

Managing ages in the firm: transferring competences between generations at work

Jean-Marie DUJARDIN
University of Liège

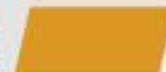


Project Generation Plus

- Subsidized by European Social Fund
- Objectives
 - Maintaining on the job 45+ workers through HRM policies and management of competences
 - Making the firms aware about management of ages
 - Transferring competences between generations

PARTNERS OF THE PROJECT

- HEC-Management School of University of Liège
- FOREM (employment and training agency in Wallonia)
- Firms



2012 - European Year for Active Ageing and Solidarity between Generations

“The year ... seeks to encourage policymakers and relevant stakeholders at all levels to take action with the aim of creating better opportunities for active ageing and strengthening solidarity between generations”.

It promotes active ageing in three areas:

- employment;
- participation in society;
- independant living.

European context

- Working population (in age of working) is becoming older
 - Financing retirements
 - Frequent use of early retirement
- Weak activity rate and employment rate for the 50+/
UE objectives (55%)
- Shortage in labour force and specific competences
 - for workers : working longer
 - For employers : maintaining older workers and recruiting among them

Strategy of firms/organizations and age management

- **Few firms/organizations have a policy in age management**
 - No time or priority for that
 - Stereotypes on 45+ workers (motivation, competences)
 - Organizational context (working conditions, important changes)



La gestion des âges en entreprise

Guide d'auto-diagnostic pour une gestion des ressources
humaines et des compétences tenant compte des âges

Réalisé par Anne-Marie DIEU et David RANDAXHE
Sous la direction de Jean-Marie DUJARDIN et Annie CORNET
Centre de Gestion des Compétences et EGID (HEC-ULg)

En collaboration avec le FOREM, CEFORA, IFPM.



Réalisé
avec le soutien du FSE



Tool for Self Analysis

- 3 parts
 - Analysis of age categories in the organization according to the type of jobs and related to the HRM policies
 - Analysis of critical jobs and competences in the firm
 - Check-list

Age pyramids and HRM policies

- Analysis of age pyramids
 - At firm level
 - At job level
- Analysis of the HRM policies
 - Recruitment
 - Training and lifelong learning activities
 - Pay policy
 - Mobility – departures
 - Etc.

Critical jobs

Identification of the critical jobs

- Important for the firm (for profitability, competitiveness, added value to the firm, shortages on the labour market...)
- Many 45+ workers

Critical competences

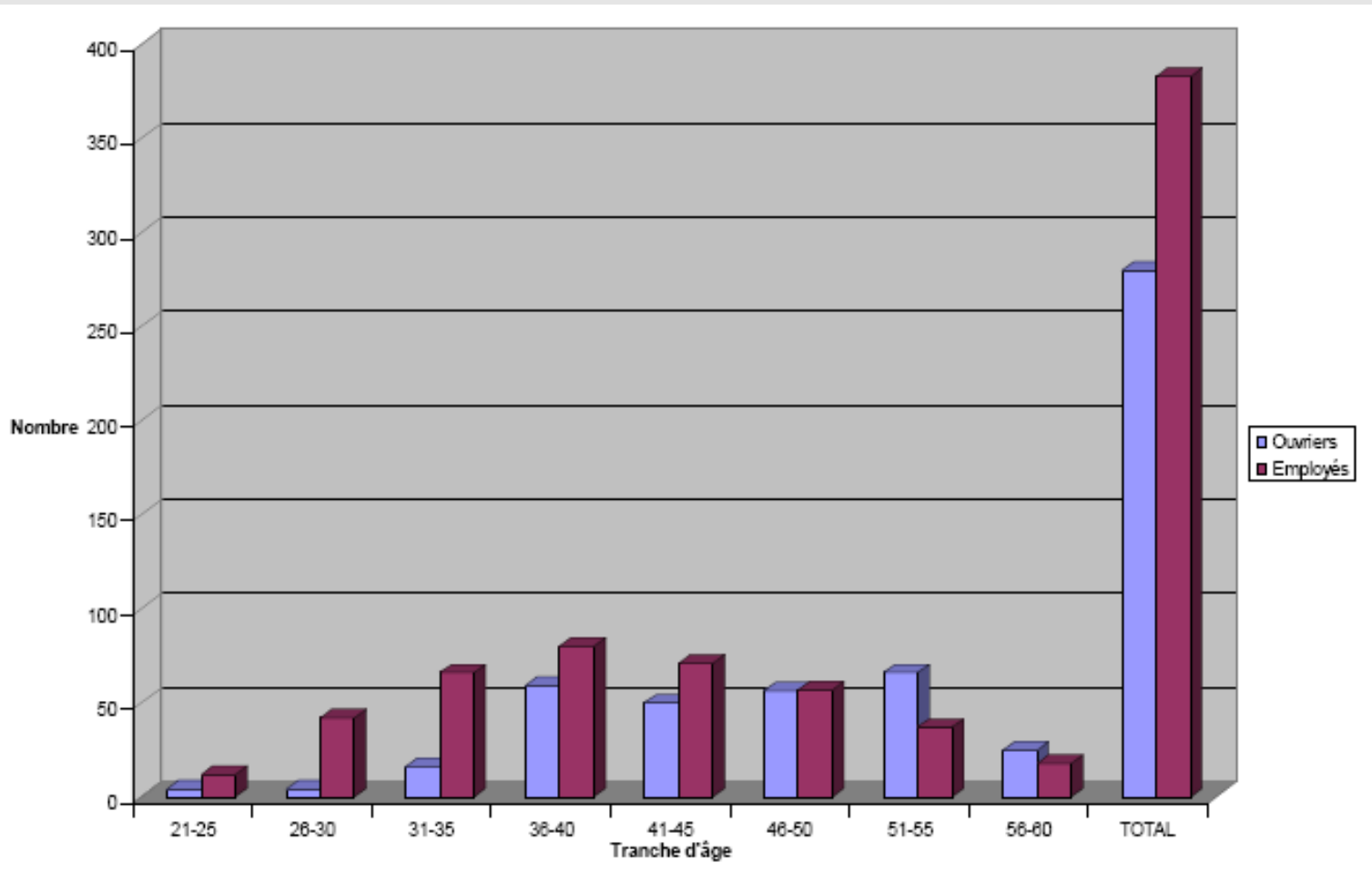
- Competences profile of the selected jobs
- Two criteria
 - presence
 - Importance
- Critical competences
 - held mostly by 45+ workers
 - important for the job and for the firm
 - little present in the firm (or will disappear soon) and/or rare on the labour market

Implementation of the guide: two examples

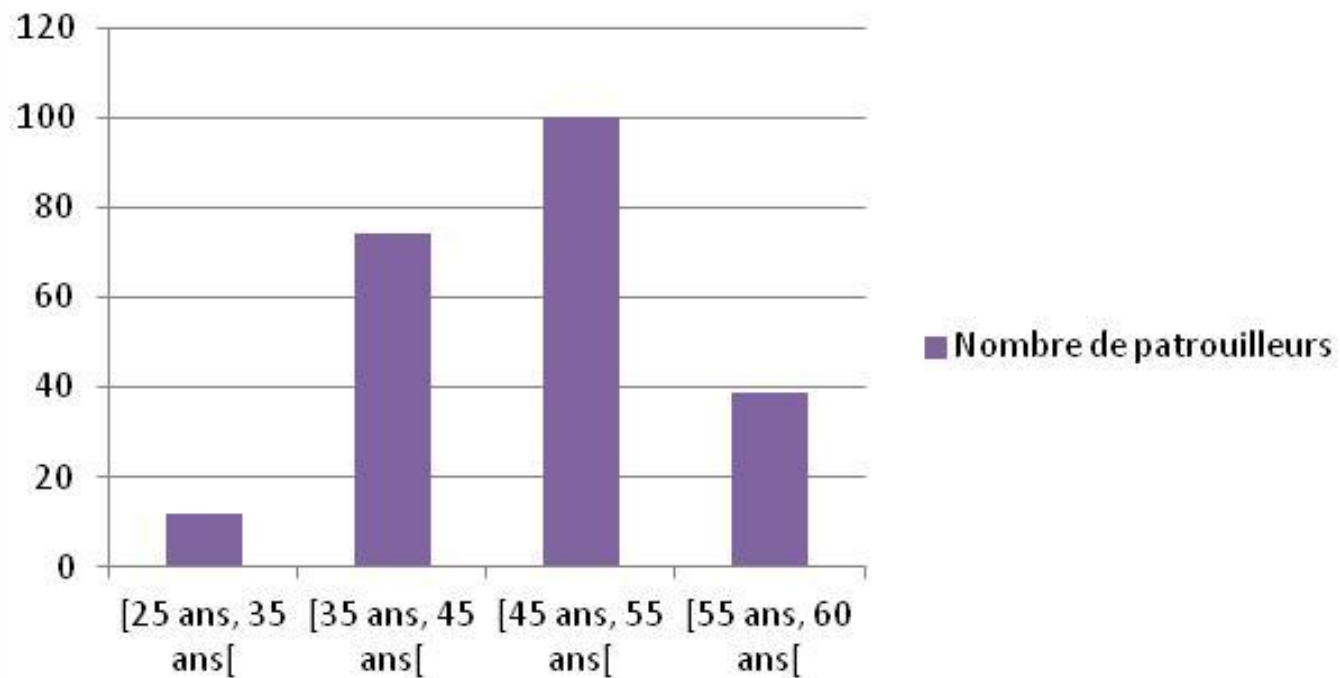
- Touring (assistance company) : 600 workers
- Logistica, a SME in logistics and transportation

Touring

- Car assistance and travel assistance / Insurance
- Age pyramid and HRM policies
 - The [35years, 45 years[and [45 years, 55 years categories are very numerous
 - Lifelong learning : 3,6 days training a year per worker but lightly decreasing with the age
- Core Business - mechanics
 - The majority is 45+
 - Difficulties of recruitment (working conditions, lack of attractiveness, insufficient training by the schools)



Nombre de patrouilleurs



Action paths for Touring

- more positive image of the job and of the firm
- cooperating with the schools for the preparation of the candidates (internships...)
- diversity in recruitment : channels, type of people (also older workers)
- mutual transfer of competences



International Transport

National Distribution

Storage

Logistique

Infrastructure :

Stembert

30.000 M²

Rack + bloc



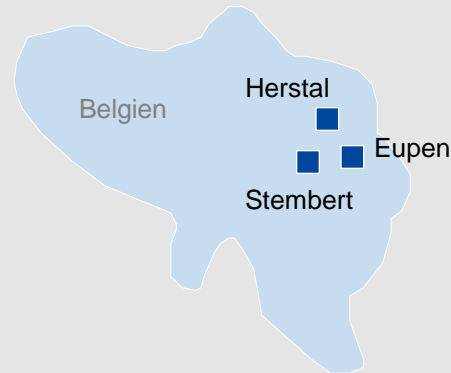
Herstal

13.000 M²

Rack + en bloc

Sous douane

ADR



Eupen

16.000 M²

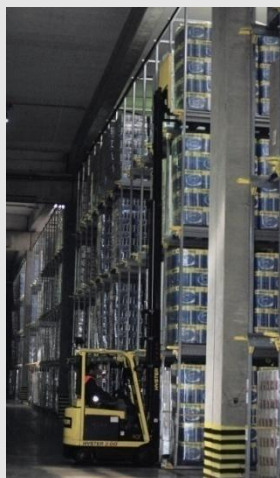
Rack + bloc





Services logistiques à valeurs ajoutées

- Réception et stockage
- Picking, bagging, labeling
- Filming et toutes sortes d'emballages supplémentaires
- Controlling
- Montage de Display
- Finition de produits
- Gestion d'action spéciale
- Services clientèle
- Formalités douanières
- Analyse de coûts



→ Tous les « supply chain » services via un seul partenaire

Âge	Sexe	Ancienneté	Fonction	Minimum encore à prester	Retraité à	Retraite dans 5 ans ou moins	Préretraité possible à	Préretraite possible dans 5 ans ou moins
62,06	Homme	44,06	Magasinier	2,94	65	VRAI	FAUX	/
61,94	Homme	43,94	Chauffeur	3,06	65	VRAI	FAUX	/
60,74	Homme	42,74	Chauffeur	4,26	65	VRAI	FAUX	/
60,41	Homme	42,41	Chauffeur	4,59	65	VRAI	FAUX	/
60,04	Homme	42,04	Chauffeur	4,96	65	VRAI	FAUX	/
59,25	Homme	41,25	Chauffeur	0,75	60	VRAI	FAUX	/
58,01	Homme	40,01	Magasinier	1,99	60	VRAI	FAUX	/
57,67	Homme	39,67	Chauffeur	0,33	60	VRAI	58	VRAI
56,65	Homme	38,65	Chauffeur	1,35	60	VRAI	58	VRAI
56,31	Homme	38,31	Chauffeur	1,69	60	VRAI	58	VRAI
56,06	Homme	38,06	Employé	1,94	60	VRAI	58	VRAI
56,04	Homme	38,04	Employé	1,96	60	VRAI	58	VRAI
56,01	Homme	38,01	Chauffeur	1,99	60	VRAI	58	VRAI
56,01	Homme	38,01	Magasinier	1,99	60	VRAI	58	VRAI
55,96	Homme	37,96	Chauffeur	2,04	60	VRAI	58	VRAI
55,06	Femme	37,06	Magasinier	2,94	60	VRAI	58	VRAI
55,02	Homme	37,02	Chauffeur	2,98	60	VRAI	58	VRAI
54,83	Homme	36,83	Chauffeur	3,17	60	FAUX	58	VRAI
54,53	Homme	36,53	Chauffeur	3,47	60	FAUX	58	VRAI
54,06	Homme	36,06	Magasinier	3,94	60	FAUX	58	VRAI
54,02	Homme	36,02	Chauffeur	3,98	60	FAUX	58	VRAI
54,01	Homme	36,01	Chauffeur	3,99	60	FAUX	58	VRAI
53,53	Homme	35,53	Chauffeur	4,47	60	FAUX	58	VRAI
53,10	Homme	35,10	Magasinier	4,90	60	FAUX	58	VRAI
52,10	Homme	34,10	Magasinier	5,90	60	FAUX	58	FAUX
51,97	Homme	33,97	Chauffeur	6,03	60	FAUX	58	FAUX
51,01	Femme	33,01	Chauffeur	6,99	60	FAUX	58	FAUX
50,05	Homme	32,05	Magasinier	7,95	60	FAUX	58	FAUX
50,04	Femme	32,04	Ouvrier	7,96	60	FAUX	58	FAUX
50,03	Homme	32,03	Ouvrier	7,97	60	FAUX	58	FAUX

- Training budget : 50.000 EUR a year
- Integrating 2 generations and 2 cultures at work : department managers who arrived through apprenticeship with young graduates from Higher Education
- -training of older workers : administrative employees, truck drivers... → « equal opportunity » in lifelong learning

- Intergenerational tutoring : for the use of SAP(younger to older), in management and truck driving (older to younger)
- Importance of a good cooperation with High Schools and Universities (partnership for work placement of students) → management of ages starts with students in the schools

Another example : generational gap between trainees and trainers

- Young trainees (18-25)
- Trainers becoming older
- Stereotypes : conception of the job, of a « good worker »
- Use of technologies
- For the trainers: still moving, still evolving

CONCLUSIONS

- No general rules or principles in age management
- « best practices », yes but have a look at the context!
- Management of ages needs time, resources and care
- Management of ages : another look on management practices in the firms