SENIOR POWER
WERKEN MET ERVARING

Life long learning

Promoting older workers to remain in the labour force

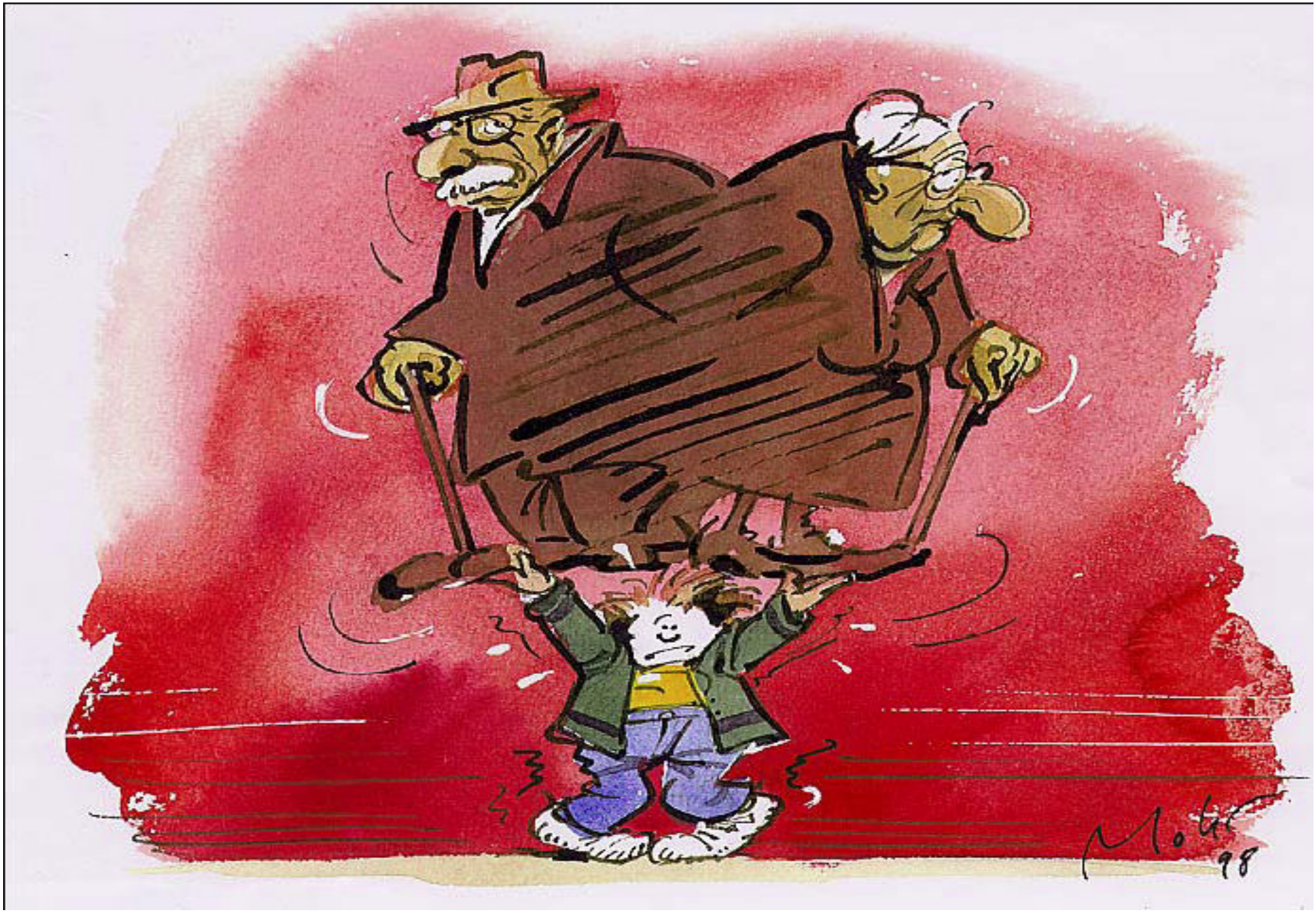
may 2007

Rob Egberts

Ministry of Social Affairs and Employment

Outline

- **Ageing**
- **Labour market**
  - Participation level
  - Causes
  - Current Policy
- **Life long learning**
  - Level of education
  - Participation in courses and training
  - Measures: project unit
- **Age management**
  - Lack of policy by employers
  - Negative attitude against older workers
  - Measures: ecouragement scheme and taskforce

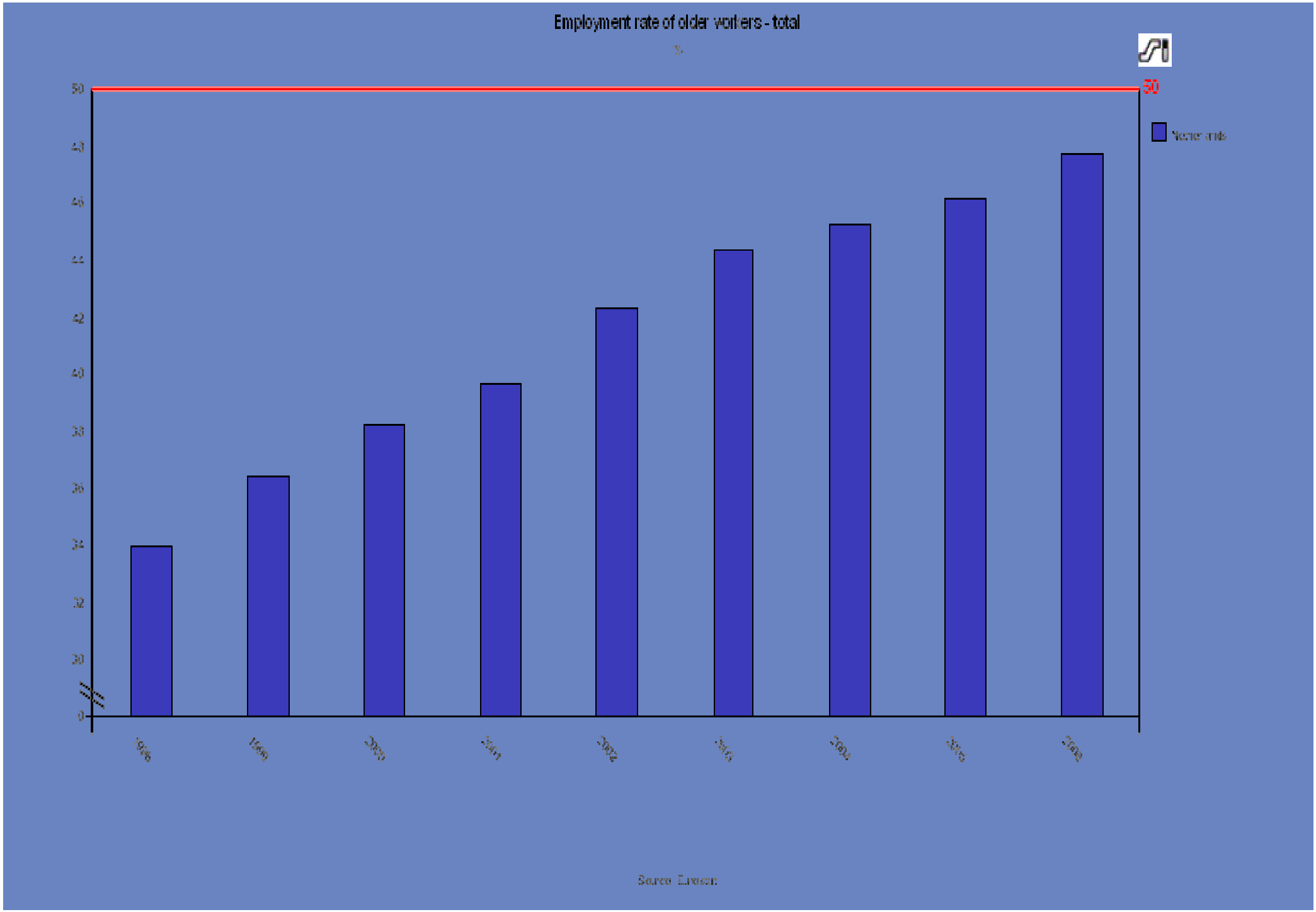

Mutt
98

Ageing

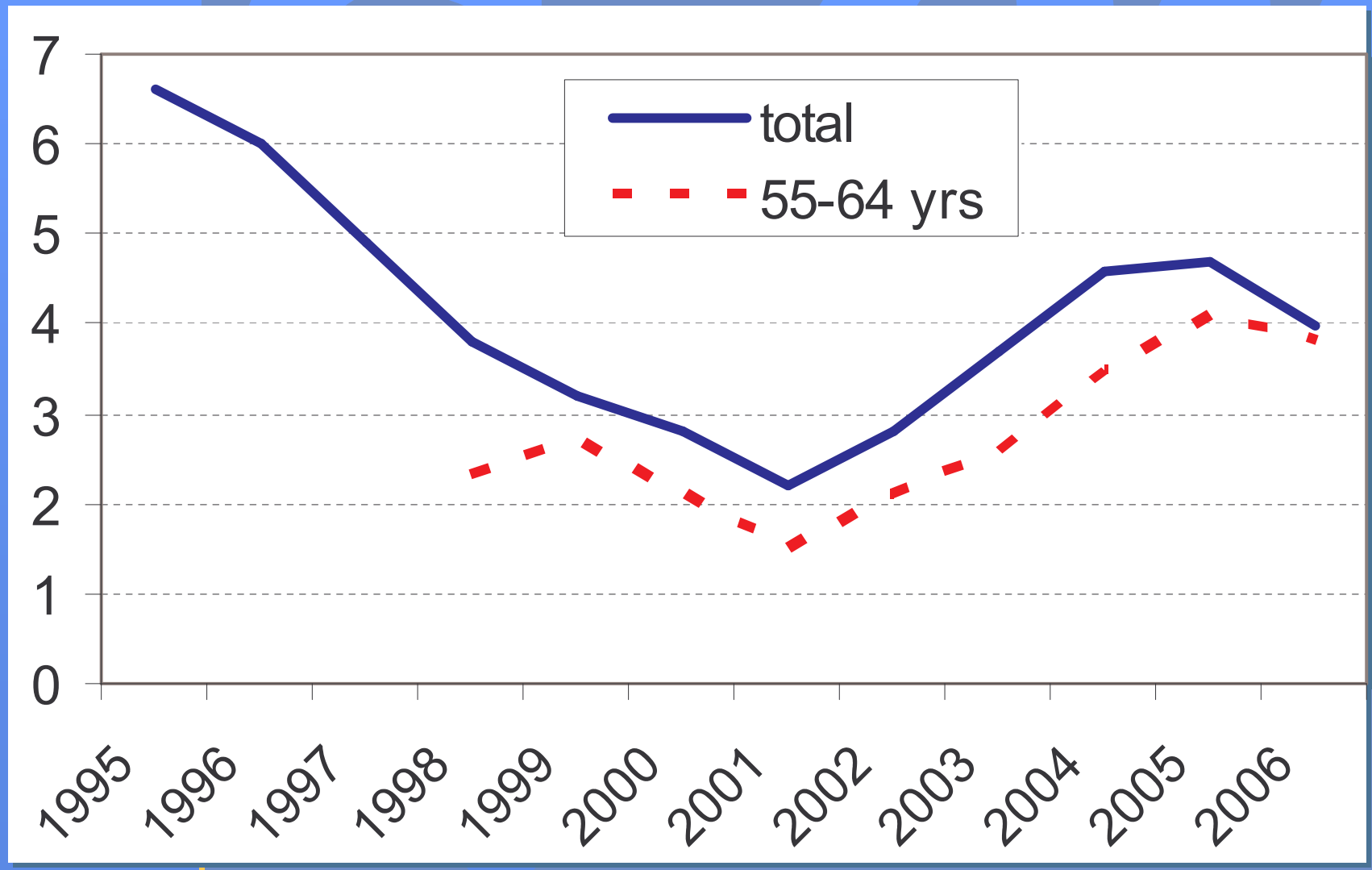
- Ratio 65+ - (employed)

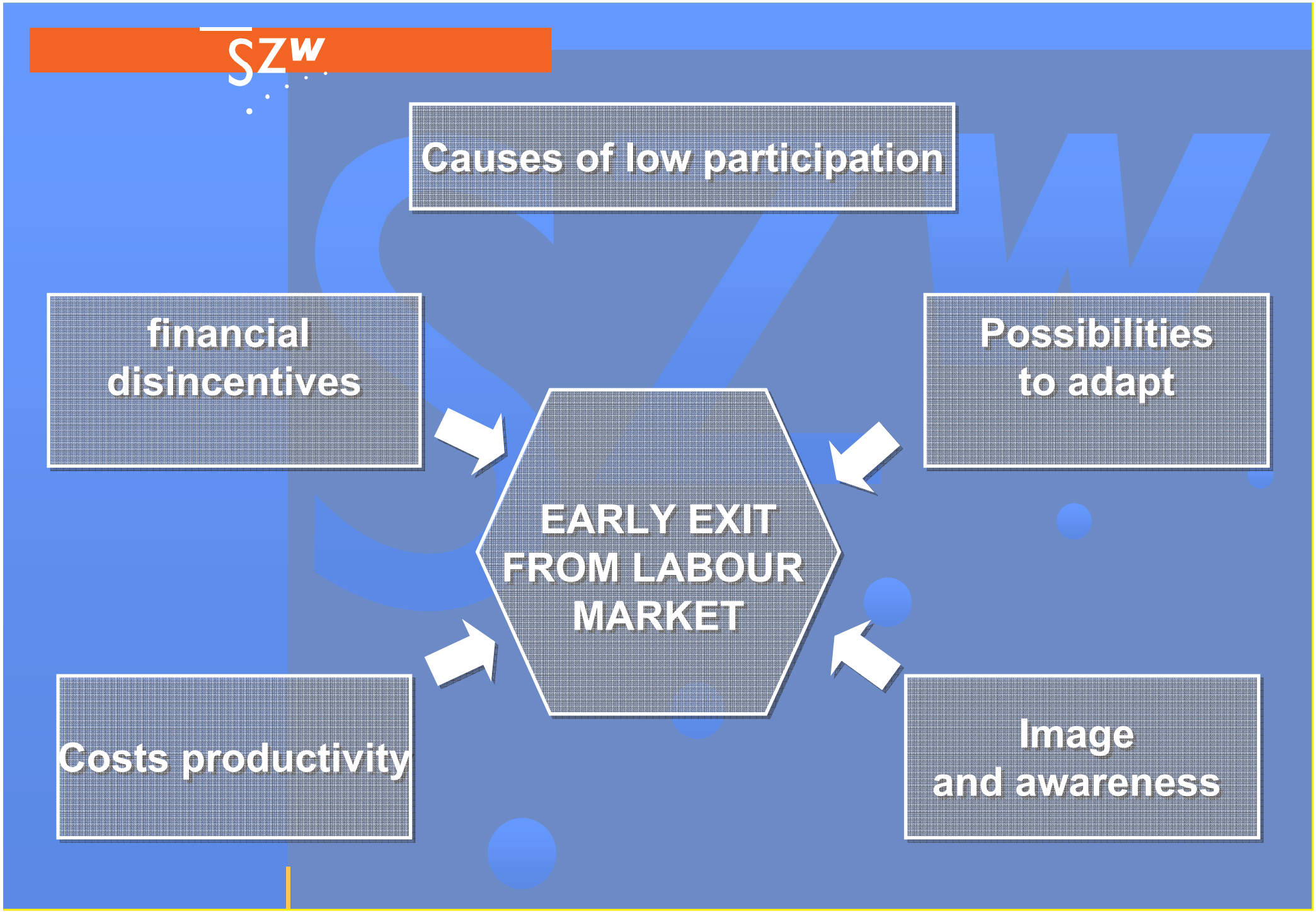
  2004 = 3 : 10

  2040 = 6 : 10
- Affordability services
- Impending shortage employees
- Structurally shortage school-leavers
- Labour migration no solution


Employment rate of older workers - total
%
50
50
Source: Eurostat

Unemployment 55-64 vs 15-64




SZW
Causes of low participation
financial disincentives
Possibilities to adapt
EARLY EXIT FROM LABOUR MARKET
Costs productivity
Image and awareness

Measures to increase participation

- **Cut of the exit routes**
  - Early retirement, disability and unemployment insurance act
- **Stimulate and facilitate participation**
  - Financial incentives, …..
  - Stimulate age management
  - Focus on employability

Low-skilled population, OECD countries by age and gender, 2002

	25-49		50-64	
	Men	Woman	Men	Woman
Netherlands	**27.7**	**29.1**	**35.3**	**53.5**
Germany	12.1	16.6	13.0	26.9
Sweden	13.9	10.6	31.1	26.7
Switzerland	11.4	14.4	15.7	25.4
United Kingdom	10.8	14.3	21.9	30.2
United States	13.2	10.8	14.1	14.3
EU-19	26.1	27.3	38.5	50.1
OECD	28.9	30.3	38.3	44.5

Source: OECD 2005; low = less than upper secondary educational attainment

Measures (1)

- **Model of shared responsiblity**
- **Employers and employees**
  - Organise and finance training of employees
  - Collective labour agreements

Measures (2)

- **Government facilitates the employer**
  - Financial measures
  - APL
- **Government facilitates the (un)employed**
  - Finances training of (un)employed
  - Accreditation of prior learning
- **Special project: Project unit Learning and Working**

Project unit “Learning and Working”(1)

- **Initiative**
  - Many ministries involved:
  - 24 people from ministries and other organisations
- **Role**
  - Deals with regional actors
  - Support/subsidies
  - Solve problems

Project unit ”Learning and Working” (2)

Three policy areas:

1. **Dual routes**
2. **APL and career guidance / public desks**
3. **Removal of obstacles and promotion of innovation**

Project unit “Learning and Working” (3)

- **Dual routes:**

  Combine work or looking for work with training and education leading to (professional) qualification in the labour market.

- **15,000 course places before 2008.**

  – End of 2007 = 7,000 realised.

Project unit “Learning and Working” (4)

- **Public desks and APL**
  - advice on careers and
  - accreditation of prior learning (APL).
- **50.000 extra APL in 2010**
  - 2007 = 4.000
- **26 public desks in 2010**
  - 2007 = 16

Project unit “Learning and Working”(5)

- **Removal obstacles and promotion of innovation**
  - Overview of instruments
  - Tracking projects
  - Disseminating good practices

We (also) need a cultural shift …

Do you know the stereotype of the older worker? We're slow, often ill, expensive and Inflexible.

In short, we've had our day.

That isn't right, surely?

No, I'm also lazy and unreliable.

That goes for the UK too

Bureau
Demografie
en
Innovatie

'Miss Taylor, this is Miss Hodgely – Miss Hodgely this is goodbye'

Cultural shift …

- **Age management**
- **Taskforce Gray at Work**

Age management (1)

- Discrepancy wage costs - productivity
- Preconceptions and the stereotyping
- No policy on age management

Measures:

- Encouragement scheme ‘age management’
- Taskforce Gray at Work

Age management (2)
Encouragement scheme

Provide good examples

Objective

- Prevent early retention of older employees;
- Take away obstacles for remaining in the labour market for longer

Target group

- Employers with a minimum of 30 employees
- SME's: sector or branch of industry organisation

Age management (3)
Encouragement scheme

- Budget € 21 mln
- Term: 2004 / 2008
- Sum: max. € 40.000 per project
- 6 application rounds
- Number of projects: about 550
- See also:
  - www.agentschapszw.nl
  - www.senior-power.nl
  - www.leeftijdophetwerk.nl

Examples (1):
Dr. Schroeder van der Kolk Bedrijven

The objective of the project is to make an inventory of these competencies for the future and also to create awareness on the part of the management and, above all, of the employees. Personnel must be aware that development of their own employability is important for themselves and for the organisation.

Examples (2):
PHJ Braakhuis Holding B.V.

Older employees who coach younger trainees are given the opportunity to develop qualities and competencies they were unaware they were able to develop. In addition, the employees perceived this transfer of knowledge as an acknowledgement of their capabilities; as recognition of their expertise.

Examples (3):
Solvay Pharmaceuticals

The project has led to the development and implementation of "ambition interviews" with the objective of ensuring continued training until retirement. The ambition interviews are used to provide an understanding of how the work is perceived and to draw up individual career plans.

Examples (4):
Stichting STOAS

A survey of the employees showed that about 3/4 of the personnel wish to take further training in order to improve their employability and functionality. Many employees are also enthusiastic about new career opportunities or job changes. As a result of the survey, the management of STOAS has included age-conscious policy in its integral personnel policy for 2005-2009 and its competence policy.

Exemples (5)
Bouwend Nederland

Career Programme to improve the quality of personnel and the sector and promote transfers between jobs. Employees who see that their present job will become too heavy in the future can change jobs in good time.

The programme has a structural character. Employees in the building sector can obtain support once every five years for changing jobs within the sector. A standard component of the career advice given is an individual training plan. This gives genuine substance to the principle of lifelong learning.

Exemples (6): VSM Geneesmiddelen B.V.

"Personnel on the Move" provides a solution in this regard. Continuous (lifelong) training and development of employees is the order of the day at VSM. In the new balance between employer and employee at VSM, a "job for life" is no longer a central issue. From both sides, work must now be done on the permanent employability of employees for the internal and external labour market.

Taskforce

- **June 2001:**
  - Taskforce Older People and Employment
- **December 2004**
  - Gray at Work:
    - Facts and figures
    - Best practices

Taskforce ‘Grey at Work’

- Communication route:
  - Value and necessity: facts and figures
  - Possibilities: examples of good practice
- Clear agreements with social partners:
  - Education and training, working conditions, age management, part-time pensions …
- Monitoring current and new initiatives
- See: www.senior-power.nl

SENIOR POWER
WERKEN MET ERVARING

SZW

SENIOR POWER

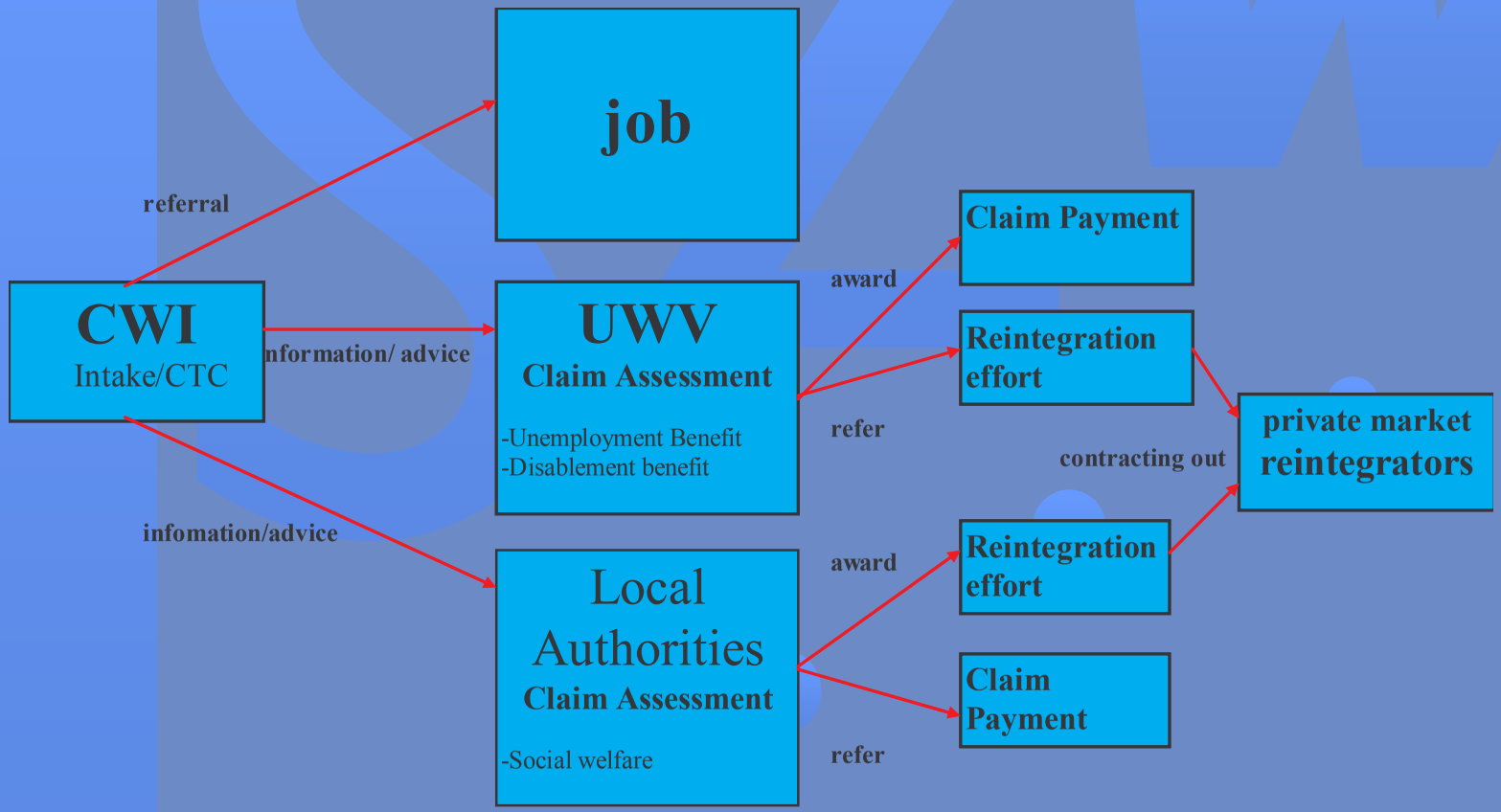
WERKEN MET ERVARING

Senior Power is een initiatief van Regiegroep GrijsWerkt. GrijsWerkt ondersteunt organisaties die activiteiten ontwikkelen om langer doorwerken te bevorderen. Daartoe worden inspirerende voorbeelden, overdraagbare oplossingen en hanteerbare instrumenten aangereikt. Voor meer informatie kijk op www.senior-power.nl

SZW

EXTRA

Training of unemployed

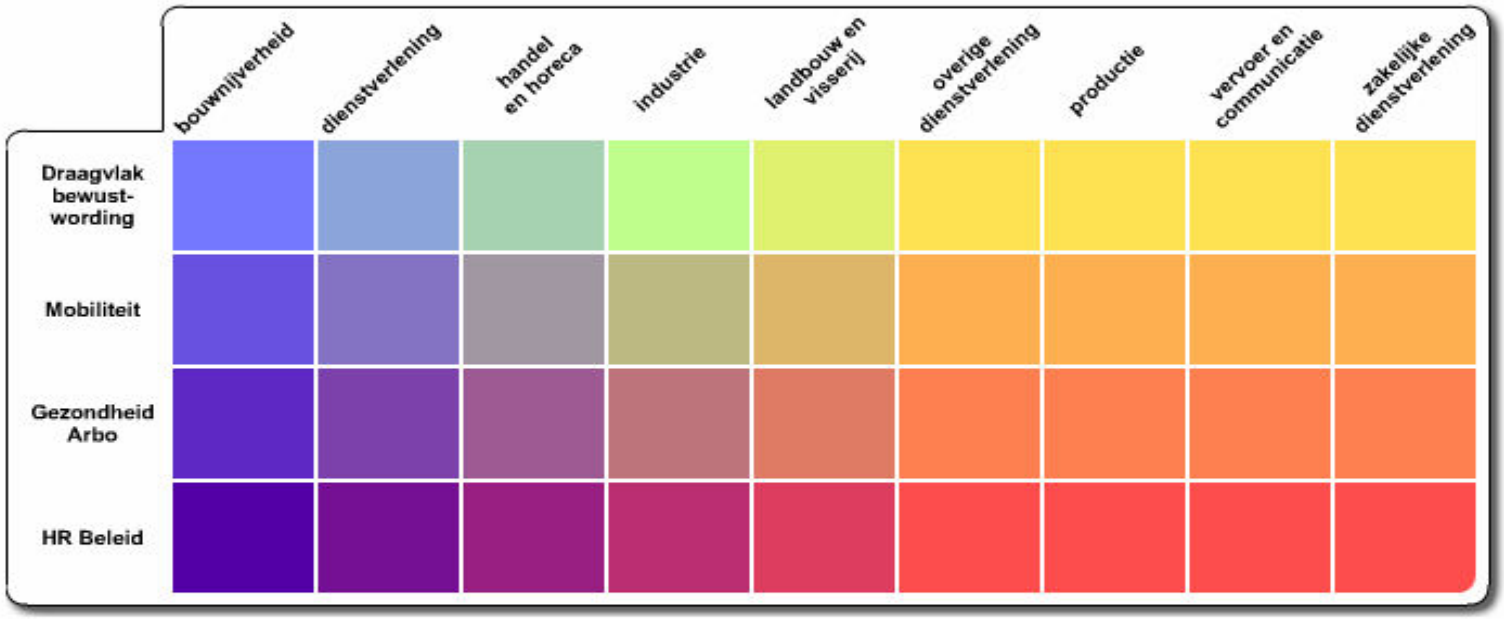


Training of unemployed

- **Government finances the training of unemployed (1.9 b)**
- **Organisation:**
  - CWI=Centres for Work and Income: intake, profile, mediation, and information and advise about jobs and training
  - CTC= Competence Test Centres
  - UWV (Workers Insurance Executive) and Municipalities: claim assessment, benefit provision and purchaser of reintegration services
- **Training necessary for reintegration**

Projecten

Maak hieronder een selectie van de te tonen projecten, op basis van het thema en de sector.



Overzicht van alle **openbare projecten**.

Organisatie	Projectnaam	Sector	Omvang
ADP Nederland BV	Nestor functies	Zakelijke dienstverlening	50 - 249 werknemers
Alysis Zorggroep	Ervaren Vitaal en Inzetbaar; op weg naar levensfasebewust personeelsbeleid	Dienstverlening	1000 of meer werknemers
Atlet B.V.	Atlet Fit Plan (AFP)	Overige dienstverlening	50 - 249 werknemers
Controlec Engineering B.V.	Controlec ouderenbeleid; Leeftijdsbewust onder controle	Zakelijke dienstverlening	250 - 999 werknemers

SENIOR POWER
WERKEN MET ERVARING