institutions or fields and sectors: Representation of interests (e.g. Education Department ÖGB, Chamber of Commerce, Representation of employees), Healthcare, Energy, Law, and Pedagogy. Their fields/activities of work are listed as following: Head of Department, Course Leader of Social Skills, Labor Market Expert, Head of HR Development, HR Country Manager, Consultant, Trainer/teacher in adult education, Manager for Human Resources and Health Management.

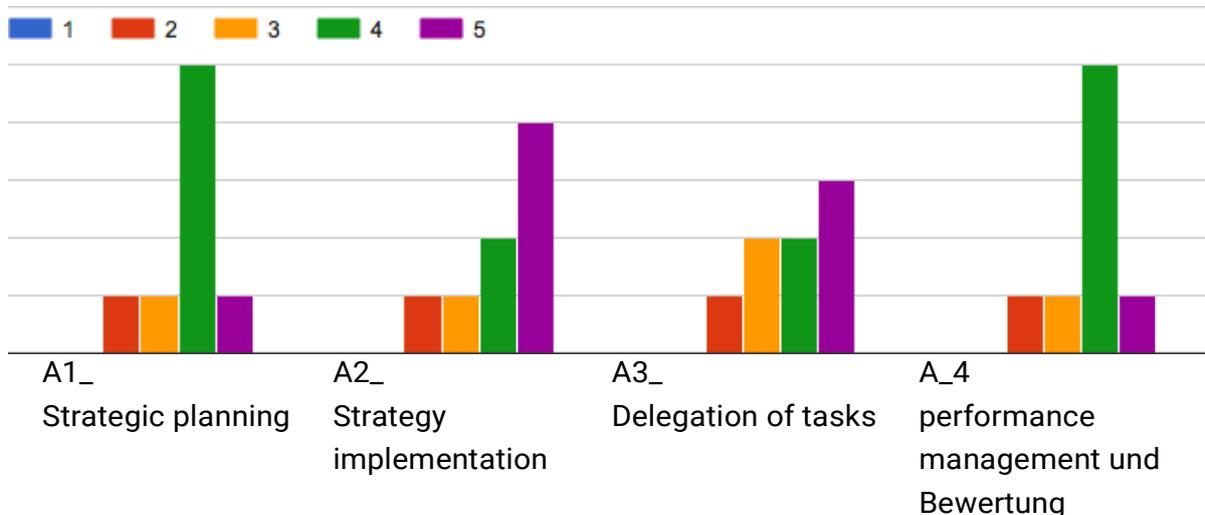
The educational background is divided into the following three areas: 4 Master or equivalent degrees, 1 Vocational Education, 3 PhD. 3 of the respondents have more than 20 years, 2 between 10 and 20 years, 2 between 5 and 10 and 1 less than one year of experience in the company.

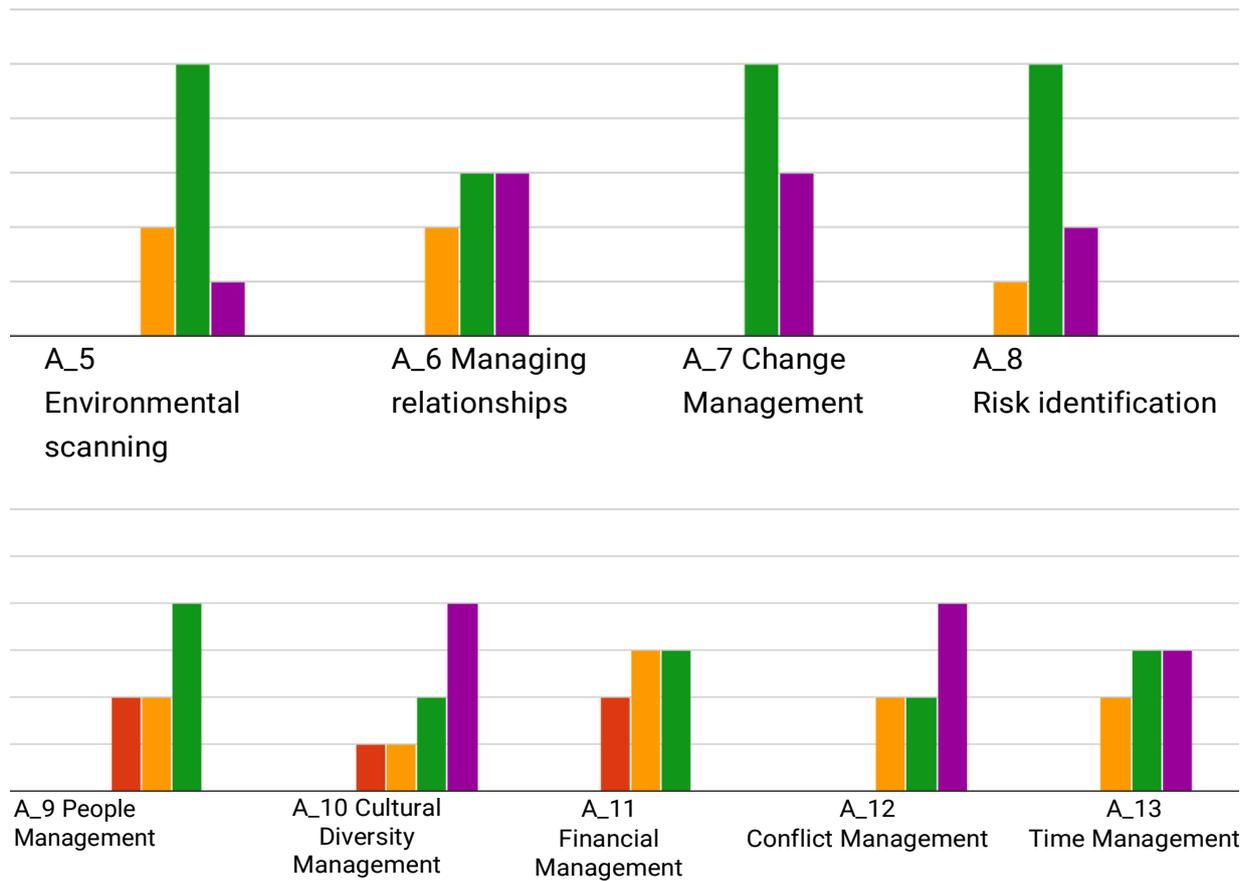
The following results can be shown in terms of competences:

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 "Change Management" as well as "Conflict Management" are the most important Management skills. "Strategy implementation", "Managing relationships", "Cultural Diversity Management" as well as "Time Management" are also considered quite important skills. The considered least important Management skills for Age Management Advisors turned out to be "Financial Management" and "People Management".

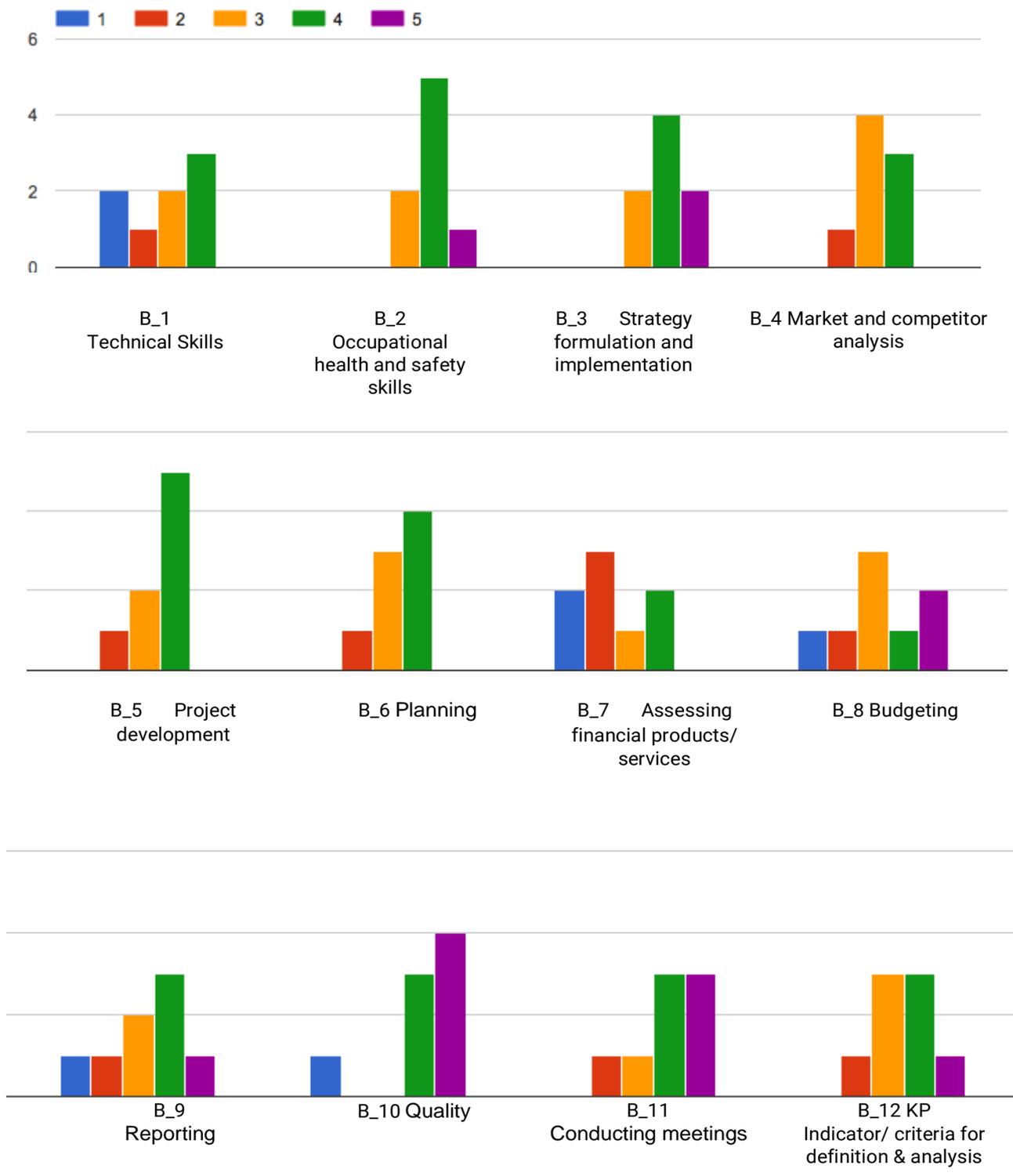


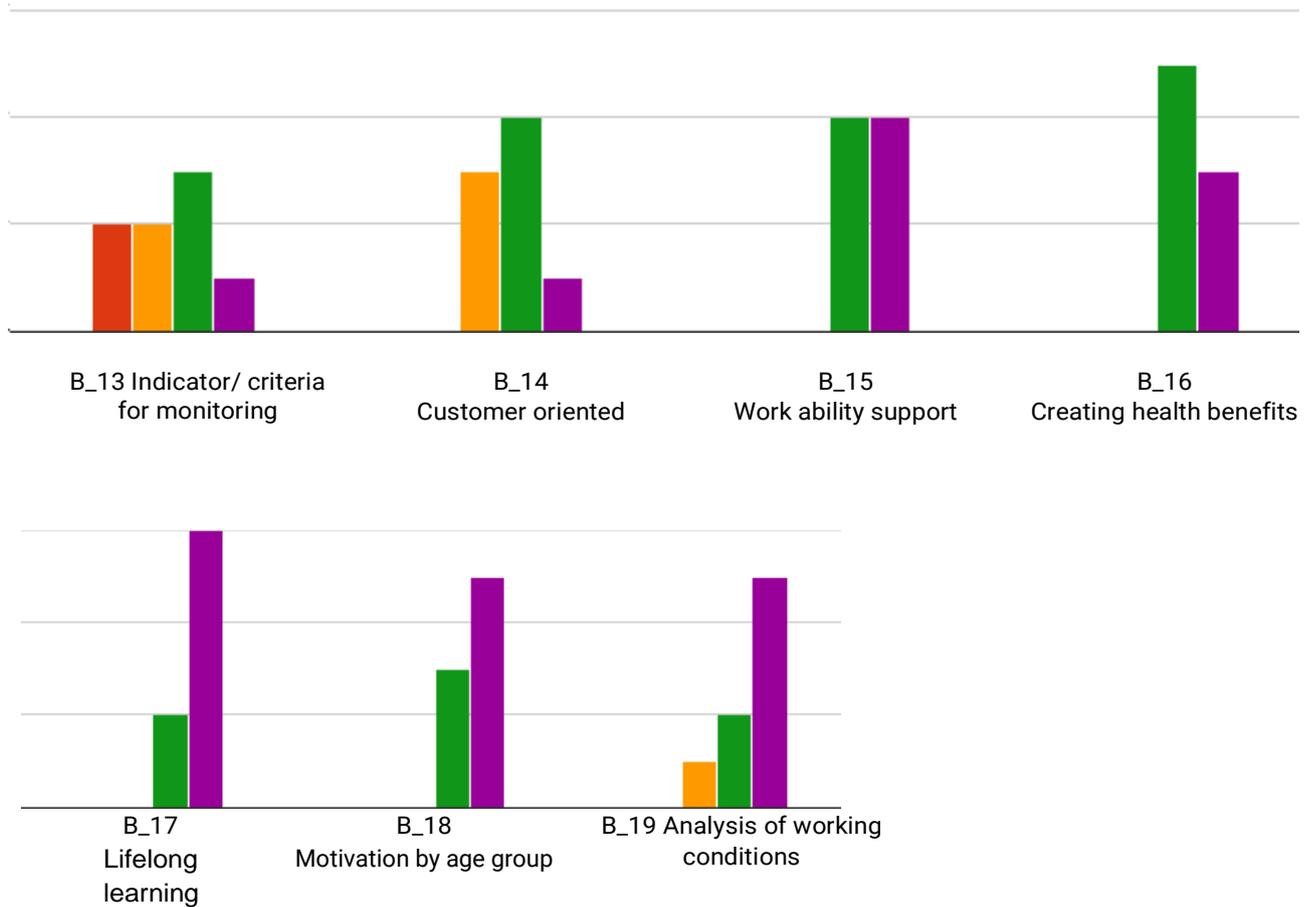


B.) Technical Skills

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 group” are the most important technical skills followed by “Analysis of working conditions” as well as “Work ability support” which are considered also quite important. For the respondents “Assessing financial products/services” and “technical skills” are the least important technical skills for Age Management Advisors.

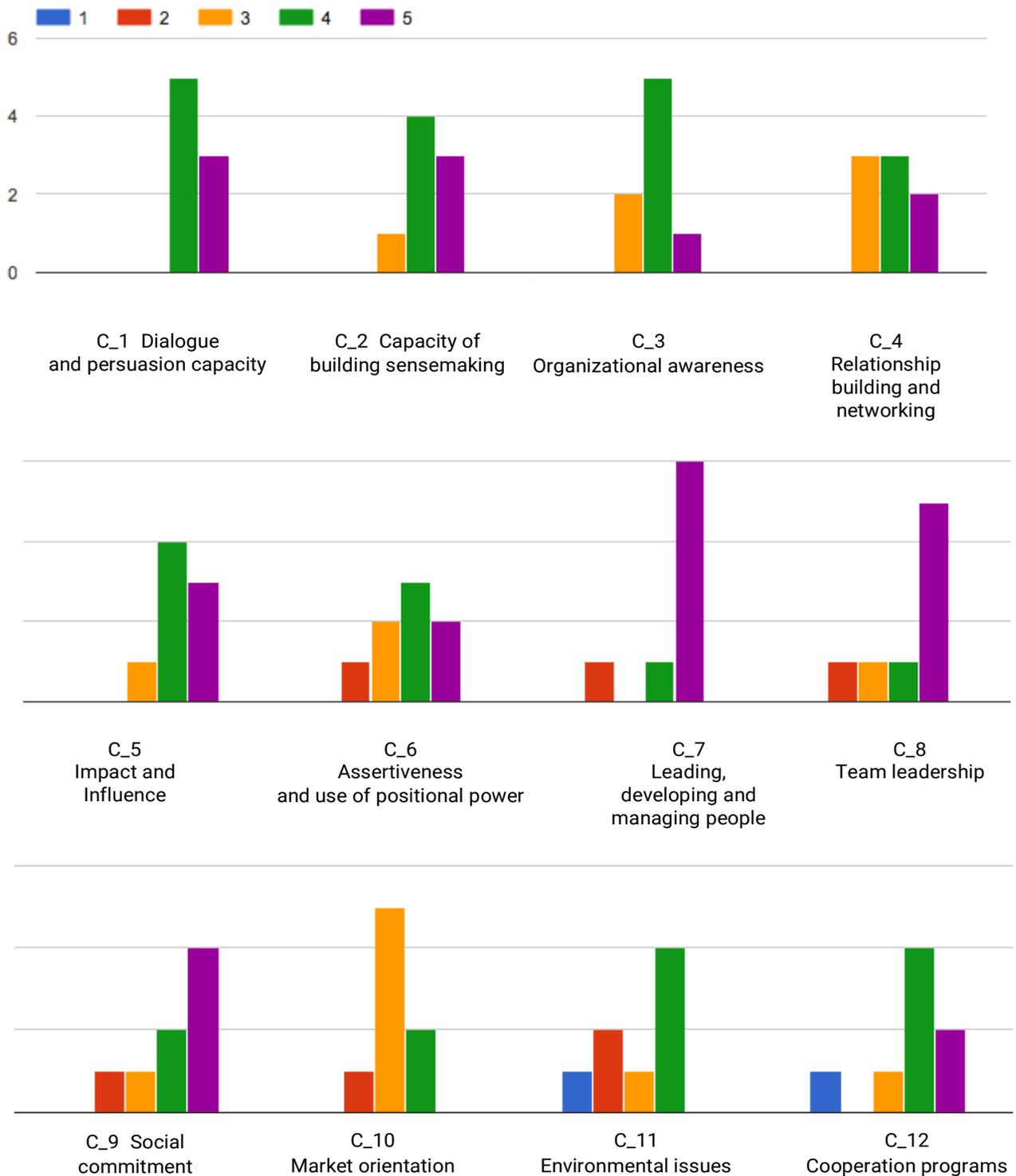




C.) Social Skills

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

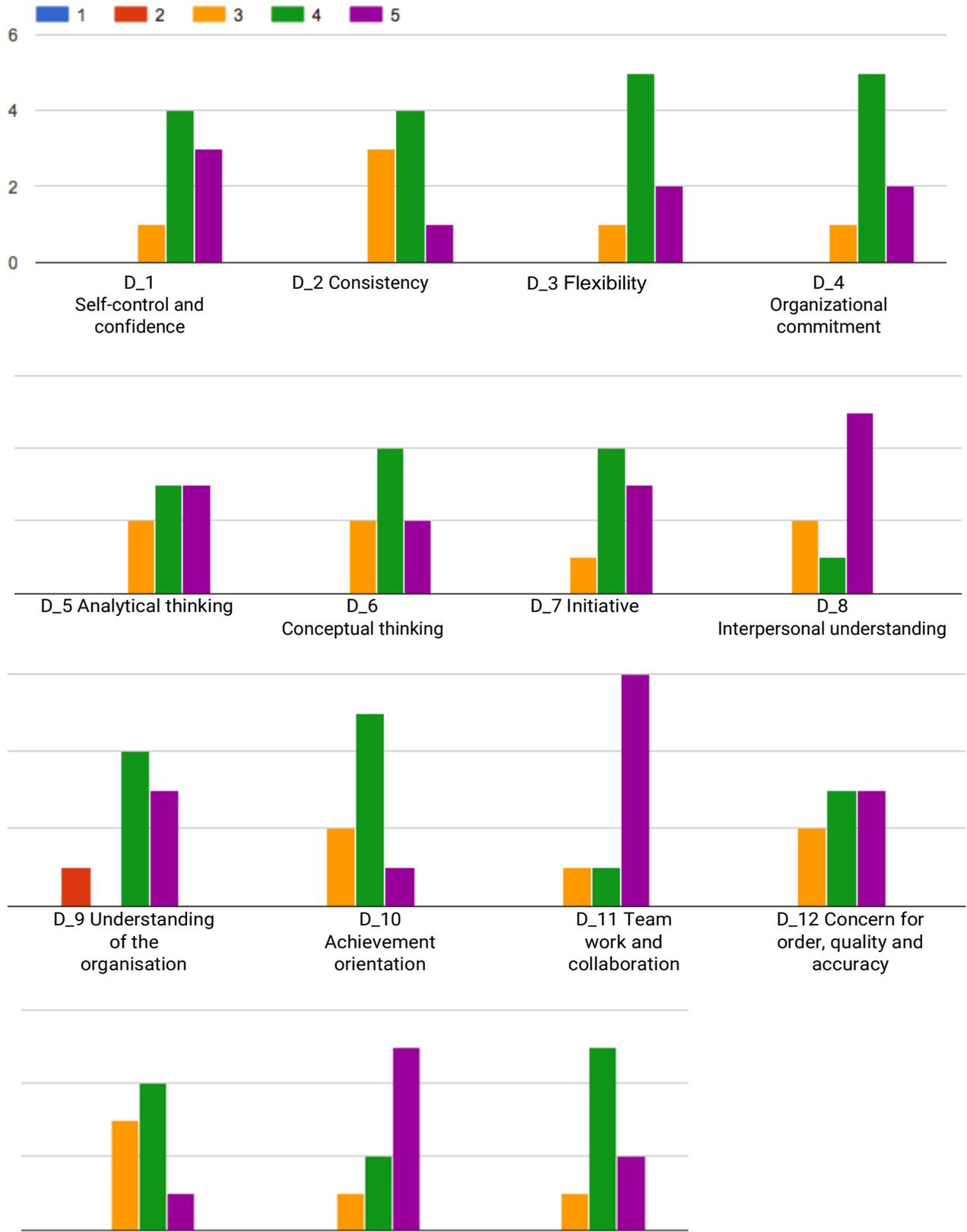
With regard to the social skills in Age Management Advisors the respondents reported back that "Leading developing and managing people" as well as "Dialogue and persuasion capacity" are most important. Also important social skills are "Capacity of building sensemaking" as well as "impact and influence". "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?

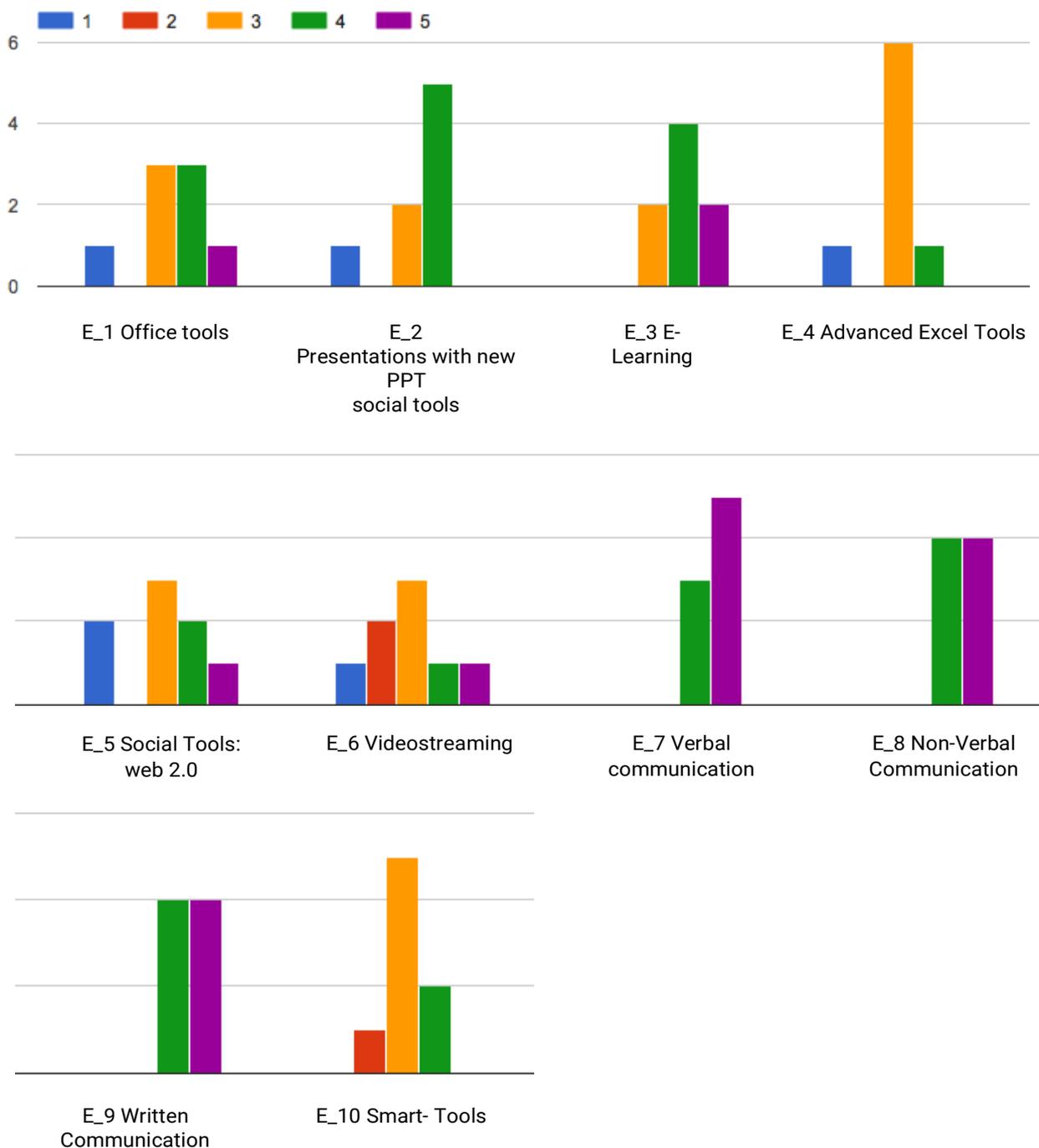
In terms of behavioural skills “Team and work collaboration”, “Emotional intelligence” and “Interpersonal Understanding” are the most important ones when it comes to the Age Management Qualification. The least important behavioural skills are “Consistency”, “Achievement orientation” and “Search of information capacity”.



E.) Information and Communication Skills

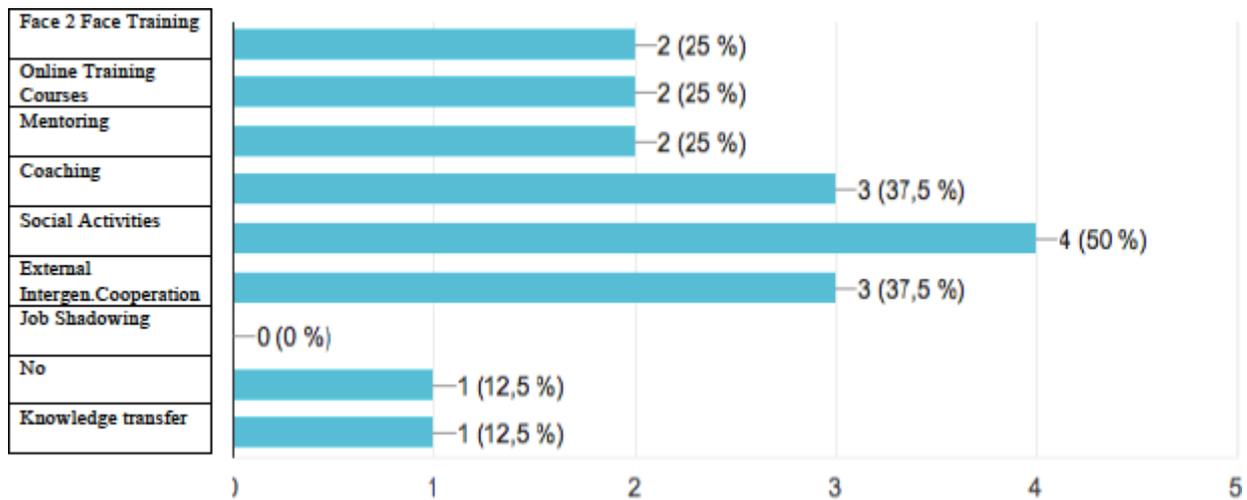
What are the information and communication skills that you consider important for the Age management qualification?

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?



The respondents reported back to question F1, whether they had ever participated in intergenerational activities, as following: „largely with social activities“ (4 answers) „coaching“ and „external Intergenerational cooperation“ (each 3 answers). Respectively 2 respondents participated in Face 2 Face Training, Online Training courses as well as mentoring. None of the participants were ever involved in job shadowing and one of the participants never attended any intergenerational activities. One respondent answered (as additional information) that he/she attended an activity that implied knowledge transfer as an intergenerational activity.

The following comments were made concerning experiences with regard to intergenerational activities:

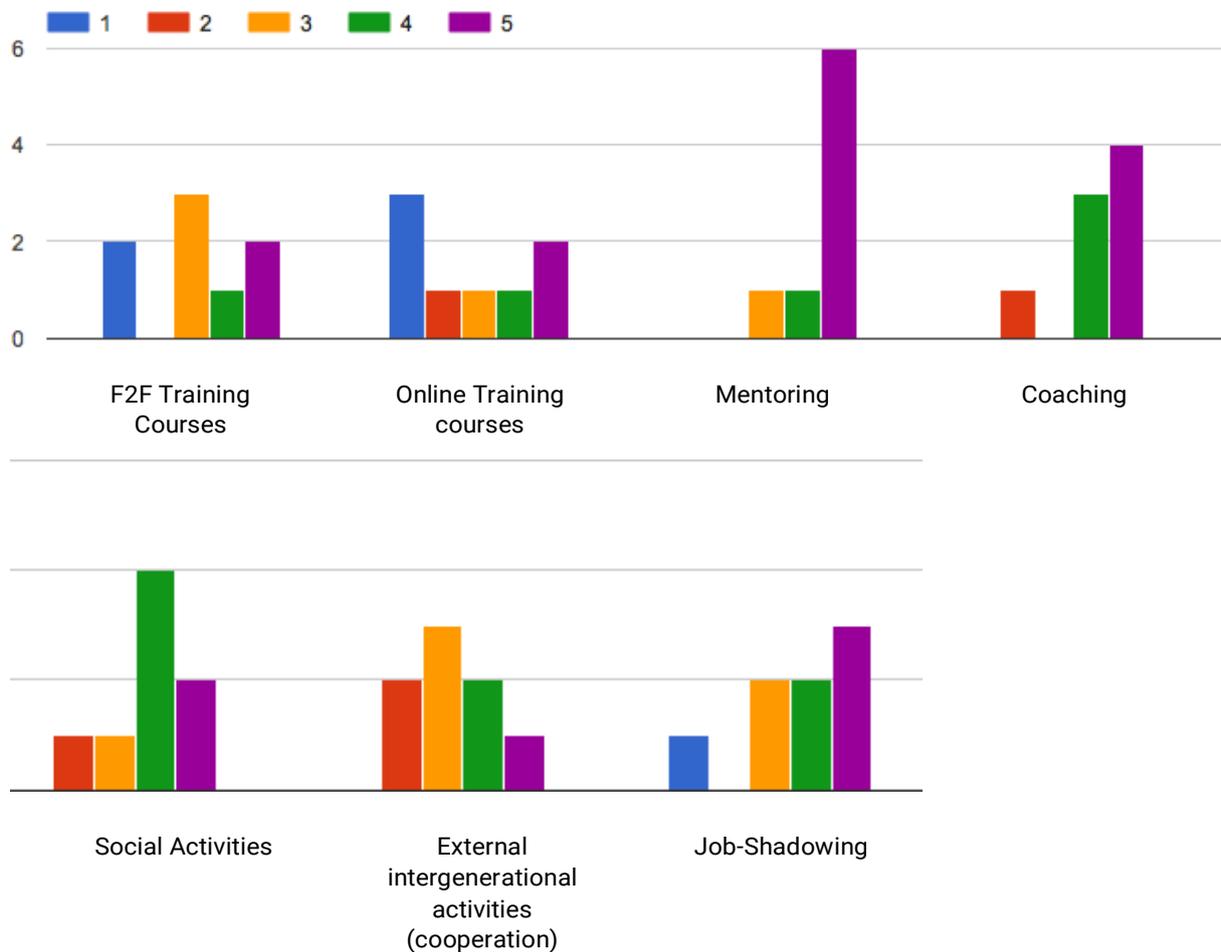
- If there are young, middle and older employees in the team, this results in an automatic exchange“
- „When approaching experienced, older adults with respect and openness, I find that very fruitful. Arrogance from both sides hurts. I learn from my experience and social networks. Healthy aging in the workplace is only an issue for those who are already affected.“
- „Promoting learning by experiences, acceptance and mutual understanding.“

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 7 of the participants with „Yes“. Only one 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:

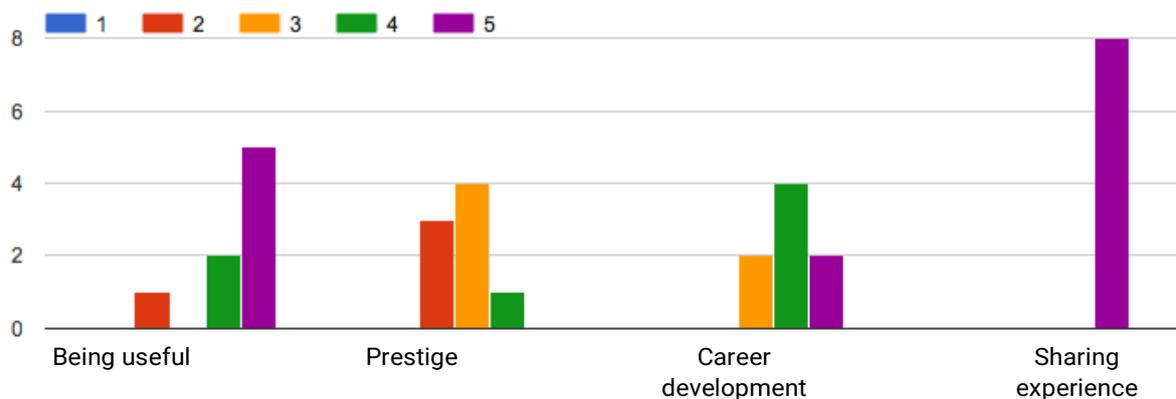
The respondents reported back that they considered „Mentoring“ followed by „Coaching“ the most useful and relevant activities. The least useful/relevant activities were „Online Training courses“ and „F2F Training Courses“.



One respondent commented on the matter of intergenerational knowledge transfer and cooperation that the focus should lie on implicit knowledge, as there were already enough tools to gain explicit knowledge. Another respondent stated that practice is much more useful than pure theory.

F4: What impact/benefits/motivation can you obtain/ did you obtain in sharing knowledge 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.



Results of consultation

Altogether two consultations were carried out, one of them via e-mail the other face to face. In this context, the following results can be stated:

- One interviewee pointed out that it is a mistake or wrong to link "the issue of older employees with different skills". From his/her point of view, it should rather be about "reviewing and questioning certain attitudes on this topic and shaping the framework of labor policies in such a way that the employment of older employees is interesting for them." In addition, she/he also added that Age Management would not be possible in smaller businesses if e.g. jobs in those companies were not available for people with particular health impairments.
- One interviewee pointed out that when it comes to age management one should be aware of the mix of social and age-related levels, for not dividing between old and young in a sense of "young=mentees" and "old=mentor". This perception of age (classification old vs. young) needs blurring, so that there is equality for all and all can learn from each other. Age management should not be aspired within a company for reasons of prestige. When talking about age management it should put the person into focus and the common work in a team (which then turns prestigious automatically). One should adopt an attitude that avoids discrimination of age and focuses on

inclusion of each individual in the team. The concept of intergenerational learning should (on all levels: social, network, work etc.) be predominant: to learn with each other from each other about each other. In any case should competences and skills of younger adults be perceived as of the same importance as the experience and competences of older adults – and vice versa. Throughout age management a mix of social “career levels” within companies should be enabled. One should strive for exchange that allows similarities and differences (on all levels) to be seen as good and complementing.

7. RECOMMENDATION FOR POLICY MAKERS TO SUPPORT AMA

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

- In any case, the topic of Age Management needs to be even more embedded in education and labor market policy papers (currently clear political commitment is missing).
- Appropriate labor policy framework conditions must be designed so that employment of older employees becomes equally interesting for all concerned.
- It is necessary to create a framework so that e.g. Healthy aging does not become an issue when people are personally affected, but it should rather become a general attitude for all (keyword: prevention instead of aftercare (only)).
- When introducing Age Management paying attention to the size of the company is important - where applicable, small-and-medium-sized enterprises need very different Age Management concepts than larger companies (which usually have very different resources of personnel than smaller companies).
- Inter-generational learning in the workplace results partly automatically (if there is a "generational mix" in the enterprise), nevertheless supportive concepts are welcome so that a common (work) attitude and a common (work) understanding can be developed.
- It is not reasonable to approach age management out of reasons to gain prestige. It is not expedient to do something to be more prestigious – it is a matter of attitude and appreciation towards individuals.
- It should be the objective of any company to adopt an attitude that avoids age discrimination but rather enables integration of all team members (this certainly requires a way of administration throughout e.g. the company, politics etc.).

3. ZUSAMMENFASSUNG

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