EU 2007 DE

Bundesagentur für Arbeit
Europavertretung

Marketing – Chancen und Herausforderungen für die BA

Agenda

- European Employment strategy
- Employment of older workers – only problems?
- Employment of older workers in Europe
- Employment of older workers in selected countries
- Strategies to increase the employment of older workers

Bundesagentur für Arbeit
Europavertretung

European Employment Strategy I

Lisbon, March 2000

By 2010 the global employment rate is expected to reach 70%

Stockholm 2001

By 2010 half of the European population being between 55 and 64 years old is expected to be active.

Barcelona 2002

By 2010 on average, EU-workers ending their active life are expected to be 5 years older (gradual phenomenon)

European Employment Strategy II

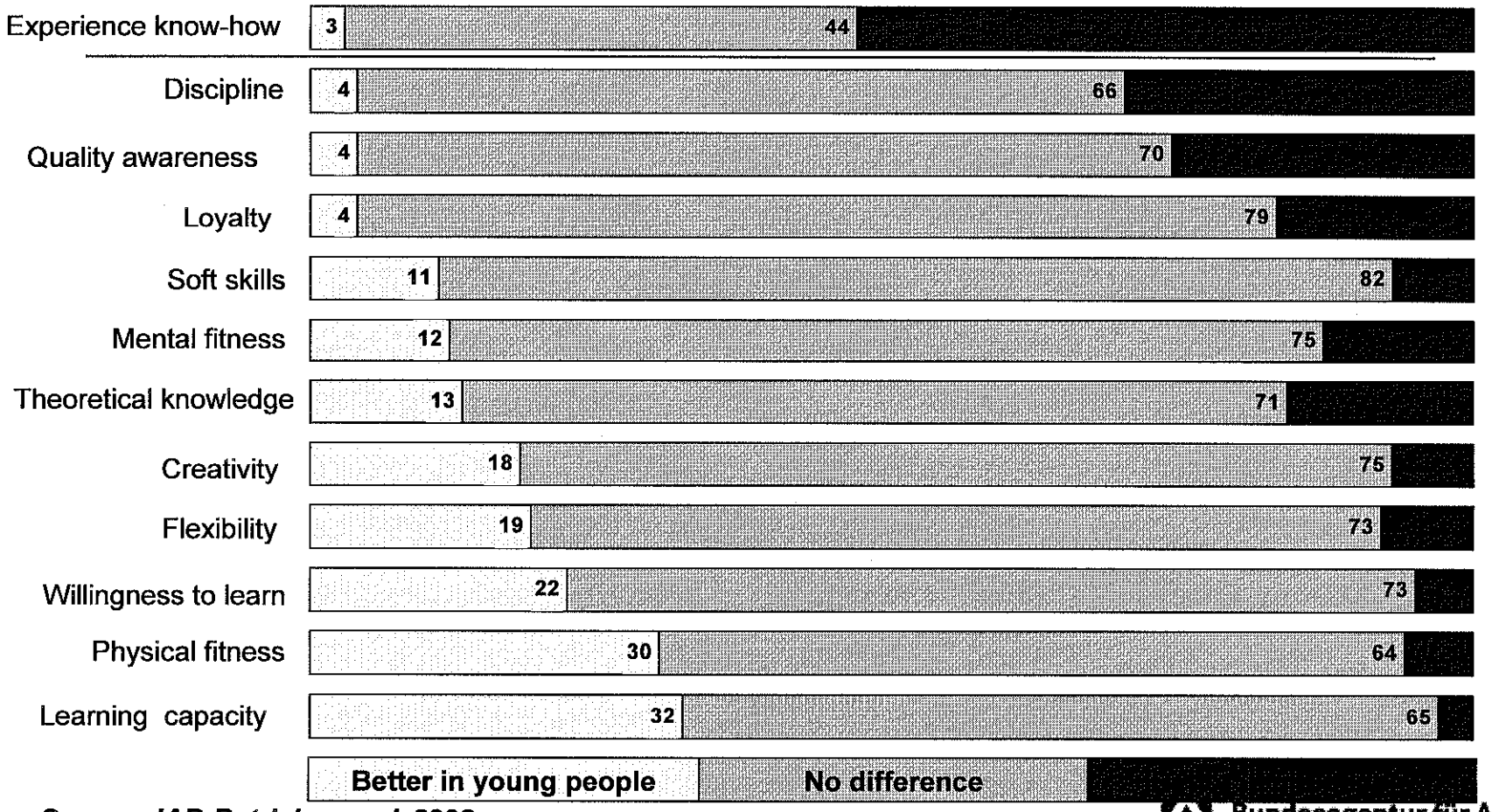
	Global Employment Rate	Woman	Older Workers
Objective EU 2010	70 %	60 %	50 %
Objective EU 2005	63 %	56 %	41 %
Employment Rates Germany 2005	65,4 %	59,6 %	45,4 %
Employment Rates EU 25 2005	63,8 %	56,3 %	42,5 %

Bundesagentur für Arbeit
Europavertretung

Employment of older workers – only problems?

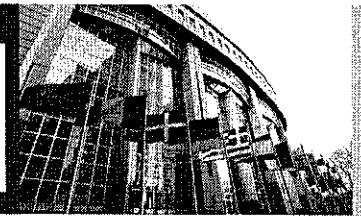
- How HR managers assess the skills of older employees
- Age differences in relation to the significance of various work attributes
- Strengths of elder and younger employees
- Elder workers and demography

How HR managers assess the skills of older employees



Source: *IAB-Betriebspanel*, 2002

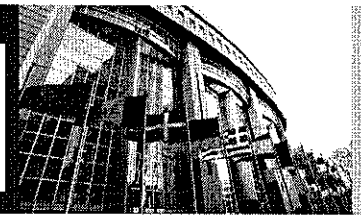
Bundesagentur für Arbeit
Europavertretung



Age differences in relation to the significance of various work attributes

Ranking	up to 30 years	31 - 50 years	over 50 years
1	Interesting job		
2	Good pay		
3	Good working atmosphere		Secure job
4	Possible to learn new things	Secure job	Much independence
5	Secure job	Matching of requirements and skills	
6	Much variety	Much independence	Gutes Betriebsklima
7	Matching of requirements and skills	Possible to learn new things	Much variety
8	Much independence	Much variety	Good working hours
9	Good working hours		Good physical conditions
10	Good promotion chances	Good physical conditions	Possible to learn new things

Source: von Cranach / Schneider / Ulich / Winkler (Hrsg.): Ältere Menschen im Unternehmen, Haupt-Verlag, Bern, 2004, S. 124



Strengths of older and younger workers

Strengths of older workers

Performance expectations increasing with age:

- Experience in life and work, knowledge specific to place of work
- Ability to judge
- Reliability
- Prudence
- Quality awareness
- Ability to communicate
- Ability to cooperate
- Ability to cope with conflicts
- Awareness of duties and responsibilities
- Positive attitude to work
- Balanced and stable disposition

Performance expectations remaining stable with age:

- Performance and target orientation
- System thinking
- Creativity
- Ability to make decisions
- Physical endurance (below constant pressure limit) and mental staying power
- Ability to cooperate
- Ability to concentrate

Strengths of younger employees

Performance expectations reducing with age:

- Physical performance ability
- Mental flexibility
- Speed of absorbing and processing information
- Short-term memory
- Willingness to take risks
- Promotion oriented
- Willingness to learn and continue with further training

For older employees: In general, the performance ability does not diminish, but the performance capacity undergoes change

source: Bruggmann, Michael: Die Erfahrung älterer Mitarbeiter als Ressource, Dt. Univ.-Verl., Zürich, 2000, S. 25

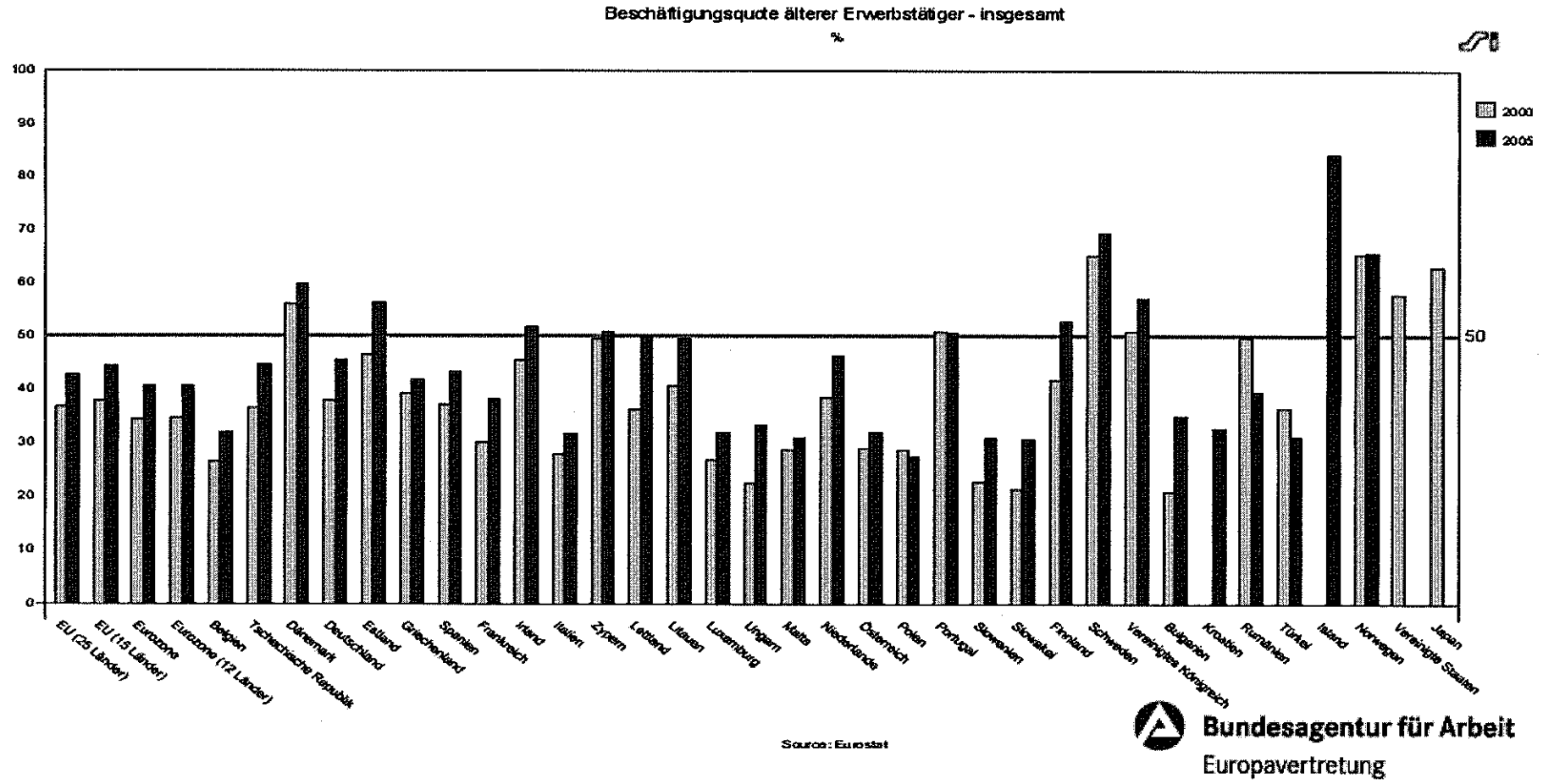
Older workers and demography

- On a pro-rata basis there will be more workers (becoming older : 50 years and older) among the active population than ever before
- In the next 25 years the greatest part of the active population (> 30%) will be made out of workers being 50 years old and older
- On a pro-rata basis there will less young workers (25 years old and younger) among the active population than ever before
- The share of active people among persons being 55 years old and even older is significantly increasing
- In the next 15 - 20 years the age ratio will increase strongly

Quelle: von Cranach / Schneider / Ulich / Winkler (Hrsg.): Ältere Menschen im Unternehmen, Haupt-Verlag, Bern, 2004, S. 31

Bundesagentur für Arbeit
Europavertretung

Employment of older workers in Europe I



Bundesagentur für Arbeit
Europavertretung

Employment of older workers in Europe II
Intermediate objective 2005 – employment older workers – 41%

	2000	2005
EU - 25	36,6	42,5
Poland	28,4	27,2
Great Britain	50,7	56,9
Germany	37,6	45,5
Finland	41,6	52,7
The Netherlands	38,2	46,1
Denmark	55,7	59,5

Bundesagentur für Arbeit
Europavertretung

Employment of older workers in selected countries I

	EU 25	DK	FI	NL	DE
Employment rate 55 – 64 years 2005	42,5	59,5	52,7	46,1	45,4
Increase of the employment rate since 2000 in percentage points	5,9	3,8	11,1	7,9	7,9
Employment rate older workers 2005 (ILO – Method)	---	4,9	6,8	4,0	12,7
Average retirement age	---	62,1	60,5	61,1	61,3

Bundesagentur für Arbeit
Europavertretung

Employment of older workers in selected countries II

- **Outgoing pre-retirement**
- **Labour force participation of 55/59 vs. 60/64**
- **Labour force participation of women**
- **Trend reversal**
- **‚Exit options'**
- **General conditions** **(economic growth, promotion of employability)**

Strategies to increase the employment of older workers

- Improving the general economic conditions
- Changing the „non-culture“ of pre-retirement
- Improving further training for older workers– targeted lifelong learning
- Company regulations for improving the employment of older workers – age-based jobs
- Promotion of employability
- More flexibility and sovereignty of working time – CV regulation

Employment situation of older workers in Europe

Thank you for your attention!

Bundesagentur für Arbeit
Europavertretung