

TOIMIHENKILÖKESKUSJÄRJESTÖ



# Longer careers with the job life cycle model – guide to designing an age plan

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# Basics and goals of an organisation age plan



Figure 1. Areas of occupational well-being included in the age plan (adapted from TTK 2011)



# Finnish Social Partners recommendation

- Based on a social partners Framework Agreement from Oct 2011
- Covers all sectors, public and private
- Working life quality the most important factor for extending working careers
- Covers all age groups, aims to "win-win" policy for both the workers and the employers



- ***Age management:***
- ***A diverse work community is managed with respect and in a receptive spirit. Management takes care of the work ability of all employees.***
- ***The age structure of the organisation should be explored, its future should be predicted, and necessary measures should be defined.***
- ***The differences due to age and life situation as well as the competence and development needs of people of different ages must be considered.***



- ***Inviting everybody to participate in the process, especially the H&S reps and shop stewards.***
- ***Workplace co-operative skills should be developed to make certain that important issues are discussed, feedback is given, the ideas of co-workers are respected and a solution-focused manner of working is encouraged and maintained.***
- ***Problems related to work ability must be identified early on and dealt with.***





- ***Planning for extending careers:***
- ***Development reviews are conducted at different stages of the career and they include competence and development needs, the career as well as occupational well-being.***
- ***Development reviews that focus on career planning early in a career are particularly important in professions with a high disability risk.***
- ***Development reviews should also take account of the employee's situation outside work.***
- ***Towards the end of a career, planning of the final years at work is initiated and retirement as well as the transfer of knowledge and competence should be planned.***



- ***Developing competencies and professional skills:***
- ***Employees are responsible for their part in the maintenance and development of their own competence and professional skills – management supports***
- ***Management, supervisors and employees together, create a positive atmosphere where competence, learning and competence sharing is valued.***
- ***The best way to identify competence development needs is often a discussion between the supervisor and employee or discussions between employees.***



- ***It is important to pay attention to the learning and development needs of employees and groups of employees at different ages and stages of their careers and with different professional skills.***
- ***The Finnish Act on Co-operation contains provisions on the obligation of organisations to make training plans and on their contents. The collective agreements may also contain provisions on training plans.***
- ***The development of competence may be carried out in several different ways at workplaces or otherwise, through different methodology.***
- ***When recruiting people, it is important that the applicants are assessed on the basis of their competence and professional skills -> no age discrimination***



- ***Flexible working hours:***
- ***Flexible working time can be used to support the organisation's ability to react to the changes of the operating environment, and the needs of the personnel and employer to increase flexibility in working hours. The different solutions of an individual workplace, combining operational requirements with the needs of the personnel, are the key.***
- ***The working hour solutions in use are monitored and their impact on the organisation and personnel are assessed.***
- ***The dialogue is increased between employer and employees in order to assess the solutions that work best.***



- ***Work assignments modifications:***
- ***The ways to make a task less strenuous are investigated, f.e.***
  - ***tools***
  - ***job rotation***
  - ***pair work***
  - ***different kind of flexible working time models***
  - ***shift arrangements, etc.***
- ***Consider how to develop the possibilities to influence in a job, its contents, the working pace and working time.***
- ***Make certain that the occupational health services co-ordinate timely health care and rehabilitation.***



- ***Health checks at the workplace:***
- ***Health checks are based on risk assessments and workplace health assessments.***
- ***A multidisciplinary health examination plan that supports work ability is drawn up. It focuses on the work ability and health risks of men and women of different ages and supporting their work ability.***
- ***Aiming to extend working careers, including support for disabled.***
- ***The occupational health services draw up a occupational health plan with the client organisation on the basis of medical examinations.***



- ***Occupational health counselling at the workplace and supporting actions for work ability should be provided in the form of coaching.***
- ***Medical and professional rehabilitation must be provided***
  - ***early identification of the need for rehabilitation***
  - ***rehabilitation plan***
  - ***follow-up of rehabilitation programs and their results***



- ***Promoting healthy habits:***
- ***Factors related to an employees' work and habits may pose a risk to his work ability, well-being and continuing careers.***
- ***The organisation may choose to encourage and support the personnel to make choices that promote health and healthier habits:***
  - ***Healthy nutrition***
  - ***Exercise programs and support for physical activity***
  - ***Managing/cutting down smoking and substance abuse***
  - ***Rest, recovery and stress management***
  - ***Early rehabilitation***



# How to make an age plan?

- *The age viewpoint must be sufficiently represented in every personnel survey.*
- *Participants must be informed of survey results.*
- *The age plan is implemented by, first, gathering information on ageing along with other basic data, then designing the appropriate measures step by step and, finally, assessing the results.*
- *Participatory planning more efficient.*
- *“Not too much with one bite” – sustainable changes need time.*



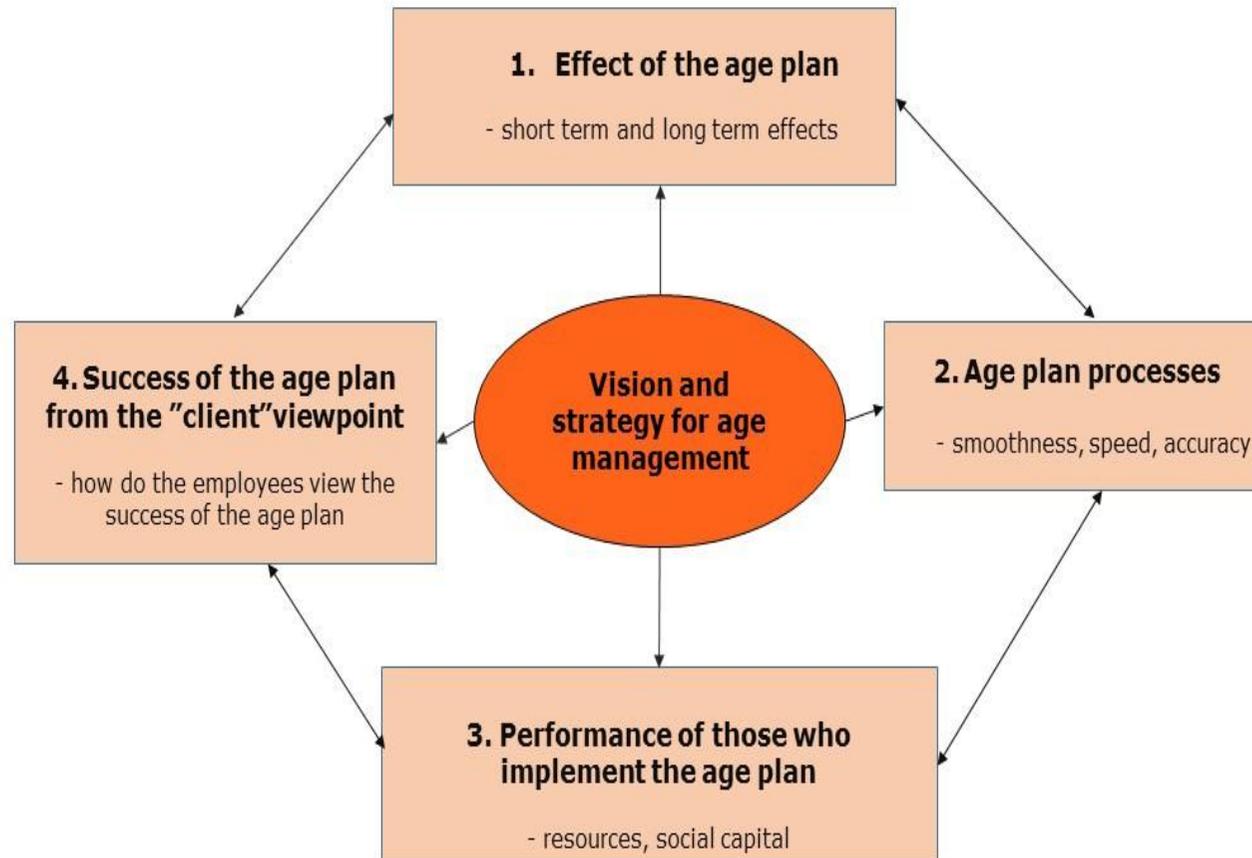
- *Planners should determine how to utilise existing employer-employee cooperative routines in implementing an age plan locally.*
- *Planners should determine which existing personnel policy tools are useful in the implementation of an age plan.*
- *Planners should determine what additional tools, practises or help may be needed to implement an age plan.*





# Balanced scorecard (BSC) /one example of how to assess

## Assessing the performance of an age plan using a balanced scorecard



BA 2.5.2012



# Evaluating and updating

- *Determine age plan targets and evaluate results of the plan.*
- *Use evaluation as a basis for discussing the need for updating the age plan.*
- *In this way, age management becomes a systematic process where the experiences of both management and employees regarding age management are used as a basis for updating the age plan.*



# Future challenges

- Economic recession cuts down interest to invest in human resources
- Finnish social partners will anyway continue to encourage workplaces to make age plans and benefit from them
- Worker well-being and better productivity can be combined
- Europe needs longer working careers
- The guide available in internet:
- [www.ttk.fi/en](http://www.ttk.fi/en) -> Longer careers...

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