



ISFOL

Best Practices Survey in dealing with the problem of an aging workforce by private companies

Project Grundtvig Evolve
Visit of the Wise Owls' delegation at ISFOL

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RESEARCH OBJECTIVES

To highlight the solutions adopted by organizations for the maintenance and reintegration of older workers in the labor market and their professional development, (considering gender perspective and the new labor market measures) through:

- a survey on Age Management experiences in large companies located all over the national territory (telephone interview);
- case studies on most significant experiences (in-depth interviews and / or focus groups).

The sectors involved were: manufacturing, energy and water supply, broadcasting activities, post and telecommunications, financial and insurance activities.

SURVEY PHASES

The Field survey has been divided into the following work packages:

- first screening of Age Management experiences through semi-structured telephone interviews to a sample of 150 big companies (more than 250 employees) located throughout the country;
- creation of a databank which contains informations on the experiences recorded and can be browsed by variables and keywords;
- case studies, realizing in-depth interviews and/or focus groups with key stakeholders

AGE MANAGEMENT EXPERIENCES IN LARGE ENTERPRISES



15 out of **150** companies covered by the survey have designed and/or implemented strategies for Age Management.

They are all located in the North of Italy and most of them are working in banking and insurance sector.

In addition to age management, they pay special attention to the issue of Corporate Social Responsibility (CSR) and give great importance to innovation in their activities.

AGE MANAGEMENT EXPERIENCES IN LARGE ENTERPRISES

Some characteristics



Objectives:	Actions:
Fully exploit the experience of 50+ workers	Skill balance (technical, motivational, behavioral) <i>Mentoring activity</i> <i>Coaching activity</i> Training program (eg. improve computer skills)
to commend generational differences and promote intergenerational dialogue	<i>Mentoring</i> <i>Reverse mentoring</i> Generational relay race
Age Management in strenuous work	Creation of a specific production line Working hours reduction (6 hours)

PROMISING PRACTICES IN LARGE ENTERPRISES



- Information from the survey are still to be fully processed
- Some promising practices (not yet labeled by enterprises as age management procedures) are reported
- Such promising practices are focused primarily on two dimensions of Age Management:
 - **Career Paths**
 - **Health and safety at the workplace**



We thank you for attention,
hoping that the subject has been of your
interest

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