SPARKLING GREY

Turning silver into gold through management strategies that effectively address an ageing and multi-generational workforce

IO1 - State of play, scenarios and guidelines towards a common framework for age-friendly and multi-generational management strategies

Conclusions of the literature review and field work

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Co-funded by the European Union

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein. Project Nº.: 2016-1-PT01-KA204-022852

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1 Introduction

After Europe 2020 strategy where the European Commission (EC) points as its two main structural weaknesses the increased ageing and low employment, especially in older workers, the EC proposed to achieve by 2020 an employment rate of 75%, which clearly needs greater involvement of older workers and Member States to promote new forms of active ageing policies.

To help tackle these challenges, Sparkling Grey project is designed to support SME's organisational policies and practices related to age management strategies that encourage lifelong learning and facilitate the access of older persons to Open Educational Resources (OER) with the aim of prolonging working life and preparing retirement processes adjusted to companies and senior workers needs and interests. Creating a bridge between organisations and their senior workers, the project also uses the potential of the multi-generational workforce to promote age-friendly workplaces (as well as ensure more equal opportunities between workers of different ages) and to boost knowledge transfer and intergenerational learning that benefits both, the companies and the (young and older) workers.

To attract and retain older workers, it's needed to examine which organisational factors can facilitate older workers' integration and participation (Appannah & Biggs, 2015). Search for the best talent will be very difficult in the coming years. Retention can be possible by many ways but one of the most used in organizations is paying more than they are earning. It is noticed that organizations are now competing for talent rather than counting employee's loyalty. They are focusing on attracting, hiring and retaining the required talented persons, the same authors argue. For this purpose, organizations must use practices which are in favour of both employees and employers leading them towards higher performance levels (Sohail, Muneer, Tanveer, & Tariq, 2011).

Age management issues, according to the European Foundation for the Improvement of Living and Working Conditions (2006), should be addressed through the following eight dimensions: job recruitment; learning, training and lifelong learning; career development; flexible working time practices; health protection and promotion, and workplace design redeployment; employment exit and the transition to retirement; comprehensive approaches.

The present document was built-on the results of the literature review and will contribute for the primary and secondary research which aims to assist the development of project outputs and that suitable levels of user engagement are achieved throughout the project (including during end-user validation) as well as to promote in-depth debate and common understandings (consensus) between experts and policy makers towards the current situation and future promotion of institutional conditions for age-friendly and multi-generational management strategies to flourish.

2 Methodology

The project implementation includes six main phases as illustrated in the figure below. The IO1 is of extreme importance for the project completion with success as it covers the primary and secondary research which will assist the development of project outputs and that suitable levels of stakeholder and user engagement are achieved throughout the project (including during end-user validation).

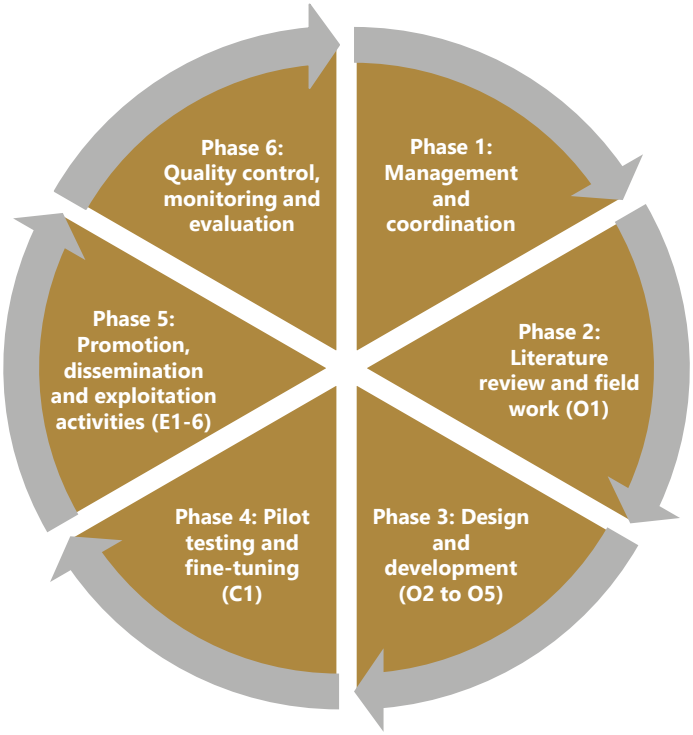


Figure 1 - Project main phases

In detail the IO1 - State of play, scenarios and guidelines towards a common framework for age-friendly and multi-generational management strategies aims to ensure research which assists the development of project outputs and to promote in-depth debate and common understandings towards the promotion of institutional conditions for age-friendly and multi-generational management strategies to flourish.

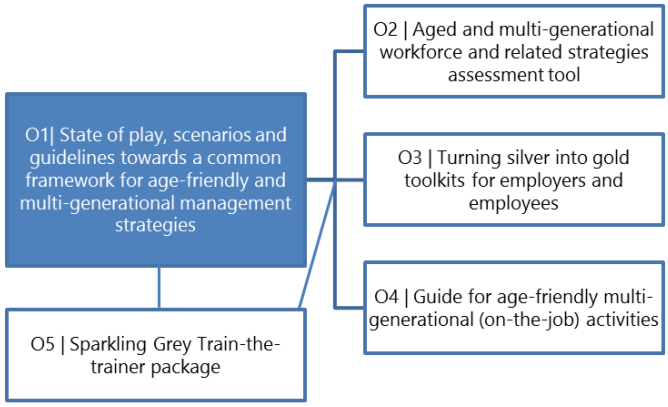


Figure 2 – Logical Framework of the IOs

The IO1 includes literature review/desk research and field work (research analysis on the needs and consensus building), divided into three phases, summarized below:

Figure 3 – Three main phases of the IO1

- **State of the Art**: to use the guidelines/tools and proceed with the literature review and desk research at national level, EU level and international level.
- **Research analysis on the needs involving end-users**: carry out with the questionnaires (SME, employers/managers/HR managers, senior employees; training/guidance providers (organisations) and trainers/consultants/ guidance professionals) and interviews with employers'/employees' representative organisations.
- **Consensus building on possible scenarios and on guidelines towards a common framework**: to involve experts (age-friendly management strategies/multi-generational environments/knowledge management) (Delphi method built-on the needs analysis to generate an initial consensus) and policy makers (structured interviews based on the most potentially relevant guidelines/recommendations).

Included in the preparatory activities of the IO1 is the development of guidelines and methodological approach supporting the desk research/literature review and the field work (needs analysis and consensus building), including the tools to use and the structure of the national reports and outcome.

The development of the different guidelines and tools for the activities will be done and released overtime:

- Initial guidelines covering the stage of literature review and desk research (state of the art) are now released;
- A second set of guidelines related to the research analysis (questionnaires and interviews) and structure for the national reports will be released by the end of December 2016;
- A final set of guidelines focusing on the consensus building (involving stakeholders using Delphi method and 2 workshops), and structure for the outcome of the IO1 will be made available in the beginning of March 2017.

The final outcome will consist of a report on the State of Play, Scenarios and Guidelines towards a common framework for age-friendly and multi-generational management strategies, available in EN and with a maximum of 100 pages. A shorter version (around 50 pages maximum) will be released for translations into the national languages. In both cases (complete and short versions), printed and electronic formats will be available.

2.1 Desk Research

The methodological approach to the desk research and literature review includes two stages:

- The identification and description of the sources of information – it refers to the compilation of literature, articles and papers, reports, framework documents, practices and other sources of information, and catalogue them by indicating its relevance (please consult Annex 1);
- The description of the findings on the research topics – it refers to the provision of details of the concepts, examples of assessment tools, examples of education or training programs and examples of exercises, tips, methods or tools please consult Annex 2, 3 and 4).

2.1.1 Identification and description of the sources of information

Each project partner is asked to identify and analyse at 8 to10 sources of information that are relevant for the topics of the project and for the research topics presented in the section 2 of the guidelines.

It is advisable to search for publications or examples after the year 2000. However, in case that any partner comes across with a very relevant source of information published before 2000, it will be acceptable. The same goes if limited examples or sources of information are available after 2000.

To reach better results of our research it is proposed in the table below that each partner shall concentrate efforts in research for evidences in specific countries:

Table 1: Country coverage

INOVA+	CITEVE	FFE	FYG	FVEM	ESeniors	Inno-Motive	BitMedia
European Level except countries allocated to other partners and Singapore	Portugal and Brazil	Latin America (except Brazil)	The UK and Australia	Spain, USA and Canada	France, Belgium, Luxemburg	Hungary, South Korea and Japan	Austria, Germany and Switzerland

The identification of the sources of information shall include the type of source of information, the complete identification of the source of information, the general description of its content and the relevance to the research.

After identifying and describing the sources of information, partners are requested to provide details on the research topics, by describing the relevant findings in the templates provided in Annex within the Methodological Tools.

2.1.1.1 Key concepts

The key research goals include the identification and review of existing literature, articles and papers, reports, framework documents, practices and other sources of information, in national contexts of the partner countries but also at international level to inform the state of the art on the project theme, but with strong focus on age-friendly and multi-generational management strategies. Emphasis is to be given to academic research, policies, strategies and existing practices.

The review of the diverse sources of information considered the following aspects which are Sparkling Grey research topics and questions:

- **Definition of key concepts** such as:
  - age-friendly;
  - multi-generational;
  - senior workers;
  - intergenerational learning;
  - active ageing;
  - attraction/retention of talented employees;
  - retention/transfer of knowledge;
  - prolonging work life/preparing retirement,
  - other concepts can be included if, during the review they pop-out as relevant.

All the above shall be, of course, in the context of Human Resources (HR) management strategies and or enterprise development/corporate strategies. Considering that the Sparkling Grey project has a

strong focus in two economic sectors (metal and textile) partners shall have identified sources of information that also have focus on those sectors. However, in case of limited evidence, other sources referring specifically to other economic sectors were also considered as well as more generic approaches.

2.1.1.2 Assessment Methods

Identification and characterization of examples of assessment methods used in-company to measure organisational realities (it does not have to be directly related to the Sparkling Grey topics).

2.1.1.3 Education and Training Programmes

Identification and characterization of relevant education or training programs focused on the key-concepts of the project (simple HR programmes are not to be included).

2.1.1.4 Exercises, tips, methods or tools

Identification and characterization of exercises, tips, methods or tools fostering intergenerational learning and knowledge transference.

2.2 Field Work

The research analysis aims to survey the needs involving Sparkling Grey end-users. This is part of the field work and encompass questionnaires with SMEs, employers/managers/HR managers, senior employees, training/guidance providers (organisations) and trainers/consultants/ guidance professionals) as well as interviews with employers'/employees' representative organisations.

2.2.1 Questionnaires

2.2.1.1 Questionnaire for Employers, Managers and HR Managers

A brief questionnaire (illustrated in Annex 1), was designed to support the research analysis on the needs of the companies and employers in the metal and textile sectors in what regards to age management, intergenerational and knowledge transfer policies, practices and procedures.

More specifically, employers, managers and HR managers were requested to share their thoughts and beliefs in several dimensions considered relevant for the project. All answers are anonymous and the questionnaire only asks to provide basic sociodemographic characteristics for statistical data analysis.

2.2.1.2 Questionnaire for Trainers, Consultants and Guidance Professionals

A brief questionnaire (illustrated in Annex 1), was designed to support the research analysis on the needs of the trainers, consultants and guidance professionals in what regards to their work in the areas related to age management, intergenerational and knowledge transfer policies, practices and procedures.

Furthermore, trainers, consultants and guidance professionals were requested to share their thoughts and beliefs in several dimensions considered relevant for the project. All answers are anonymous and the document only asks to provide basic sociodemographic characteristics for statistical data analysis.

2.2.1.3 Questionnaire for Workers

A brief questionnaire (illustrated in Annex 1), was built to support the research analysis on the needs of the companies and employees in the metal and textile sectors in what regards to age management, intergenerational and knowledge transfer policies, practices and procedures.

Specifically, workers were requested to share their thoughts and beliefs in several dimensions considered relevant for the project. All answers are anonymous and the questionnaire only asks to provide basic sociodemographic characteristics for statistical data analysis.

2.2.2 Interviews

The interview (illustrated in Annex 1), was designed to support the research analysis on the needs of the companies (employers and employees) and training providers in the metal and textile sectors in what regards to policies, practices and procedures related to age management, intergenerational and knowledge transfer.

2.2.3 Consensus Building

The third phase of the field work aimed at supporting the development of the first Intellectual Output of the project, namely the consensus building on possible scenarios and on guidelines towards a common framework for age-friendly and multi-generational management strategies. The results of the methodological approach described in the document "Consensus building on possible scenarios and on guidelines towards a common framework" will inform the report on "**Scenarios and guidelines for policy makers**" and foresees the participation of all partners as well as key stakeholders. Please refer to this report for further information.

3 Literature Review

3.1 Key Concepts

3.1.1 Age-friendly

"Age-friendly workplaces exist when employers build on the skills and strengths of both their mature and experience workers and their younger and new staff members" (Iden, 2016). Taneva, Arnold and Nicolson (2016) mention that "older workers (compared with younger workers) may tend to attribute more importance to intrinsically rewarding job features, some social aspects of work (such as supporting younger workers and transferring their experience), and to feeling valued and involved. In contrast, they may be less motivated by extrinsic awards, career advancement, and striving for achievement".

For the authors Appannah and Biggs (2015) the term age-friendly refers to "practices, features or factors that reinforces the WHO's active ageing framework to enable the social inclusion and participation of older individuals in a community or organization". This framework[1] is structured by a flexible workplace, promotion of health through job design, ageism/attitudes towards older workers, a culture of inclusion/valuing older workers, supportive workplaces, training and development. The features previously mentioned can be clustered in 3 layers: artefacts, values and strategies, and underlying assumptions. Changing to an age-friendly environment would, at first, be in the artefacts level, which include "the visible and tangible aspects of an age friendly culture. These would include factors such as the deployment of ergonomic design, workplace layout, furniture and equipment." The second level of the model includes "strategies, goals and philosophies that the organisation employs as directed towards its ageing workers. These include offering flexible work, designing jobs that are suitable for older workers, continued training and development opportunities for older workers, and other manifestations of a formal culture of age friendliness." The third and final level of the model refers to "the taken-for-granted and often tacit attitudes or behaviours within the organisation that are relevant to older workers. These would include notions of age-related fairness, respect, value given to older workers, an absence of ageism, age-neutral behaviour, as well as the promotion of age-specific capabilities".

Prior to that, Noorani (2014) described an age friendliness work environment as "a workplace that emphasizes mutual respect and inclusion at work and provides comprehensive support for employees of all ages by utilizing a combination of policies, procedures, settings, and/or structures to remove the barriers that segregate by age groups and to encourage participation of all employees regardless of their age". The same author (Noorani, 2014) also pointed key reasons to implement an age-friendly environment within an organization. They are: the rapidly growing rate of seniors in the workforce (meaning a diversified workforce in terms of age); age discrimination (which is still prevalent in the workforce); and employee misperceptions of their workplace (which may lead to many different work-

[1] Available at: http://www.who.int/ageing/publications/active_ageing/en

related outcomes). "For example, an organization with age-friendly policies may not be perceived as being age-friendly. This might be due to the policies not being enforced or employees not actually being aware of such policies. Employees who perceive their workplace to be supportive of age diversity would be more engaged in their job and organization, satisfied with their work, and less likely to experience stress due to work or think about leaving the work" (Noorani, 2014).

Broughan (2013), in turns, adds as fundamental reasons to create an age-friendly culture, the opportunities of organisational learning (ensuring that the tacit knowledge stays within the organization and key staff are retained and encouraged to disseminate their knowledge and experience across the organization); lower costs in recruiting and retraining (these costs include loss of productivity, training, recruiting, exit interviews, loss of knowledge/skills, impact on department, etc. if older workers can be encouraged to stay in the workplace longer then this may reduce the cost of unnecessary turnover of staff); and the grey pound (since the wealth major weight belongs to people aged 45 or more, keeping a staff that mirror the values of costumers allows organisations to know the market and take opportunities first than competitors). In line with this, he advocates that companies should forward age related challenges by adopting strategies in the following dimensions:

1. Recruitment and selection: The ability of an organization to select and retain the most appropriate people is fundamental to its success. Consider how your organization advertises vacant positions, the language used, where the ads are placed, etc. Does your organization require applicants to provide their date of birth? Do you have age awareness training for HR staff involved in recruitment and selection?
2. Training and development: Some training and development opportunities may need to be specifically targeted at older workers. Whilst we should be moving towards an inclusive culture it may be that initial goals should be to find ways to encourage older workers to attend training sessions. Organizations would also do well to listen to older workers in terms of what training they would find beneficial and whether there are any barriers they perceive in terms of opportunities to engage in training and development.
3. Job design/flexible working/job crafting/job sharing/work design: Annualized hours can be beneficial to those with carer responsibilities to allow them to balance their work and carer responsibilities. In terms of job crafting, older workers often desire a different function, less responsibility and more flexibility as they reach retirement phase. Organizations should ensure that work design processes are mindful of an older workforce as research suggests that there is an interaction between age and work design features in predicting individual and organizational outcomes such as satisfaction and engagement.
4. Retirement: It is important to engage in dialogue with those approaching retirement age and discuss the possibilities of phased retirement, etc. It is important that HR procedures are seen as transparent and fair when it comes to such matters. There is a need to recognize that such discussions, especially within the current legal framework, are often seen as challenging or difficult. For example, the discussion may be triggered by performance management issues, previously masked by the existence of a compulsory retirement age. Training managers,

having regular employee appraisal reviews and making long term development discussions more common place should all be part of the succession planning process.

5. Eradicating discrimination in the workplace: In a report commissioned by the European Commission (Active Ageing Report, 2012), seven out of ten people felt that negative perceptions of older employees among employers are a significant barrier to employment for the over 55s. However, 87 percent suggested that older workers were more experienced than younger workers, 64 percent said they were more able to make decisions on their own and over 50 percent suggested that older workers would be better placed to handle stress in the workplace. It is also known that age discrimination interacts with other demographics such as gender, socio-economic status and ethnicity and that more work is required in order to understand the lived experience of these sub-groups of older workers.
6. Individual motivation: The important point for HR strategy is to consider whether its practices and policies are in tune with motivating all staff rather than just younger workers. Clearly strategy needs to inform practice so that organizations can capitalize on motivating older workers to strengthen the human capital of the organizations.

Concomitantly, a recommendation is enhanced by CEDEFOP (2012): "Human resource policy often targets younger staff members, while the amount of attention paid to ageing workers is fairly limited. One important reason behind this is probably a lack of adequate competence: demographic literacy is underdeveloped in many European enterprises". Strategies related to retaining, retraining and recruiting older workers, legal requirements, knowledge management and flexible working arrangements seem to put older workers on the spotlight of the top managers. When training and guiding managers to better accommodate the needs of older workers on an individualised basis, the following topics should be taken into consideration: health and/or disability issues; caring responsibilities; desire for a better work-life balance; lack of development or variety; and discriminatory working environments. One way to increase the participation of older employees in training therefore seems to be to promote more effectively the idea that employees will benefit from successful training efforts even if training is undertaken close to retirement age.

"Organisations must gather, assess, manage and apply demographic information and knowledge so that they may strategically plan, adapt and design appropriate policies". It is also advisable to incorporate opportunities that senior workers could use a variety of skills, work collaboratively with others and offer mentoring experiences (Sanders, 2010).

The European Foundation for the Improvement of Living and Working Conditions also highlighted, in 2006, five key reasons why organisations should introduce age management policies and advocates that usually policies are implemented for a combination of two or more of these reasons:

1. Maintaining the skills base: This goal can be achieved by hiring new employees; however, another approach is to invest in the skills and qualifications of existing older employees. Many organisations have come to realise that the professional and social skills gained by older

employees at their careers represent an asset. Qualities such as accuracy, reliability and the ability to communicate with customers and colleagues characterise many older employees. The premature loss of such skills, or the failure to replace them, often entails an economic risk for a company. As both practical experience and research demonstrate, older employees – deployed in the right posts for their individual skills – are highly productive.

2. Making a virtue of necessity: In some cases, indeed, it may be preferable to employ more older workers than younger employees. This is true, for example, in those sectors with an ageing customer base or that supply age-specific products or services. For example, in the health services sector or in parts of the retail trade, older employees may be best placed to respond to consumer needs and expectations.
3. Reducing age-related labour costs: Such additional costs may take the form of higher sickness rates, for example. One response to such a situation may be to lay-off, or prematurely retire, older workers. However, targeted measures to promote the health, skills or motivation of older employees may ultimately be more economical. Alternative calculations can justify investments in the employability of older workers – for instance, by offsetting the costs of the premature retirement of older employees against the cost of hiring and training new employees.
4. Reacting to changes in external labour market conditions: This may take the form of legislative or regulatory changes – in retirement ages or pension laws, public and collectively agreed principles or awareness and employment promotion programmes for older employees. Experience shows, however, that age awareness campaigns, on their own, do not achieve a great deal if they are not linked to concrete incentives for companies, such as economic advantages or the need to comply with external regulations.
5. Resolving labour market bottlenecks: Good age management practice can make an effective contribution to resolving bottlenecks in the regional or local labour markets for qualified personnel. Companies that have recruited older personnel often report that such applicants soon prove their worth; this is due to the employees' own motivation, the trust that has been placed in them and the provision of suitable company support and promotion measures.

3.1.2 Multi-generational

The key benefits for companies to have a diverse workforce are knowledge sharing, different perspectives and enhanced customer experience. But the current age span can also bring challenges, such as lack of shared interests and values (CIPD, 2015).

Therefore, this is the first time in modern history that four different generations can be part of the workforce at the same time (Noorani, 2014; CEDEFOP, 2012; Stanley, 2010). "The term generation signifies the grouping of people within similar age groups, born in the same time of history and culture". A generation typically range 15-20 years between them (Stanley, 2010) so this can be interpreted as the most diverse and multi-generational workforce ever experienced.

Noorani (2014) classifies the four generations as: The Silent Generation, the Baby Boomers, Generation X, and Generation Y (also known as the Millennials). Arranged by age, the Silent Generation is the oldest and typically includes people born between 1925 and 1945. The Baby Boomers are the largest generation and comprised of individuals born between 1946 and 1964. Next is Generation X whose members were born between 1965 and 1980. The Millennials, who are the youngest generation in the workforce, were born after 1980. The author also notes that the "Silent Generation places more importance on status and autonomy, while Baby Boomers and Generation X place more importance on working conditions, security, co-workers, and compensation". Later the author argues that Millennials value email communication, social media, fun at work, and continuous learning more so than Baby Boomers. Baby Boomers, however, report valuing professionalism more than Generation X, but not more than the Millennials.

In the report from CEDEFOP (2012), the categorisation of the four generations is very similar where: "(a) the 'Still Generation', which were born between 1925 and 1945. This group are mostly retired, but nevertheless may still be active in some family-owned businesses; (b) baby boomers, born between 1946 and 1964. Referred to as the ageing worker, baby boomers are often in more senior management positions in knowledge-based organisations; (c) Generation X employees, born between 1965 and 1980 and next in line to take over control in organisations from the baby boomers; (d) Generation Y (sometimes known as 'Millennials'), born between 1981 and 2001, have really only recently entered the workforce".

An additional classification from Stanley (2010) includes the following categories: Veterans, Baby Boomers, Generation X and Generation Y. Veterans (or Traditionalists; the Silent; War Generation) include people born in or before 1945 (often referred to as matures). Baby Boomers (live to work) were born after the Second World War (between 1946 and 1964) and were raised in an era of relative optimism, opportunity and progress. Generation X (work to live) appear after the Baby Boomers, being born between 1965 and 1980 into a time of rapid change, with changing social and economic factors impacting on their education and development. Generation Y is also known as the "nexters" or internet Gen and Millennials. They have grown up in a world with massive amounts of information at their fingertips and were born between 1981 and 1999. There is already talk of the imminent arrival of Generation Z, but they are not a factor in the health service employment market yet (Stanley, 2010).

3.1.3 Senior Workers

When it comes to the definition of senior worker there isn't a common ground. Appannah and Biggs (2015) use the definition from the Organisation for Economic Co-operation and Development (OECD) which categorises mature workers as "people aged 55 years and over". The Commonwealth Age Discrimination Commissioner in Australia classifies workers and job seekers as old at age of 45, alongside the United Nations and the World Health Organization (WHO).

The age is not the only determinant of whether a person is a senior/older worker or not. According to Andersen (2015) a senior worker "have a wealth of experience and valuable skills that can benefit businesses".

Regardless how far the concept can go, to Noorani (2014) there is no doubt that the growing rate of seniors in the workforce (55 and older segment of the workforce) is projected to experience the most change in the future. The consensus appears to be in the range of 45 years and over as being older at work (Australian Institute of Management, 2013).

A report from CEDEFOP (2012) shows that the metalworking industries show a below-average proportion of younger employees (15-30 years) and above-average proportions of older employees (40+). This can be interpreted that the sector is afraid of skills shortage and know-how losses. From the perspective of executive managers, older employees (50+) have: 1) Low training participation; 2) Low training affinity; and 3) Lack of development options; which is affecting the metalworking and electrical industry. However, from the work councils view, the top issues to be given priority is that senior workers are experiencing 1) Mental stress; 2) Lack of development options; and 3) Low training affinity. For the later, it can be assumed that employees are more likely to report such stress to their workers' representatives than to the personnel department.

CEDEFOP, in the same report of 2012, pointed three things that employers should be aware about senior workers: (a) informal and unplanned learning should play a greater role for older employees than formal learning; (b) older employees should have access to practical and relevant training that produces quick results; and (c) older employees dislike training content that puts them at a disadvantage compared to younger training participants.

For Fula et al. (2012), the definition of senior workers remains dubious since "the age definition can range from over 45 years (e.g. Spain) to over 50 (e.g., Belgium, UK), with the Netherlands already having programs for people over 40". There is who state senior workers as "older workers (aged 55 and older)" (Sanders, 2010).

3.1.4 Intergenerational Learning

Intergenerational learning can be considered as the reciprocal exchange of knowledge between people of different ages so that they can learn together, and learn from each other and with those who participate in various fields such as culture, environment, sociability, education, etc. (European Network for Intergenerational Learning, 2014).

Intergenerational learning not only serves as way to transfer knowledge but also to foster reciprocal learning across the different generations (European Map of Intergenerational Learning, 2012). According to the EMIL Network (2012), "Intergenerational learning is one way of addressing the significant demographic change we are experiencing across Europe and is as a way of enhancing intergenerational solidarity through intergenerational practice".

There is also a broader meaning of the intergenerational learning that can be interpreted as an intergenerational practice: The aim of intergenerational practice is to bring together people from different generations in purposeful, mutually beneficial activities, which promote greater understanding and respect between generations and contributes to building communities and neighbourhoods where people respect each other and are better connected. Intergenerational practices are inclusive and are built on the positive resources that both the younger and older generations should offer each other and those around them (European Map of Intergenerational Learning, 2012).

CEDEFOP (2012) states that companies should address intergenerational learning at three levels: individual level, group level and at greater collective. The first level concerns the "individual and factors associated with a world-view, personal and work-related values, type of intelligence and different types of motivations". At group level, it is important to structure "interactions between generations in ways that complement the several types of knowledge and relate to how that knowledge is used (i.e. intelligence)". Finally, at the level of the greater collective, it was found that it is important for organisations to "invest in both formal (reward) structures as well as informal ones (a positive learning culture), as the latter is more likely to engage all workers – not just older ones – in lifelong learning".

For the EMIL (2012) the practice of intergenerational learning is an effective way to address several issues mostly related to key government priorities, such as building active communities, promoting citizenship, regenerating neighbourhoods and addressing inequality. The links between intergenerational learning, research and policy are key to the development of intergenerational practice throughout Europe and to the integration of intergenerational learning into relevant policy areas.

Newman and Hatton-Yeo (2008) advocate that "intergenerational learning could arise in any range of contexts in which young people and elderly people come together in a shared activity." Intergenerational learning specifically happens, when:

- at least two non-adjacent generations learn together about each other (ageing issues, experiences, values, aspirations);
- two different generations learn together about the world, people and/or historical and social events relevant to them;
- two different age groups share learning experiences and training activities designed to develop academic knowledge and skills and prepare their social service skills (such as ecological or peace-related).

The same authors (Newman & Hatton-Yeo, 2008) state that intergenerational programs contribute to achieve the objectives of lifelong learning in four ways:

- lay the foundation for a lifelong culture for young and old;
- develop positive attitudes among generations;
- integrate benefits for children, youth and older adults, school and community;

- share learning activities for all age groups, thus, contribute to social inclusion, social cohesion and solidarity.

3.1.5 Active Ageing

According to CEDEFOP (2012), there are 4 dimensions regarding active ageing:

- health and functional capacities (physical, mental and social functional capacities);
- education and competence;
- values, attitudes and motivation;
- work environment, work organisation, work management and leadership.

Studies have shown that it is possible to improve work ability, even in older age, and that improved work ability in ageing workers has considerable value in many aspects, such as:

- better employability;
- better productivity and quality of work;
- higher life quality and better wellbeing;
- as a long-term effect, good retirement ability, meaningful, successful and productive third age (CEDEFOP, 2012).

A similar concept is disclosed by Miralles (2011) "Productive aging is any activity carried out by an older person who produces goods or services, whether paid or not, or develops capacities to produce them".

The World Health Organization (2002) posted that active ageing is the process of optimizing opportunities for health, participation and security to enhance quality of life as people age. It applies to both individuals and population groups. Active ageing allows people to realize their potential for physical, social, and mental well-being throughout the life course and to participate in society, while providing them with adequate protection, security and care when they need.

"The word "active" refers to continuing participation in social, economic, cultural, spiritual and civic affairs, not just the ability to be physically active or to participate in the labour force. Older people who retire from work, ill or live with disabilities can remain active contributors to their families, peers, communities and nations. Active ageing aims to extend healthy life expectancy and quality of life for all people as they age" (World Health Organization, 2002).

"Previous research demonstrates that there are five potential domains for successful aging in the workplace, which include (1) Intellectual Abilities, (2) Personal Security, (3) Positive Relationships, (4) Adaptability, and (5) Occupational Growth. Results suggest that age is positively related to the use of maintenance strategies but is not related to the use of development strategies" (Robson, 2001).

3.1.6 Attraction/ Retention of Talented Employees

In general, organizations appear to deal with retention and recruitment issues regarding older workers in a non-systematic or case-by-case approach since there are no or limited policies and decisions about the (prolonged) employment of older workers appear to be made on blurry grounds (Mulders, Henkens, & Schippers, 2016).

Workplace norms that are considered as valuable for older talented employees are the norms regarding equal treatment of younger and older workers on the labour market (age equality norms) and norms about the appropriate timing of retirement of older workers (retirement age norms). We consider four different recruitment and retention practices regarding older workers: (1) recruitment of older workers from outside the organization before normal retirement age; (2) encouraging retention of older workers until and (3) beyond normal retirement age; and (4) rehiring former employees that retired (Mulders, Henkens, & Schippers, 2016).

Apparently, support for age equality only applies to workers within the range of 'normal working age', which is usually defined from age 20 to 65. Employment of older workers after normal retirement age may be something extraordinary and therefore not be affected by age equality norms. Mulders, Henkens and Schippers (2016) advocates that a cyclical and continuous process of retaining senior talented employees may result in an increased attraction of older workers to the organization, which leads to more older workers in the organization and more active human resources policies to deal with them. Consequently, "this mechanism may be a fruitful endeavour of future research.

The Chartered Institute of Personnel and Development (CIPD) (2015) came across with some policy measures to retain older workers. In addition to promotion of employment, it mentions how to improve older workers' health, qualifications and skills levels. It also takes into consideration the special needs of older workers and discusses issues such as access to flexible working arrangements. Parallel to legislative measures for the gradual increase of the retirement age, 'Initiative 50+' was established bringing together existing and new measures to improve employment opportunities for older people.

To attract and retain older workers, it's needed to examine the organisational factors that can facilitate their integration and participation (Appannah & Biggs, 2015). Retention of employees can be viewed as "the process that involves maintaining the employees' labour competencies by keeping them motivated, emotionally active and encouraged" (Bejarano, 2013).

Sohail et al. (2013) note that "employee retention is an important ongoing process in which the organization retains the employees for the maximum period or until the completion of the project. It is a continuing employment relationship. Today, organizations find out that balance of power which has shifted from the employer to employees. Employees can be retained and satisfied within those organizations which keep on learning that how to keep their employee's satisfaction at highest level".

Apart from this, there is no proper work in the textile industry in the field of human resources management, because top management never realizes the needs and demands of their employees

(Sohail, Muneer, Tanveer, & Tariq, 2011). In developed and emerging countries, attraction and retention of employees are the most desired practice and competence of the high-performance organizations. One example of favourable practices is employee's participation in decision, which has found some positive effects on the performance of employees. Participation in work related matters effects performance more positively rather than in determining the pay practices. To participate in the organization matters is the formal "right" of the employees just like stakeholders. They can influence the decisions of organization like the election of board of directors. This ownership has positive relationship with organizational performance. Social networking among employees is also vital to retain employees because whenever employee left job, the whole relationship between worker and supervisor and among all workers is changed. They also explain that it is the responsibility of senior employees to help new employees to familiarize and socialize with the environment of the organization and make them best fit for the organization. Profit sharing is also a source by which employees are rewarded but this only happens when organizations achieve their profit margins set by themselves (Sohail, Muneer, Tanveer, & Tariq, 2011).

Retention of talent is a relatively recent human resource management strategy to keep employees in the company. Its purpose is to keep within the organization's staff those professionals who are recognized as being superior in terms of performance, potential and talents (Recursos Humanos, 2009). Rodriguez (2009) adds that talent management "is a process that is applied to the growth and conservation of the effort and expectations of the members of that organization for the absolute benefit of the individual and of the company itself".

Labour shortages are expected to vary across occupations and sectors because different occupations and industries have different age profiles (Armstrong-Stassen & Ursel, 2009). Given that occupations requiring longer training times or more experience tend to have an older age structure, the retention of older workers in management and various professional occupations will be especially challenging due to the overrepresentation of older workers in these occupations. Organizations that engage in training and development practices targeting older managerial and professional employees will be more successful in retaining these employees than organizations that are not engaging in these practices. The investment in training and development opportunities signals to these employees that their organization values their contribution, cares about their well-being, and is committed to them.

However, providing flexible work options may have minor impact on how supportive older managerial and professional employees perceive their organization to be and ultimately on their decision to remain in the organization. Key practices related to the retention of older employees are the provision of continued opportunities to upgrade existing skills and acquire new skills and ensuring older workers have interesting and challenging work assignments. When organizations have these practices in place, older employees perceive their organization values, their continued membership and, in-turn, continue their participation in the organization. Armstrong-Stassen and Ursel (2009) concluded that implementing training and development practices targeting older workers and tailored to their

needs and providing interesting and challenging job assignments are important to perceptions of organizational support and career satisfaction and ultimately to the retention of older workers.

Previously, Armstrong-Stassen (2008) have studied some human resources practices that could demonstrate investment in employees and recognition of their contributions and, consequently, signal the organization's support of and commitment. There is empirical evidence showing that human resources practices enhance employee retention. This resulted in the identification of 28 human resources practices reflecting seven human resource strategies: (1) flexible work options; (2) job design; (3) training for mature employees; (4) training for managers of mature employees; (5) performance evaluation, (6) compensation; (7) recognition and respect. The author also mentions that individuals aged 50 and over, rated their need for recognition as their most important work value and recognition was a significant predictor of performance, commitment and job satisfaction.

Empirical evidence shows that mature workers do not have the same access to training and development opportunities as younger workers. The literature also suggests that mature workers are far less likely to participate in training and development activities than younger workers. The final research question concerned the reasons why organizations are not engaging in human resources practices geared towards mature employees. Over three-quarters of the mature workers indicated the most likely reason was that this was not a priority for organizations. Slightly more than half of the human resource executives indicated the main reason their organization was not engaging in human resource practices was the lack of employee interest in, and demand for, such practices. Just under half indicated that this was not a priority for their organization. Armstrong-Stassen (2008) also mentions that one of the key reasons that employers are not doing more to retain mature workers is that employers do not understand how to do so effectively. His findings suggest that the first step will be to convince employers that mature workers are indeed interested in having human resources practices tailored to their needs and desires.

An organisation may have a value proposition that meets the needs for one or two generations, but this may result in difficulties retaining other employees. Penna and CIPD (2008) found numerous employers who have reported that they are struggling to attract and retain certain generational groups while turnover was very low in other groups. The later author also observed that those employees who left their organizations for more pay, when asked to tell the reasons why they quit, they rate pay at fifth or sixth place in their priorities. The leading reasons are culture, recognition, environment, policies of the organization and the relationship with company and co-workers. They concluded that career path is the most valuable factor.

The experiences of individual companies show that: a) recruiting older workers means that the organisation gains extra experience and skills; b) organisations benefit from cost containment when investing in skills and health promotion for an ageing work force; c) retaining older workers avoids the expensive loss of skills and may increase market share; d) intergenerational solidarity and work motivation can be increased by capitalising on age diversity (European Foundation for the Improvement of Living and Working Conditions, 2006).

The attraction and the selection of people activates the cycle of development of the organizational knowledge, since they look for professionals qualified to realize the objectives of the organisation. They are important tools and look for professionals that add decisive conditions to the organization. Integrated with the organization's strategy, they enable change and renewal, seeking professionals with this potential (Limongi-França & Arellano, 2002).

3.1.7 Retention/ Transfer of Knowledge

Sinha, et al., (2016) describes transfer of knowledge as a process by which knowledge, ideas and experience move from the source of knowledge to the recipient of that knowledge. This potential loss of knowledge, experiences and skills may result from employee retirements.

For Marosi (2013), knowledge transference refers to the act of sharing, learning new knowledge and experiences within a company (and between companies).

One of the expected effects of the demographic aging is the knowledge crash and the high propensity of massive loss of strategic and even essential knowledge for private, public and international organizations, as well as for social groups (Ermine, 2010).

According to Orejuela (2006) knowledge transfer is the "process by which knowledge owned by a person, group or issuing entity is communicated to another person, group or receiving entity that has a common base or similar knowledge".

3.1.8 Prolonging Work Life/ Preparing Retirement

Employees will need more help on understanding their choices and employers will increasingly offer services to help them make these decisions, at the same time they will need to review their own workforce planning agenda, succession planning and their approach to the employment life cycle (Andersen, 2015). The author also states that companies can gain a competitive advantage by saving and planning the retirement altogether with employees regardless age. “It is worrying that only 25% of companies give significant support for planning for retirement to their staff”.

Sohail et al (2011) indicated that career development plans for the employees play a vital role in the retention of employees. Providing these career development opportunities restrict employees from leaving the organization and increases loyalty. In addition to prepare and develop plans to get the best talent, organisations should follow successful examples on this matter to avoid future deficit of the required competent employees, author argues.

"Retirement planning includes identifying sources of income, estimating expenses, implementing a savings program and managing assets" (Martínez, Kaplan, & Carreras, 2010).

3.1.9 Findings on Key Concepts

In terms of age-friendly and intergenerational learning, the scope is widely common and the concepts are at mature stage. Therefore, the definition of "age-friendly" that the project Sparkling Grey will use is "a workplace that emphasizes mutual respect and inclusion at work and provides comprehensive support for employees of all ages by utilizing a combination of policies, procedures, settings, and/or structures to remove the barriers that segregate by age groups and to encourage participation of all employees regardless of their age".

The same goes for the term "active ageing" where the WHO (2002) defines it as the process of optimizing opportunities for health, participation and security to enhance quality of life as people age. It applies to both individuals and population groups. Active ageing allows people to realize their potential for physical, social, and mental well-being throughout the life course and to participate in society, while providing them with adequate protection, security and care when they need.

"Intergenerational learning" refers to the exchange of knowledge between at least two different generations on a specific topic. Several intergenerational practices can be realized at community and corporate level and they can contribute to diminish ageless stereotypes and lifelong cultures between generations as well as shared learning activities to increase social inclusion, cohesion and solidarity. For that, partners will assume that a senior worker is at the late-career stage with 45 or more years old, likewise WHO and United Nations.

The process of "knowledge transfer" happens when knowledge, ideas and experiences are shared from the source of knowledge to the recipient source. The knowledge retention will depend on how the knowledge is transferred and on the background of the recipient. The recipient has retained a certain knowledge when it can easily recall or apply that knowledge in accurate situations.

"Prolonging work life" concerns to taking actions and initiatives towards updating skills, knowledge and competences to match work related tasks and responsibilities. It is also underpinned to health and social activities that contribute for workers engage on society daily.

Sparkling Grey will assume "Senior workers" as workers aged more than 45 years old whom is found to be at the final stage of the career and thus, have mature knowledge of a certain profession, matter or practice.

3.2 Assessment Methods

Age management concepts explored so far allowed partners' team to identify several reasons justifying the implementation of strategies and practices to improve organisational culture and employees' attitudes towards a friendly work environment. But how these strategies or workplace age friendliness can be measure or tracked, it's the key question within this section.

This section has the purpose to identify and characterize **examples assessment methods** used in-company to measure organizational realities (it does not have to be directly related to the Sparkling Grey topics).

The following table summarises the assessment methods collected during the literature review made on the desk research phase. To access to the full list of assessment methods, please refer to the Annex 2.

Table 2 - Summary of the Assessment Methods Collected from the Literature Review

Summary of the Assessment Methods Collected from the Literature Review	
Total Assessment Methods	15
Very Relevant Assessment Methods	6
Relevant Assessment Methods	3
Not Relevant Assessment Methods	6

Looking at a glance, there are assessment methods available in the literature and assessment methods related to the project's underpinned topics: age-friendly; age management; intergenerational management; senior workers; knowledge transfer; human talent management and training. However, none of the listed assessment method covers all the age management related subjects and are mostly addressed for employees (as target-groups).

Regarding the very relevant assessment methods, one is related to age-friendly work environment scale where the items are discriminated by six different age-friendly dimensions:

A. Engagement Scale;
B. Overall Job Satisfaction Scale;
C. Job Stress Scale;
D. Turnover Intentions Scale;
E. Age-Friendly Work Environment Scale Theorized Dimensions and Corresponding Items;
F. Demographic and Work Variables.

One of the selected methods aims at assessing the cultural change of organisations towards an effective age management strategy which is based on a checklist to evaluate an organisation's performance on this level. The checklist is divided in five sections and once completed, based on the answers given in each section, recommendations are provided automatically. This is an efficient way to provide feedback when assessing any of the age management dimensions.

Additionally, there is an interesting methodology raised by one of the identified assessment methods, namely human resources management. The method allows to spot the internal strengths and weaknesses of the organization and determines the areas that should be improved of the human talent area.

To conclude, there is the need of an effective assessment tool that not only would diagnose all the age management dimensions by engaging all the interested parties in the process but also would provide practical ways to shift the observed behaviour.

3.3 Education and training programs

The purpose of this section is to identify and characterize relevant education or training programs focused on the key-concepts of the project (simple HR programmes are not to be included). Education and training programmes are relevant to open mindsets and develop the necessary set of skills regarding age management shift processes. The partnership has investigated education and training programmes that could address any of the project's focused concepts.

The following table summarises the specificities of all training and education programs collected under the desk research activity and listed on Annex 3. The variables range from the duration, target groups, method applied and related topic. In total, it was identified 20 training and education programs.

Table 3 - Summary of the Education and Training Programs from the Literature Review

Total Education and Training Programs	**20**
Duration 1 day	5
Duration 3 days	3
Duration 1 month	0
Duration 1 year	4
Duration 2 years	1
Targeting Employers	10
Targeting Employees	6
Targeting HR staff	6
Targeting Other	10
Based on E-learning as Method	4
Based on Face-to-face as Method	13
Based on Blended as Method	3
Main topic related to Age-friendly	1
Main topic related to multi-generational	3
Main topic related to Senior Workers	2
Main topic related to Intergenerational Learning	3

Total Education and Training Programs	20
Main topic related to Active Ageing	3
Main topic related to Attraction/ retention of talented employees	1
Main topic related to Retention/ transfer of knowledge	2
Main topic related to Prolonging work life/ preparing for retirement	3

The list includes twenty different programmes. From these, six of them are aimed at fostering intergenerational learning and ways to deal with a multigenerational workforce. The topics less concerned under the programmes were how to retain talented employees, how to address an effective transfer of knowledge between employees and how to provide support on retirement. Only one education and training program was targeting age friendliness work environments in general.

The most used methodology to deliver education and training programmes is face-to-face, whether by meeting, conference or workshop. Only a few, three to be precise, were using a blended learning methodology.

Most of the education and training programmes targets individuals from the top management level with a strong leadership role in its job description i.e. business owners, managers and employers in general. At the same time, the overall public interested in the topic, mostly for those aged between 45 and 65 years old are also on the spotlight. Additionally, employees and human resources staff are in last place of attention.

The duration of the different training initiatives was similar among the education and training programmes, so it isn't possible to conclude for any tendency. Specifically, there were four educational initiatives with the duration up to one day (from two hours to eight hours) whilst other four were of very long duration, up to one year. The least common length for an education or training programme is with one-month duration, where any programme wasn't identified.

All the relevant intervenient for a transition of an age-friendly and sustainable work environment need to know how to do it. For that, building a comprehensive training adjusted to the recipients comes to a sense.

3.4 Exercises, tips, methods or tools

The present part of the literature review is for identification and characterization of exercises, tips, methods or tools fostering inter-generational learning and knowledge transference.

From the literature review the consortium has gathered fifty-eight different exercises, tips, methods and tools related to the project objectives and aims. Please refer to Annex 4 to get the full description of each resource. It was analysed based on typology, related topic and target group.

Table 4 - Summary of the Exercises, Tips, Methods and Tools from the Literature Review

Total Exercises, Tips, Methods, Tools	58
Total Exercises	11
Total Tips	23
Total Methods	11
Total Tools	13
Main topic related to Age-friendly	18
Main topic related to Multi-generational	9
Main topic related to Senior Workers	16
Main topic related to Intergenerational Learning	8
Main topic related to Active Ageing	14
Main topic related to Attraction/ retention of talented employees	15
Main topic related to Retention/ transfer of knowledge	14
Main topic related to Prolonging work life/ preparing retirement	17
Targeting Employers	33
Targeting Employees	24
Targeting HR staff	30

From a large distance, tips were the most common type of resources encountered. Tips and recommendations on how companies should address challenges related with a diverse workforce and workplaces. Most of the twenty-three tips resulted from pilots, tests and experiments carried in real work environments. Tools are placed in second with thirteen items and then it comes methods and exercises with eleven each one.

The most addressed topics were related to promote age-friendly organisational culture and how to help senior workers to prolong their work life and thus, retaining them in companies for longer. Practices related to intergenerational learning and multi-generational were less mentioned amongst the list.

Almost every set of recommendations would mention the need of re-skilling silver workers to match the company's needs and save costs in training and recruiting new employees. In terms of tools, they concern mostly to websites, guides, and online surveys to support the organisational culture change for an age-friendly one, to foster multi-generational activities and to implement a formal inter-generational learning system.

From the total exercises, tips, methods and tools, they were target for employers and human resources managers, i.e. for those who deal directly with different generations with power to make a change. The initiatives taken focused on senior workers were below and were related with age-friendly attitudes and career development reviews.

Overall, there is a lack of initiatives to help workers in their late careers to find a new path towards an active ageing as well as to prepare retirement. On the other hand, awareness that an ageing workforce brings also benefits starts to rise and employers are realising the profits that companies can reap from keeping them.

4 Questionnaires

This chapter is part of the field research conducted close with the project's target groups: employers, managers, HR managers, trainers, consultants, guidance professionals and workers, as described in the methodology section. The first approach is a sociodemographic analysis followed by a specific profile analysis for each of the target group. This chapter ends with a comparative analysis with the purpose to summarise and ease read all the information processed throughout the questionnaires.

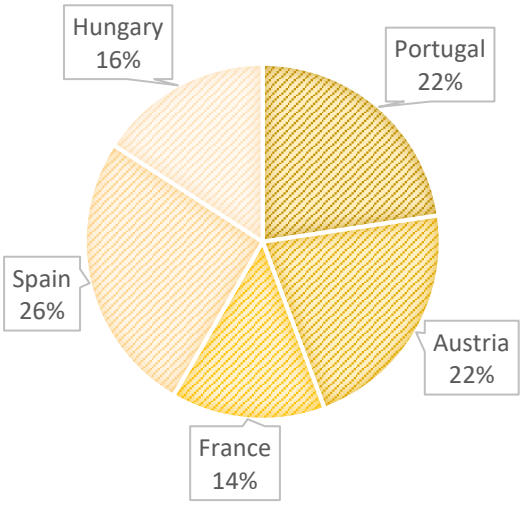
4.1 Sociodemographic Analysis

The sociodemographic analysis comprises a global analysis and a more detailed examination of the demographics of employers, managers, HR managers and workers.

4.1.1 Global Analysis

The global analysis encompasses indicators about the general of the respondents such as country of origin, gender, age, education and profession.

4.1.1.1 Country of Origin



Country of origin indicator aims at assessing from which countries are respondents from. Accordingly, respondents are mostly from Spain that represents slightly more than one quarter of the total of the 221 respondents. Portugal and Austria are represented by 50 and 48 respondents, which corresponds to a share of 22% of each country. Hungary and France present the lowest shares of respondents to the questionnaires, i.e. 14% and 16%, respectively.

Figure 4 – Country of origin of questionnaires respondents

4.1.1.2 Gender

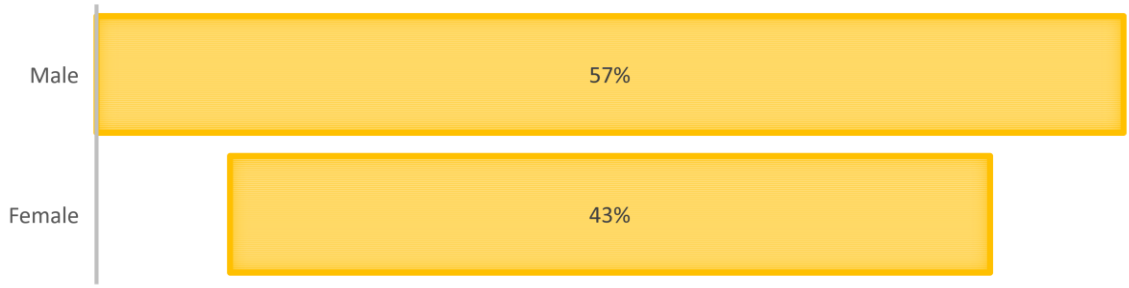
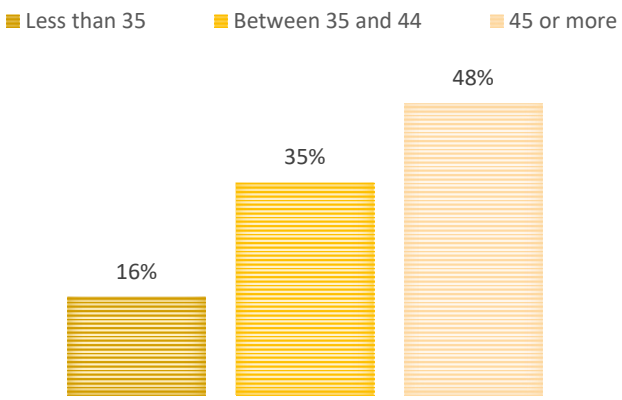


Figure 5 – Gender distribution of questionnaires respondents

The share of the gender indicates that from the total 221 respondents, 43% are female and 57% are male employers, managers, HR managers, trainers, consultants, guidance professionals and workers. The difference of 14% in the gender rates might be linked to the sectors focused in the project – metal and textile sectors. In other words, there are more 34 male respondents than female respondents.

4.1.1.3 Age



The age of respondents' range across 3 different intervals. From the total 221 respondents, 16% have less than 35 years old and 35% of respondents have between 35 and 44 years old. People aged 45 or more years old represents the gross share of the total employers, managers, HR managers, trainers, consultants, guidance professionals and workers.

Figure 6 – Age distribution of questionnaires respondents

4.1.1.4 Education

To what regards the level of education of the total 221 respondents, it's visible that the majority has background from two of the three possible levels. 53% of the respondents have completed the secondary level while 43% have reached higher education. Only 5% of respondents have primary education, which means that 10 persons that answer to the questionnaire have primary qualifications.

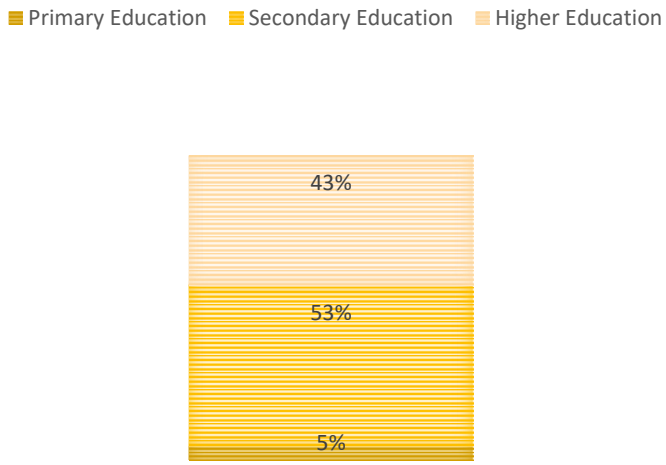


Figure 7 – Level of education of questionnaires respondents

4.1.1.5 Occupation

Figure 8 – Occupation of questionnaires respondents

Occupation of the respondents regards to the target groups of the project, i.e. employers, managers, HR managers, trainers, consultants, guidance professionals and workers from the textile and metal industry. The biggest share concerns to the workers with 38% that corresponds to an absolute number of 85 persons that are workers. In second comes the professions of Director/Manager and Trainer with 14% and 13%, respectively. 10% of the respondents are HR Managers and 8% each are Employers/Owners as well as Guidance Professionals. The professions with lowest observance are Consultant, Line Manager and Other – that range from food industry to e-learning.

4.1.2 Employers, Managers, HR Managers, Workers

A detailed analysis is now breakdown by size, sector, share of senior workers and number of generations in the company where employers, managers, HR managers and workers collaborate with.

4.1.2.1 Size of the Company

Regarding the size of the company where Employers, Managers, HR Managers and Workers work for, there are three main categories: micro, small and medium, and large companies. Therefore, the majority, i.e. 73% of the respondents, work in a small and medium company while the 27% left of respondents work for micro or large companies.

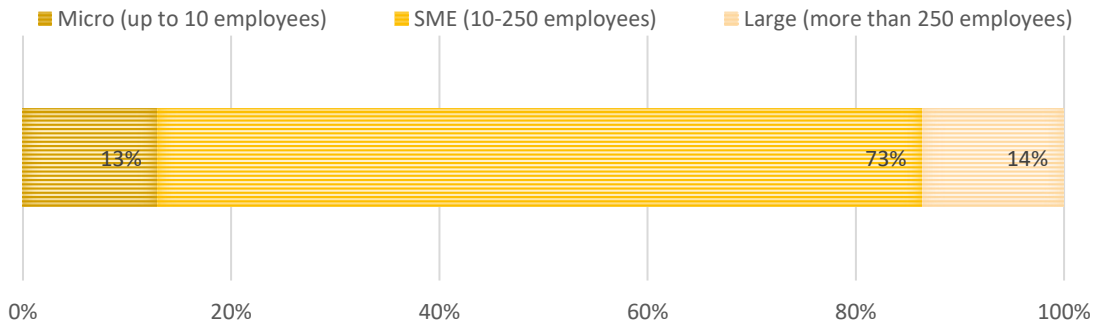
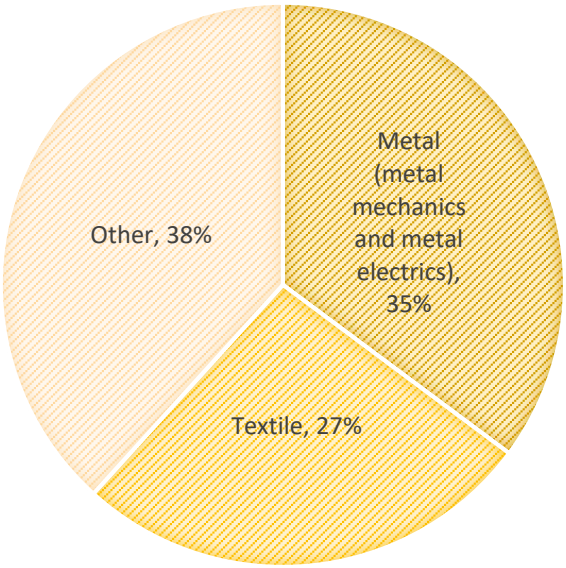


Figure 9 – Size of the company – questionnaire for Employers, Managers, HR Managers, Workers

4.1.2.2 Economic sector



The sector of the companies where Employers, Managers, HR Managers and Workers work differ from metal, to textile or other sectors. In fact, 35% of the respondents work in the metal sector that includes the segments of metal mechanics and metal electrics. The textile sector is represented by 27% of the respondents, which corresponds to 43 persons. The other sector referred concerns mostly the IT sector, that in the end, counts with 38% of the respondents. Worth to mention is the fact that most of the respondents work in sectors that are addressed in the project, i.e. 100 out of 162 respondents.

Figure 10 – Economic sector – questionnaire for Employers, Managers, HR Managers, Workers

4.1.2.3 Share of Seniors in the Company

This indicator aims to assess the weight of the senior workers (aged 45+) in the companies where they work for. It can be observed that from the total respondents that, only 14% affirm that the senior workers (aged 45+) represent most of the workforce in the company. The majority states that senior workers are a minority of the workforce, i.e. state that less than 25% of the total workforce of the company are senior workers. The 41% of respondents left show that senior workers represent around half of the total workforce in the company they work for.

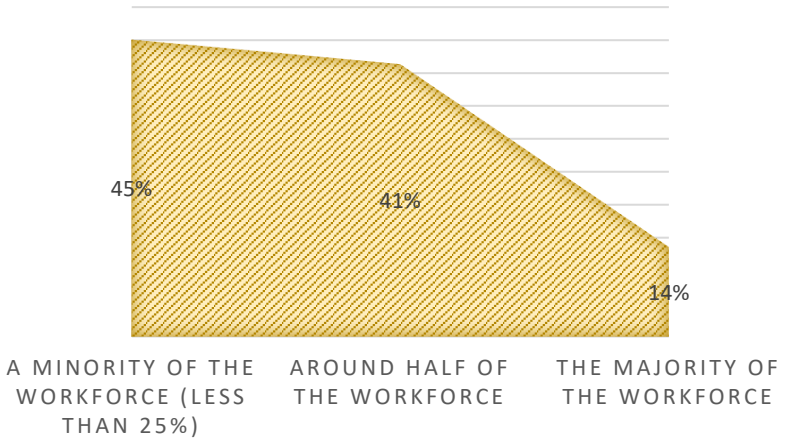


Figure 11 – Share of seniors in the company – questionnaire for Employers, Managers, HR Managers, Workers

4.1.2.4 Number of Generations inside the Company

Employers, Managers, HR Managers and Workers were requested to provide information on the number of generations that are currently working in their company. As a result, there are no big differences between the three possible choices. Specifically, the 36% of the respondents' state that there are more than 2 generations working together while 32% answered that at least 3 generations are working together in their company.

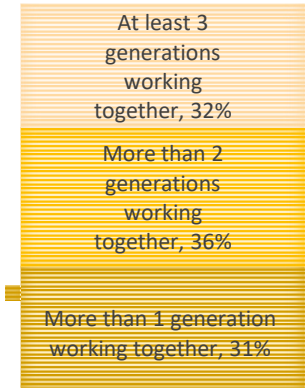


Figure 11 – Number of generations inside the company – questionnaire for Employers, Managers, HR Managers, Workers

4.2 Profile Analysis

The profile analysis will allow to observe how each profile type behaves within the different variables under analysis. There are three different profiles which were involved in the field work: employers; managers; HR managers; trainers; consultants and guidance professionals and workers. Therefore, it will be analysed what the different profiles have perceived as priority and relevant to their companies/companies they work for and it will be assessed what features supporting resources such as tools, guidebooks and training programmes, should be taken into consideration on their perspective. Country deviations, if any, are highlighted.

4.2.1 Employers, Managers, HR Managers

From the total of 221 respondents, 77 are employers, managers or HR managers. From these, 32% are Spanish, 25% are Portuguese, and 17% are Hungarian. Austria and France are represented by 13% each in the total employers, managers and HR managers.

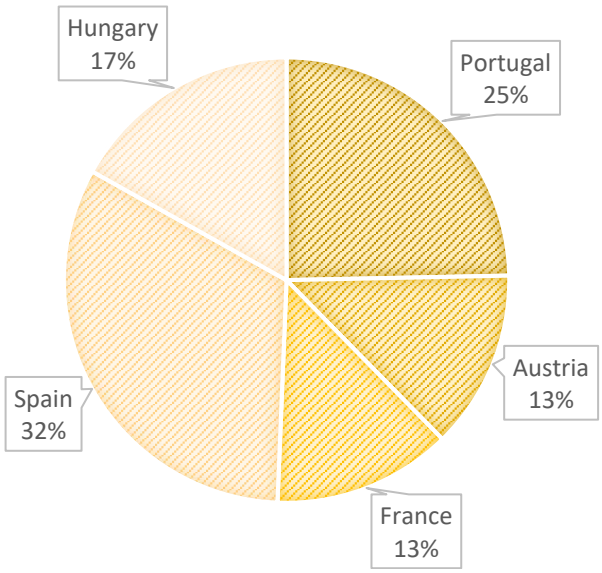


Figure 13 – Total respondents – questionnaire for Employers, Managers, HR Managers

The next subsections will enable to analyse the perspective of employers, managers and HR managers in what regards companies' management policies, practices and procedures, assessment tools, guides, handbooks and toolkits as well as training programmes that are related with the Sparkling Grey main theme – ageing and multi-generational workforce.

4.2.1.1 Priorities of the Companies

This indicator aims at assessing what dimensions regarding senior workers are a priority for employers, managers and HR managers' companies. Four main dimensions were presented: the promotion of a working age-friendly environment; the promotion of an active ageing of the workforce; the promotion of an intergenerational learning environment; the promotion of knowledge retention/transfer inside the company. Respondents were asked to evaluate if these dimensions are, formally or informally, or not, part of their companies' priorities.

The results show differences per dimension and per country. The following figure demonstrates that employers, managers and HR managers of each participant country appointed divergent priorities, mostly from the Austrian respondents regarding the rest of the countries represented. More specifically, 20% of the French employers, managers or HR managers recognise that the promotion of a working age-friendly environment (the first dimension under analysis) is a formal priority embedded in internal policies, practices or procedures. On the other hand, 70% of the same group of respondents from Austria have stated that the promotion of a working age-friendly environment is not a priority for their company. The option with most observed significance relates to the fact that

the promotion of a working age-friendly environment is starting to be a priority for the companies but reflected only on informal initiatives, ranging from 30% (Austria) to 64% (Spain) of respondents.

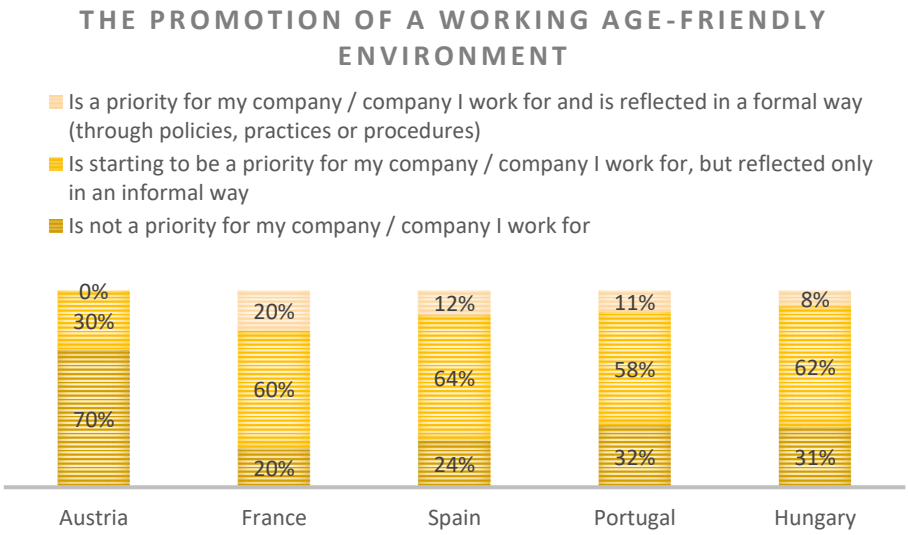


Figure 14 – Priorities of the companies (dimension Promotion of a Working Age-Friendly Environment) – questionnaire for Employers, Managers, HR Managers

The second dimension concerns to the promotion of an active ageing of the workforce and is disclosed in the figure below. Answers to whether the promotion of an active ageing of the workforce is a priority or not differ mostly among French and Hungarian respondents. In other words, 40% of the French employers, managers and HR managers sustain that this dimension is a priority for their companies since it's reflected in formal policies, practices or procedures. In Hungary, none of the respondents stated that the promotion of an active ageing of the workforce is part of formal initiatives of their companies, but 77% - the highest share among participant countries – have mention that is starting to be a priority for employers, managers and HR managers' companies. On the other side, Austrian respondents stated that the promotion of an active ageing of the workforce is clearly not a priority for their companies (40%), while another share of 40% of respondents have dictated that this dimension is part of the formal regulations of their companies.

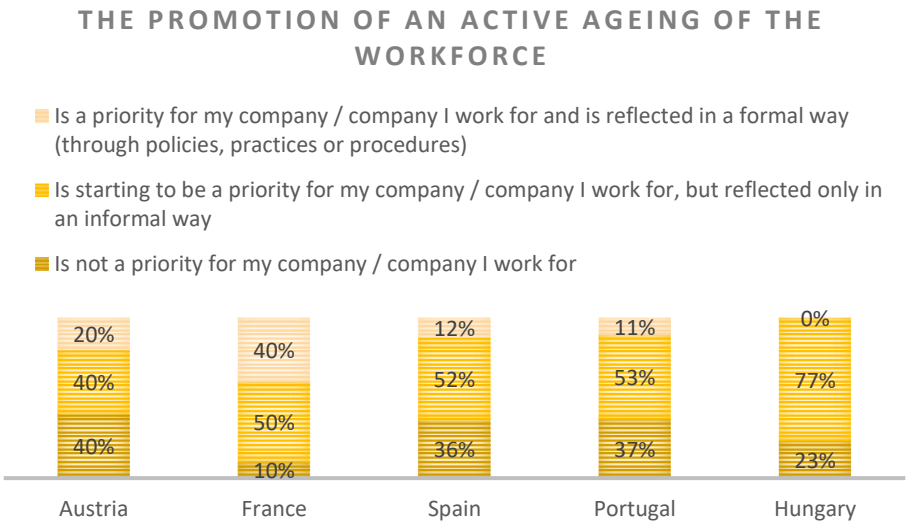


Figure 15 – Priorities of the companies (dimension Promotion of an Active Ageing of the Workforce)– questionnaire for Employers, Managers, HR Managers

To what regards the intergenerational learning, results per country differ from the ones obtained in the previous dimensions. It's clear that in Portugal, 32% of the employers, managers and HR managers are concerned with the promotion of an intergenerational learning environment and have formally expressed through internal policies, practices or procedures. In France, only 20% of respondents stated that is actually a formal priority but another 70% of the French employers, managers and HR managers say that the promotion of intergenerational learning environment is starting to be a priority in their companies since there are already informal initiatives. The countries where the biggest shares of respondents stating that intergenerational learning is not a priority for their company are Hungary and Austria with 31% and 30%, respectively. It can be however said that generally, companies from Austria, France, Spain, Portugal and Hungary are starting to promote intergenerational learning work environments.

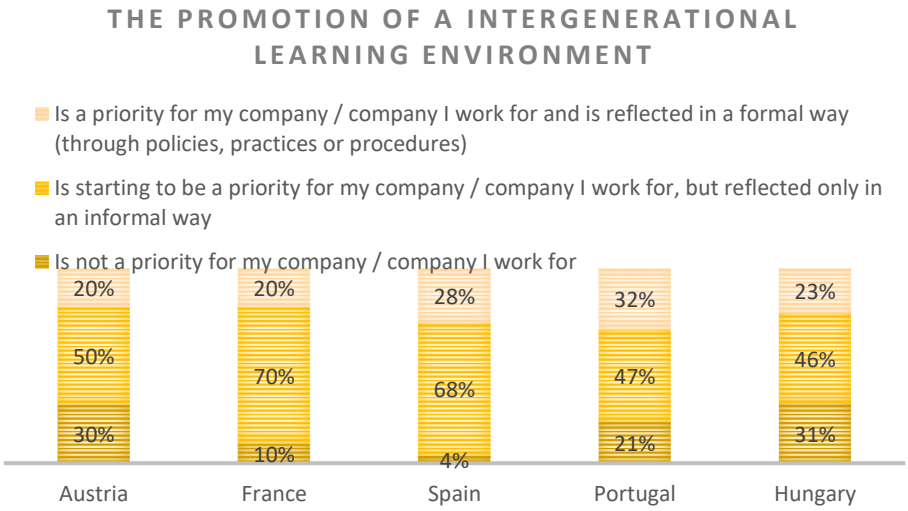


Figure 16 – Priorities of the companies (dimension Promotion of a Intergenerational Learning Environment) – questionnaire for Employers, Managers, HR Managers

The fourth dimension considered to perceive companies' priorities is related with knowledge retention/transfer. In France, Spain and Hungary, none of the respondents stated that the promotion of knowledge retention/transfer is not included in the companies' priorities and in Portugal only 5% answered such option. On the other hand, the Austrian employers, manager and HR manager have a different opinion since 30% of them mention that the knowledge retention/transfer is not currently a priority and other 30% of respondents say that is starting to be a priority even though reflected only in informal policies, practices and procedures. In all countries, except in Austria, respondents stating that this dimension is starting to be an informal priority ranges from 58% (Portugal) to 64% (Spain). The answers related to the promotion of knowledge retention/transfer inside the companies as a formal priority converge across all participant countries with a minimum and maximum share of 30% (Austria) and 40% (France), respectively.

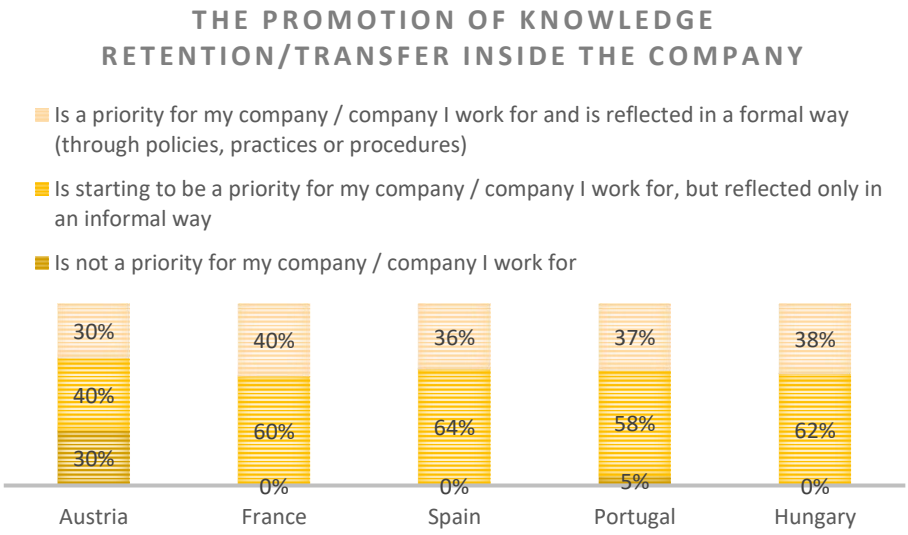


Figure 17 – Priorities of the companies (dimension Promotion of Knowledge Retention / Transfer Inside the Company)– questionnaire for Employers, Managers, HR Managers

To conclude the analysis of this indicator, it can be said that in Austria the promotion of a working age-friendly environment is not a priority while the inverse happens when considering the promotion of an intergenerational learning work environment. In France, the four dimensions are generally starting to be a priority for companies, mostly the promotion of an active ageing of the workforce likewise the promotion of knowledge retention/transfer inside the companies since they are strongly reflected in formal policies, practices or procedures. The employers, managers and HR managers from Spain strongly state that the promotion of an intergenerational learning environment and the promotion of knowledge retention/transfer are formal priorities for their companies/companies they work for. Portugal follow the trend in terms of companies' priorities while the promotion of an active ageing of the workforce is the most considered as not included in these priorities. It's clear for Hungarian employers, managers and HR managers that the knowledge retention/transfer is a concern that is being formally addressed while none of them have stated that the promotion of an active ageing of the workforce is part of the companies' priorities.

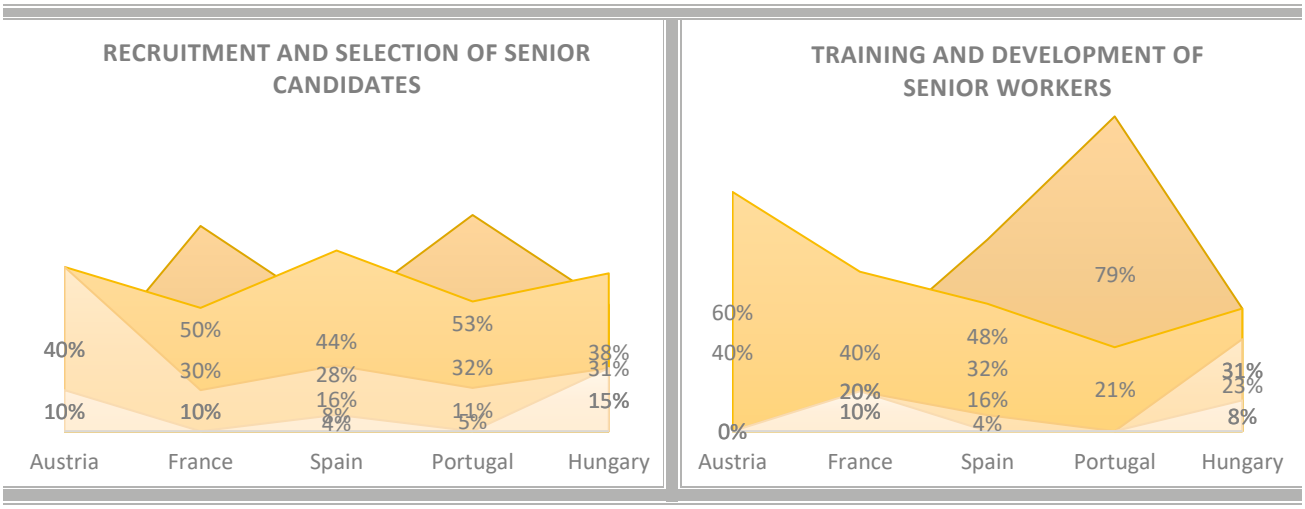
Figure 18 – Priorities of the companies (country comparison) – questionnaire for Employers, Managers, HR Managers

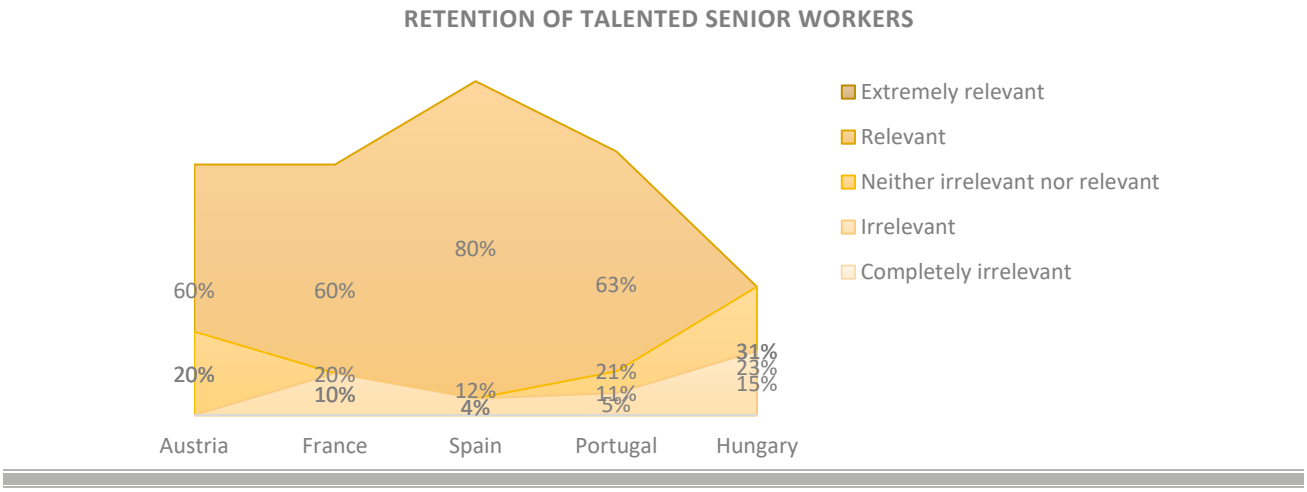
Concomitantly, the promotion of knowledge retention/transfer inside the companies is the most appointed priority by employers, managers and HR managers while the dimension considered as less priority is the promotion of a working age-friendly environment.

4.2.1.2 Management policies, practices and procedures

Relevance of age-friendly policies, practices and procedures

Employers, managers and HR managers were requested to rate if such policies, practices and procedures would be extremely relevant or completely irrelevant for their companies/companies they work for. It was presented a total of seven management strategies and the respective results are summarised in the following figures.





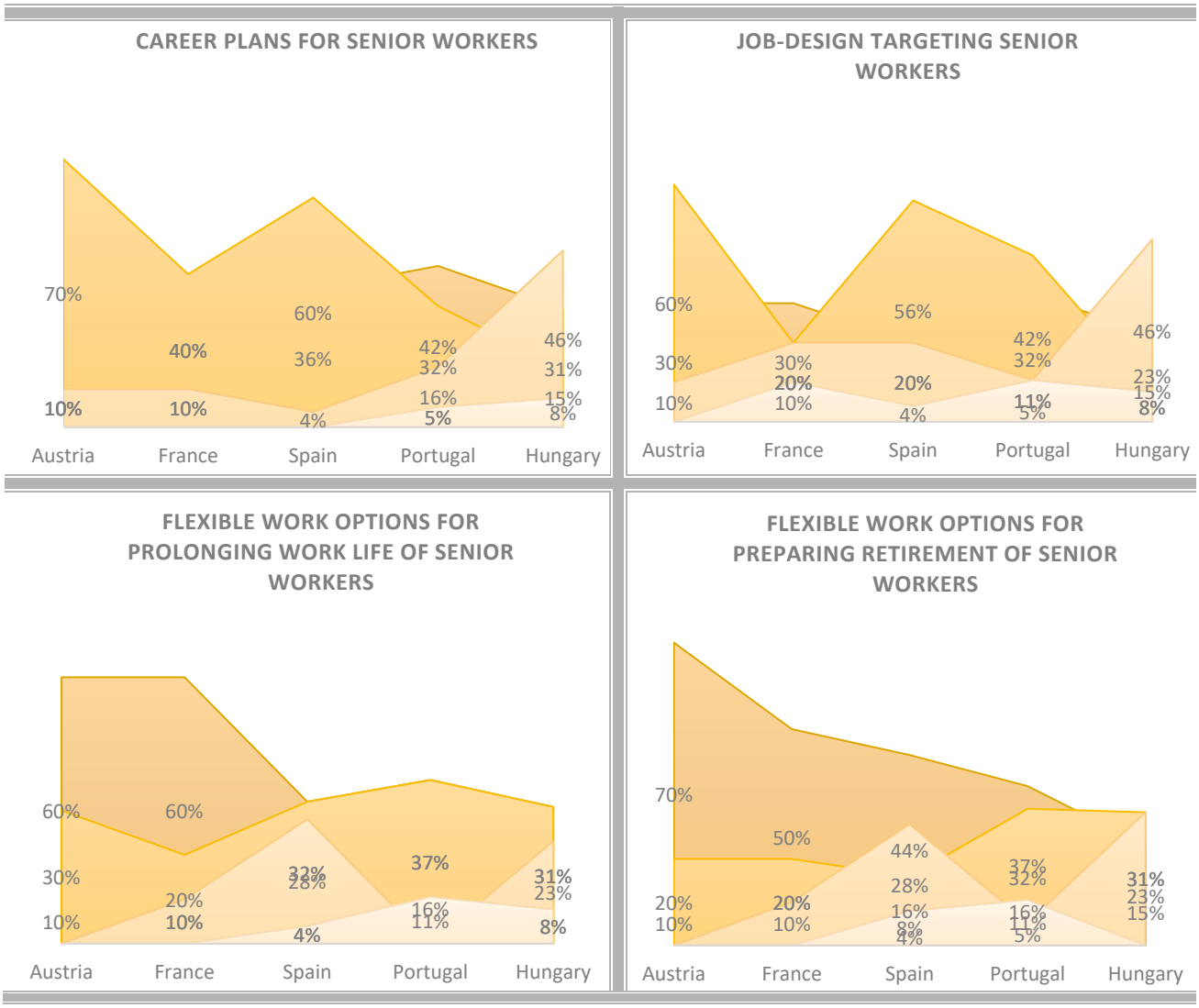


Figure 19 – Relevance of age-friendly policies, practices and procedures – questionnaire for Employers, Managers, HR Managers

The recruitment and selection of senior candidates is relevant in Portugal and France but doesn't seem to be too much relevant in Austria. This strategy is considered neither relevant nor irrelevant by Hungarian, Spanish and Austrian employers, managers and HR managers. Training and development of senior workers is considered relevant for Portuguese and Spanish respondents but indifferent for Austria and France. The opinion of Hungarian employers, managers and HR managers ranges between relevant to neither relevant nor irrelevant.

To what regards to the retention of talented senior workers it seems that is relevant for all participant countries, mostly for Spain. In Hungary, this strategy is between relevant and neutral intervals, so conclusions cannot arise properly. However, this strategy has the highest share of extremely relevant choices across all participant countries.

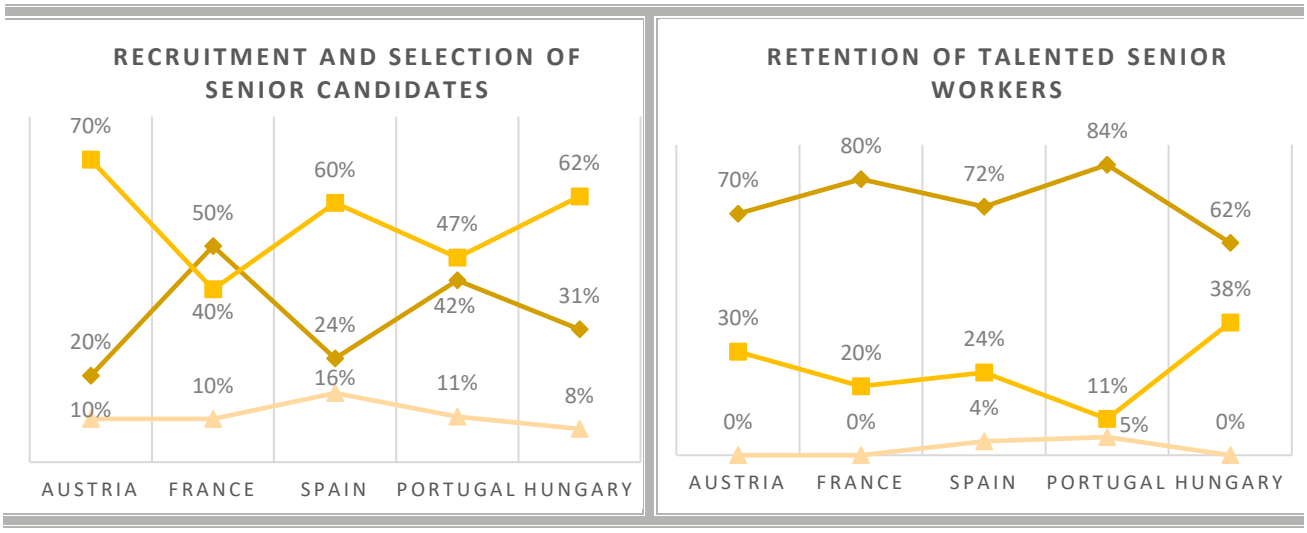
The other two strategies – career plans and job-design targeting senior workers – are those where higher differences between participant countries are noticed. For Portuguese respondents, career plans for senior workers should be included in the companies' management strategies. For Austrian, Spanish and French is neither relevant nor irrelevant to companies have career plans for senior workers. On the other hand, it's clear that in Hungary career plans are not relevant from the perspective of employers, managers and HR managers. Concerning the job-design specifically for senior workers, France is the country that points it as relevant while Austria, Portugal and Spain take a neutral position on this matter. For Hungary, it seems that job-design targeting senior workers is irrelevant or even completely irrelevant. This strategy has gathered the most share of completely irrelevant opinions across all countries.

The Austrian and French employers, managers and HR managers state that is relevant to include flexible options for prolonging work life of senior workers in companies' internal policies, practices and procedures. In Spain, this strategy is perceived differently, i.e. between relevant, neither relevant nor irrelevant to irrelevant. However, in Portugal and Hungary, there are those who consider flexible options to prolong the work life of senior workers as relevant and there are others who state it is indifferent.

The seventh strategy follows a different path since its considered as relevant in Austria, France, Spain and Portugal while in Hungary the flexible work options for preparing retirement of senior workers is mostly considered as neither relevant nor irrelevant.

Management strategies currently addressing age-friendly areas

Employers, managers and HR managers were requested to state until which extent management strategies addressing age-friendly areas are being addressed by their companies/companies they work for. Answers range from Yes (gold) to No (yellow) and also Don't know/I do not want to answer (beige).



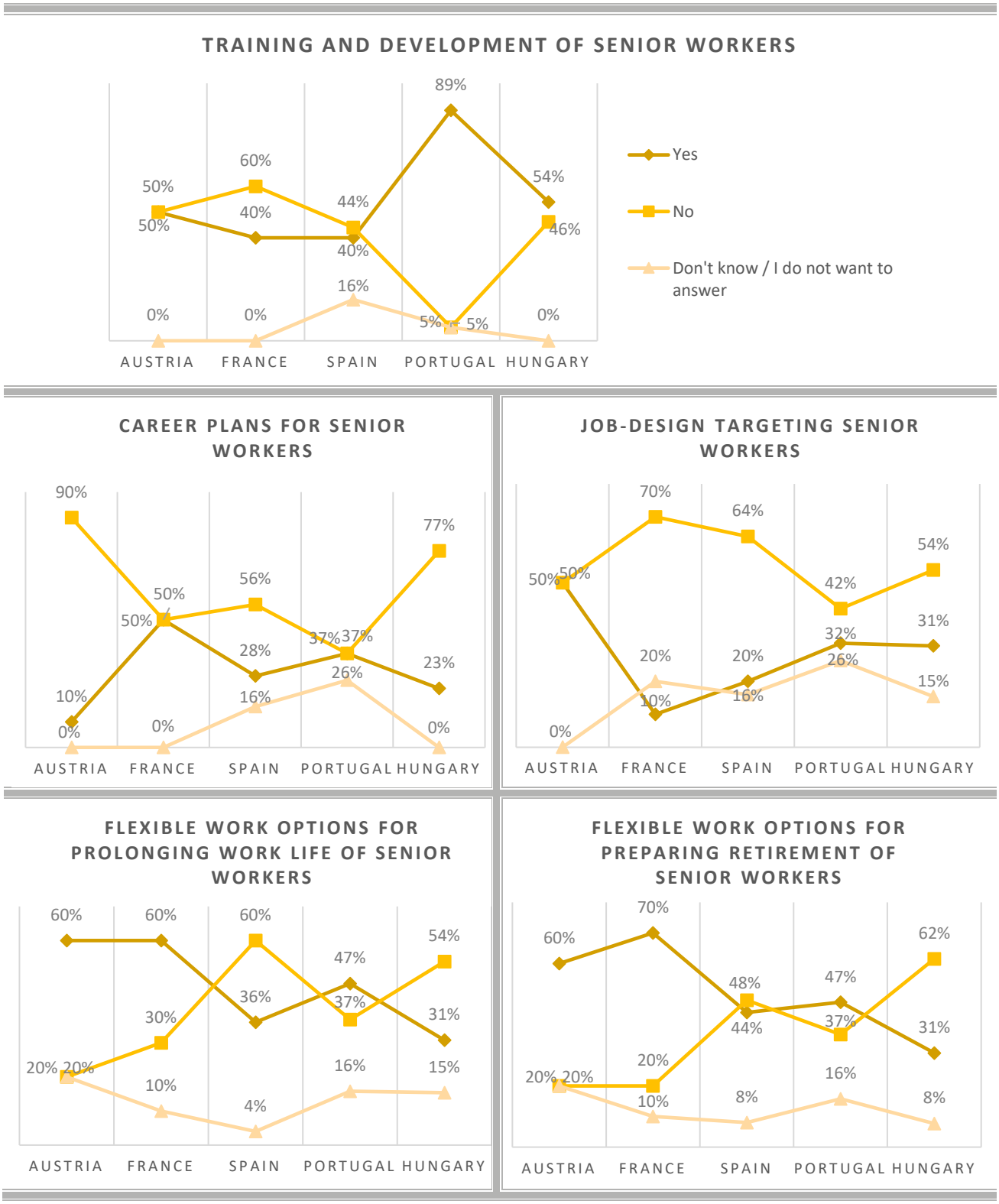


Figure 20 – Management strategies currently addressing age-friendly areas – questionnaire for Employers, Managers, HR Managers

From the previous figures, it can be observed that each country respondents presents different perspectives depending on the age-friendly strategy purposed. In terms of recruitment and selection of senior candidates, France is the only country where more employers, managers and HR managers

affirm that their companies are currently addressing it, while in the other countries majority of the respondents have the opposite opinion. Retention of senior workers gathers the most convergent perspective across respondents of all participant countries since in all of them, employers, managers and HR managers indicate – from a large distance – that companies are addressing this strategy. Only in Spain and Portugal some respondents stated that didn't know or didn't wanted to answer – 4% and 5%, respectively.

In Portugal, it's clear that training and development of senior workers is a strategy that companies have included in their policies, practices and procedures. Hungarian, Spanish and Austrian employers, managers and HR managers, haven't a clear perception as their opinion is balanced between Yes or No with minor differences (8% - Hungary; 4% -Spain), which means that there are companies who already include training initiatives for senior workers while other companies don't. France was the only country where No took an advantage over Yes with a 20% difference, showing that French companies do not prioritize this strategic option.

Policies, practices and procedures of companies doesn't seem to address career plans in their age-friendly management areas since respondents have indicated No at a substantial extent over the Yes (especially in Austria, Hungary and Spain). For France and Portugal, positive and negative views are in similar levels, i.e. 50%-50% and 37%-37%, respectively. The strategy job-design targeting senior workers seems to follow the trend of the previous one, since only Austrian employers, managers and HR manager have a balanced opinion whether this strategy is being or nor addressed by their companies/companies they work for. In the rest of the participant countries, with higher share in France, companies' policies, practices and procedures are not including job features specifically for senior workers.

Flexible work options for prolonging work life of senior workers is a strategy included in policies, practices and procedures of Austrian and French (60%) and in Portuguese (47%) companies. On the other hand, 60% of Spanish employers, managers and HR managers state that this strategy is not being addressed by their companies/companies they work for. The same goes for Hungary, but at lesser extent – 54%. A similar trend occurs on the flexible work options for preparing retirement of senior workers. In France, the share of positive answers increased 10% compared to the previous strategy while in Austria, it's observed the same behaviour. In Spain, the gap between Yes and No have diminished from 24% in the previous indicator to 4% difference, which means that some Spanish companies include in their internal work packages, flexible options to prepare retirement of senior workers while others don't.

4.2.1.3 Assessment Tools

Awareness level

Employers, managers and HR managers were asked to rate their level of awareness of existing assessment tools regarding four main dimensions. The levels of awareness range from crossing it with the level of interest on using such tools.

The following figure shows that in all participant countries, most employers, managers and HR managers aren't aware of assessment tools related with working age-friendly environment even though they are interest in using them. This level of interest ranges from 38% (Hungary) to 68% (Portugal). On the other hand, those who most know these kind of tools, despite of not using them, are concentrated on France (40%), Hungary (31%) and Austria (20%).

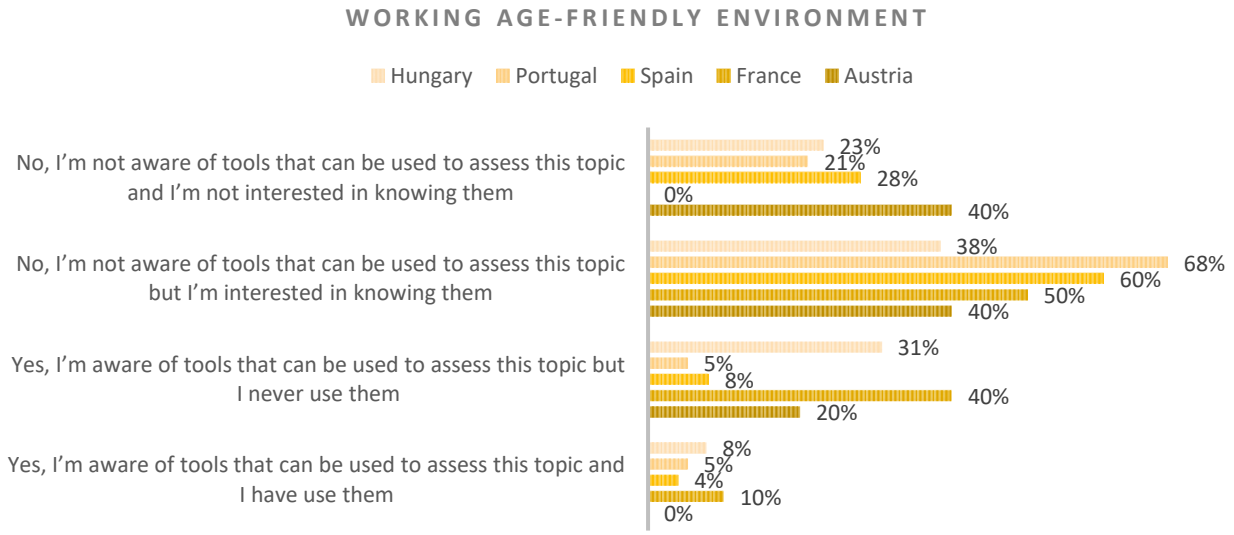


Figure 21 – Awareness level of working age-friendly environment assessment tools – questionnaire for Employers, Managers, HR Managers

Assessment tools for active ageing of the workforce are not known by a large proportion of the respondents despite the fact that they show interest in using them (except for France, were 60% of employers, managers and HR managers are aware of the existence of such tools but never have used them, and at the same time, 20% of these respondents have already used them). Within the category of no awareness but positive interest on using tools to assess the level of active ageing of the workforce, Portugal presents a share of 5% comparing with the 20% of Spain and Austria and with the 23% of Hungary. On the other hand, none of the Hungarian, Spanish or Austrian respondents are aware and have already used assessment tools for this dimension while in Portugal shows 5% of the respondents are aware and have used such type of assessment tools.

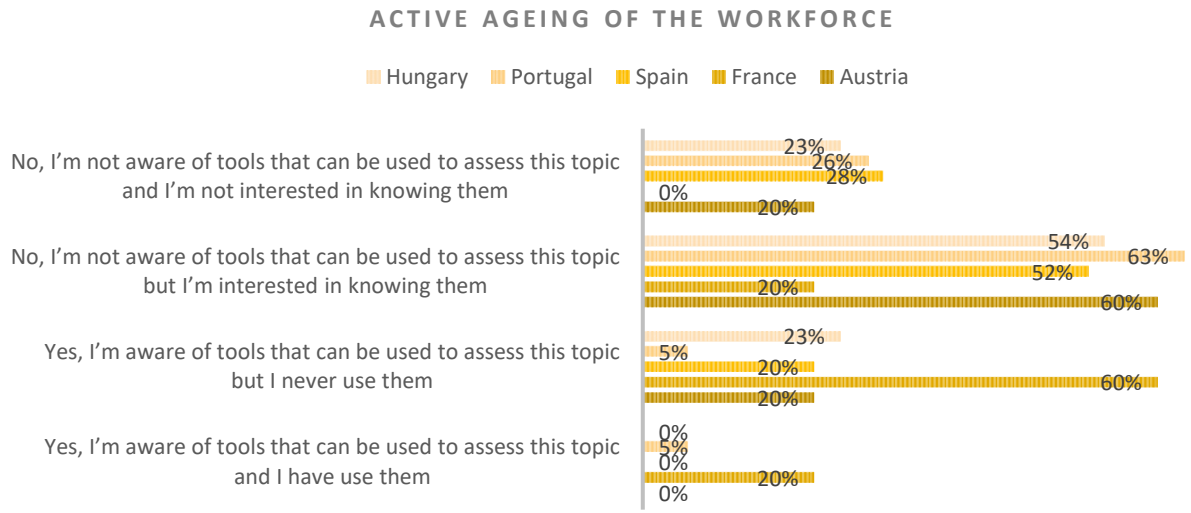


Figure 22 – Awareness level of active ageing of the workforce assessment tools – questionnaire for Employers, Managers, HR Managers

Assessment tools for intergenerational learning environment are not acknowledged by employers, managers and HR managers since in all participant countries, except France, at least 50% of the respondents have stated that they aren't aware of such tools (but are however, interested in knowing them). France follows an alternative trend as employers, managers and HR managers are aware (80%) of the existence of tools that can assess intergenerational learning but they never have used them. In fact, the rest of the 20% of the French respondents have considered to be aware of these assessment tools and they already have used them. Portugal gathers the highest share (26%) of employers, managers and HR managers that not only aren't aware of assessment tools for intergenerational learning environment but also aren't interested in knowing them.

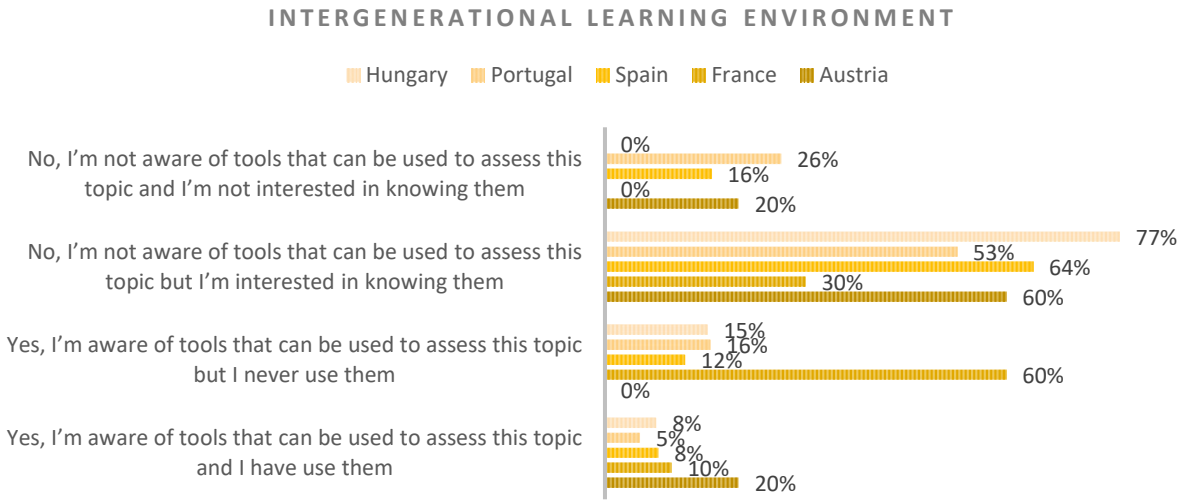


Figure 23 – Awareness level of intergenerational learning environment assessment tools – questionnaire for Employers, Managers, HR Managers

Regarding assessment tools for knowledge retention/transfer, it's visible that French employers, managers and HR managers are well positioned since all are aware of this type of tools, even though only 20% of them have used it. Spain gathers 60% of its employers, managers and HR managers which are not aware of such tools to assess knowledge retention/transfer but they are interested in knowing them (followed by Hungary (54%), Portugal (53%) and Austria (50%)). Hungarian and Austrian employers, managers and HR managers, (23% and 20%, respectively), are aware of such assessment tools and have used them. Portugal concentrates 26% of its respondents in the category of no awareness and no interest of knowing tools to assess knowledge retention/transfer.

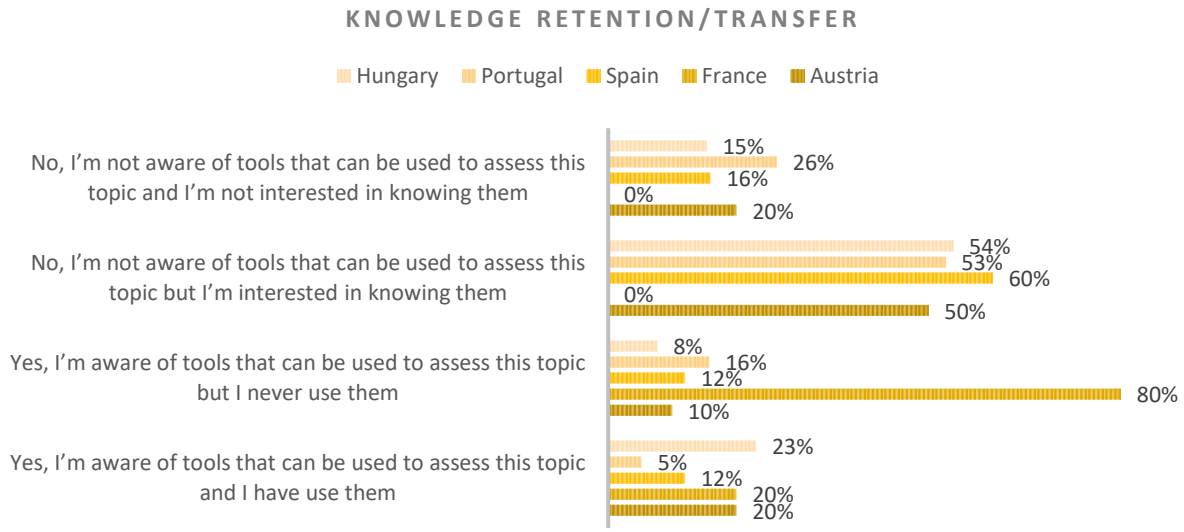
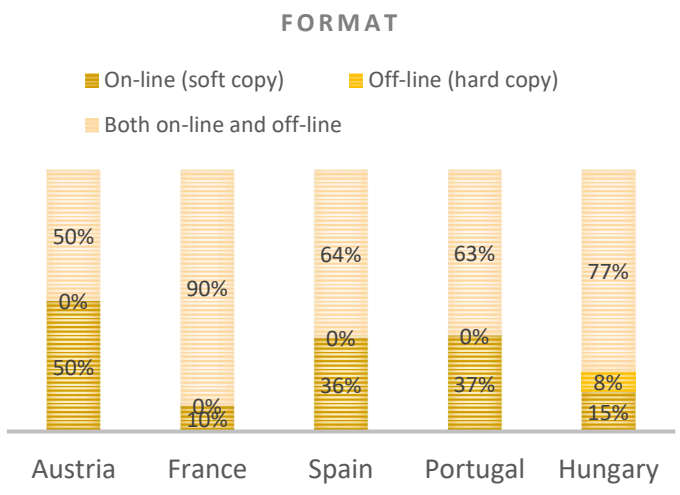


Figure 24 – Awareness level of knowledge retention/transfer assessment tools – questionnaire for Employers, Managers, HR Managers

Recommended features for future assessment tools



Employers, managers and HR managers seem to prefer assessment tools that are available both online and offline, which means that tools only offline would not be useful. This is corroborated by the null answers across participant countries except for Hungary where 8% answered to prefer offline assessment tools. France is the country that mostly agreed on the both formats – 90%. In Austria, employers, managers and HR managers are divided between online assessment tools or both online and offline, but clearly are not in favour of using only offline tools.

Figure 25 – Recommended format for future assessment tools – questionnaire for Employers, Managers, HR Managers

Most of the respondents have opted for assessment tools of short/focus duration (between 10 and 30 minutes). Worth to mention is the fact that none of these respondents have chosen an assessment tool longer than one hour. It's clear that an assessment tool should not surpass the time span of 30 minutes, indicating that employers, managers and HR managers have preference for short and focused assessment tools.

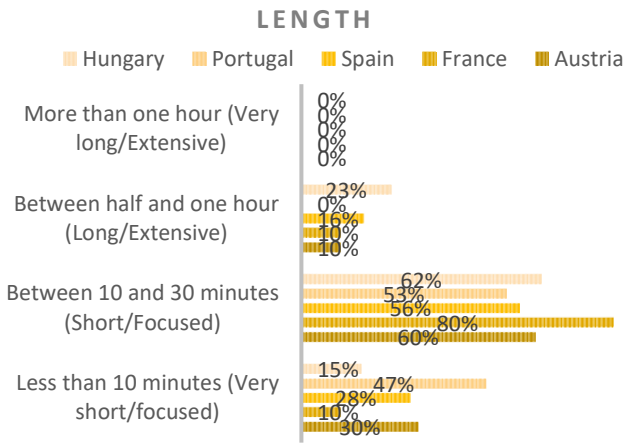


Figure 26 – Recommended length of future assessment tools – questionnaire for Employers, Managers, HR Managers

So far, respondents have preferred short and focused assessment tools that are available both online and offline. Overall, the most appointed groups to involve in the assessment tools are workers, line managers and HR managers. In Austria, all respondents have agreed to involve line managers. In France, in addition to line managers, all respondents have opted to include HR managers as well as target group of the assessment tools. In Spain, Portugal and Hungary, most of the employers, managers and HR managers have appointed workers as the most relevant target groups. There is a smaller share of respondents that indicates that clients and suppliers should also be involved in the assessment tools) mostly for Portugal – 37%).

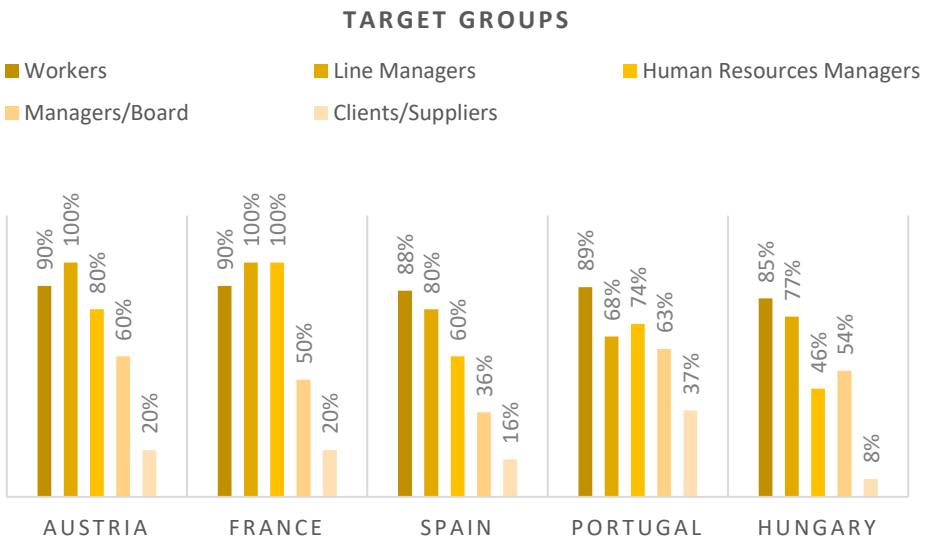


Figure 27 – Target-groups of future assessment tools – questionnaire for Employers, Managers, HR Managers

Regarding the topics that assessment tools should cover, retention of talented senior workers seems to be the highest ranked across participant countries (90% in Austria and France, 88% in Spain, 85%

in Hungary and 79% in Portugal). The analysis per country shows that Austrian employers, managers and HR managers would also like to be seen in the assessment tools topics such as job-design targeting senior workers and flexible options for prolonging work life of senior workers (70% of respondents in both). On the other hand, France indicates that recruitment and selection of senior candidates and job-design targeting senior workers are topics to be assessed (80% of the respondents in both). Spain, aside of the retention of talented senior workers, have also considered by a great share of respondents that multigenerational working teams and mentoring/tutorial programmes for hosting new employees (72% of the respondents in both) should be addressed by assessment tools. For Portuguese employers, managers and HR managers, training and development of senior workers is important to include in the assessment tools (74%). In Hungarian respondents, give higher value to topics such as flexible work options, whether to prolong their work life or to prepare senior workers to retirement (69% and 62% respectively).

It is also important to highlight that some topics were not considered as so relevant. For example, the topic recruitment and selection of senior candidates got lower interest from Austrian (10%) and Hungarian (23%) respondents, and only in France was selected as relevant by more of half of the respondents. The topic training and development of senior workers was not at all relevant for Hungary and perceived as not too much relevant in France (20%). Hungarian participants also believe that the topic multigenerational working teams is not a priority to be considered (only 23%).

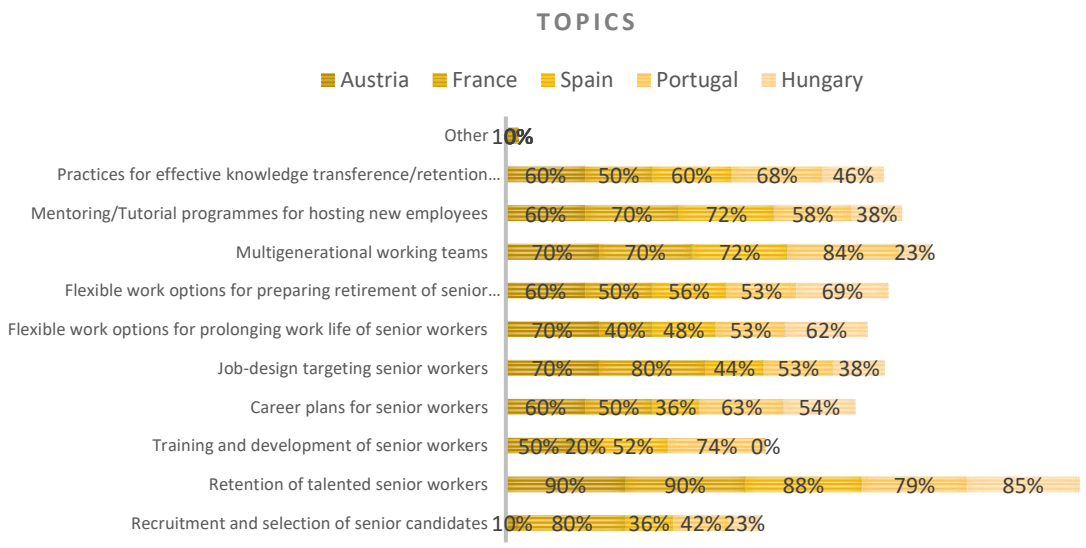
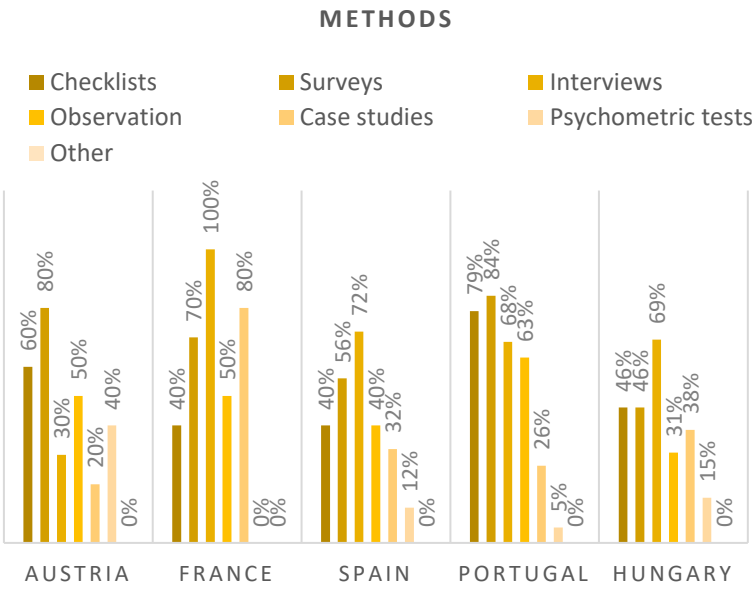


Figure 28 – Topics of future assessment tools – questionnaire for Employers, Managers, HR Managers



For Austria, surveys (80%) and checklists (60%) seem to be the methods that employers, managers and HR managers find as most appropriated to be included in the assessment tools. In France, it's clear that assessment tools should use interviews (100%) and case studies (80%), while Spanish employers, managers and HR managers prefers interviews (72%) and surveys (56%). In Portugal, higher value is given to surveys (84%) and checklists (79%) while in Hungary 69% of respondents have opted for the method of interviews.

Figure 29 – Methods of future assessment tools – questionnaire for Employers, Managers, HR Managers

4.2.1.4 Guides, Handbooks and Toolkits

Level of Awareness

In all participant countries, it's observed that most of the respondents are not aware of guides, handbooks and toolkits but they are interested in knowing them. This can be added as an opportunity for the resources to be developed under Sparkling Grey project. Austrian employers, managers and HR managers have only two perspectives, i.e. aware but never used such documents (30%) or not aware but interested in knowing these type of resources (70%). In France, all the respondents would like to get to know guides, handbooks and toolkits related with the working age-friendly environment. In Spain, the no awareness gets most of the answers (84% in total), however, 52% of respondents stated that would like to know them. Portugal follows this trend but at a higher extent as a total of 94% of the respondents are not aware of the guides, handbooks and toolkits related with the working age-friendly environment, but 68% would like to know them. In Hungary, the opinion is less divergent since 46% state not being aware of such documents but interested in knowing them, 23% not aware and not interested and other 23% state being aware of these tools but never used them. There is still a considerable proportion of Austrian (30%), French (20%) and Hungarian (23%) employers, managers and HR managers that are aware of guides, handbooks and toolkits related with working age-friendly environment.

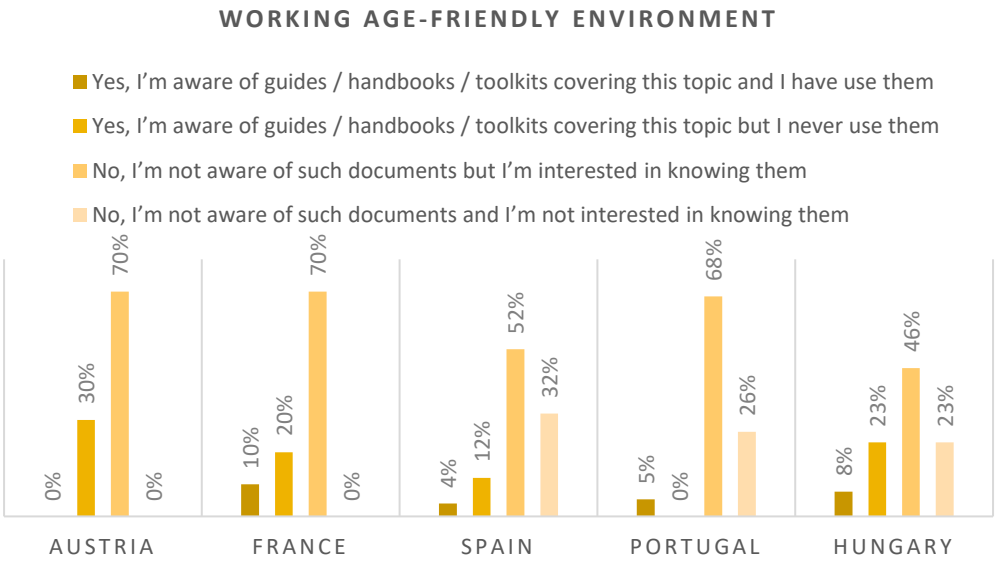


Figure 30 – Awareness level of working age-friendly environment guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

Overall, employers, managers and HR managers are not aware of guides, handbooks and toolkits related with active ageing of the workforce but they are interested in knowing them. It's possible to find slight differences between participant countries. In Austria, respondents are straight forward and 80% indicate not being aware of such documents but interest in knowing them, while 20% are aware that guides, handbooks and toolkits addressing active ageing of the workforce do exists, but they have never used them. In France, the opinion is divided by three distinct levels of awareness: 60% aren't aware but show interest on these tools, 30% are aware of guides, handbooks and toolkits but have never used them, and 10% say that that are aware and have already used such resources. Spain, despites it's interesting level of awareness (24% in total) also demonstrates a great share of professionals not interested in knowing these materials related to working age-friendly environments. The lowest share of positive awareness is observed in Portugal, only 5% of the respondents showed to be aware of this type of tools, but 68% of the respondents are interested in knowing such tools. As in the Portuguese case, Hungarian employers, managers and HR managers are mostly not aware of guides, handbooks or toolkits but demonstrate interest in knowing them.

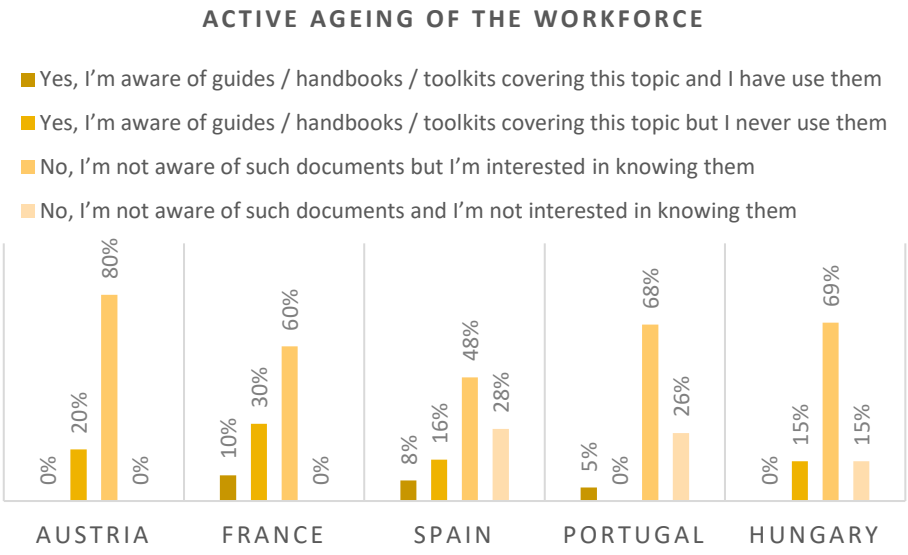


Figure 31 – Awareness level of active ageing of the workforce guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

Even though employers, managers and HR managers are not aware of guides, handbooks and toolkits for intergenerational learning environment, they are interest in knowing them. France presents the highest share in this category (80%), followed by Hungary (77%), Spain (64%), Portugal (63%) and Austria (50%). Austria gathers the highest rate of respondents that are aware of these tools as 20% of them answered to be aware and have already used them while other 20% demonstrate to be aware despite haven't ever used guides, handbooks and toolkits to intergenerational learning environment. In France, Spain, Portugal and Hungary there are also respondents showing awareness of these type of tools (respectively and in total 20%, 12%, 10% and 23%).

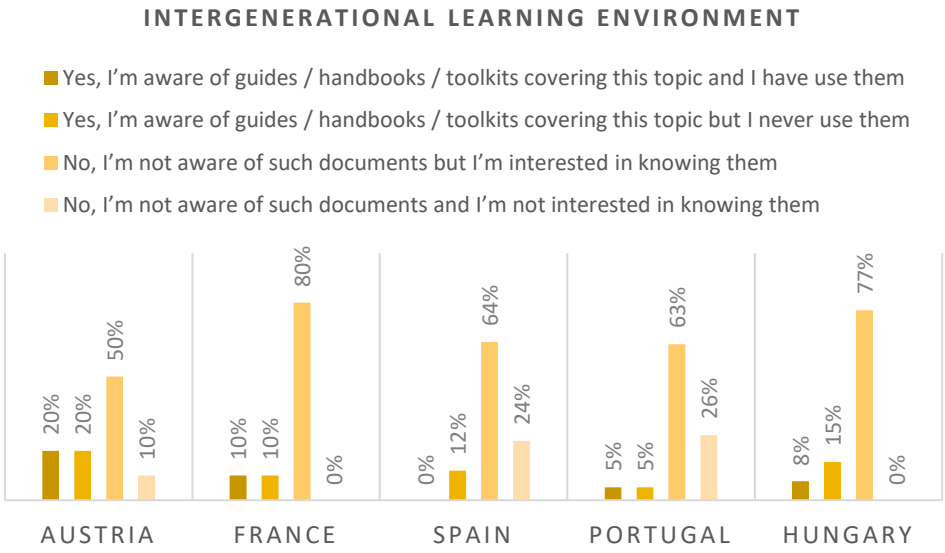


Figure 32 – Awareness level of intergenerational learning environment guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

The level of awareness of guides, handbooks and toolkits to address knowledge retention/transfer are not positive event though respondents demonstrate interest in knowing them. Austria, France and Portugal present the same perception at the same scale of the previous dimension. Spanish employers, managers and HR managers seem to be more aware of these tools related with knowledge retention/transfer than related with intergenerational learning since it shows 4% of positive awareness and usage and 16% of positive awareness but with no use of such documents – 8 percent points more. The same goes for Hungary, where the first 2 levels of awareness represent together 30% of the total national answers, which represents an increase of 7% in the level of awareness of guides, handbooks and toolkits related with knowledge retention/transfer.

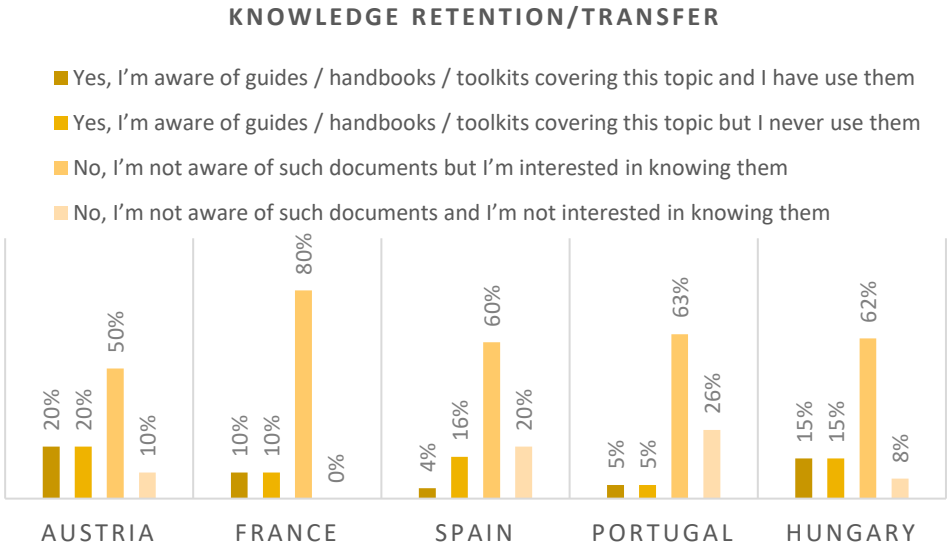
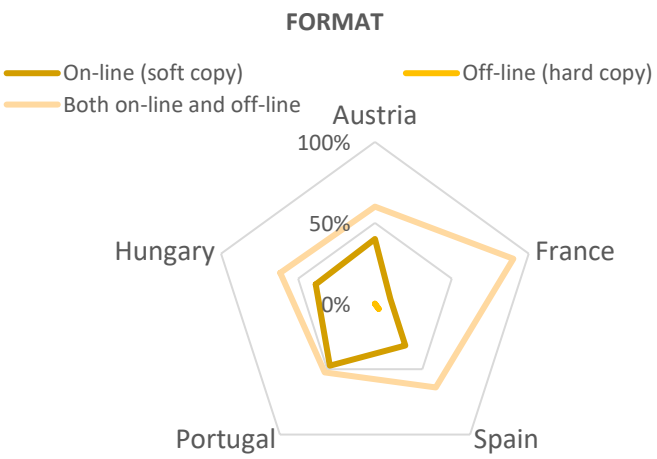


Figure 33 – Awareness level of knowledge retention/transfer guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

Recommended Features for guides, handbooks and toolkits



Regarding the format, it's clear that guides, handbooks and toolkits must encompass both online and offline components. France holds almost 100% of preference for mixed formats (on-line and off-line) while in Hungary, Spain and Austria a higher proportion of the respondents prefer only resources in on-line format.

Figure 34 – Recommended format for guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

Employers, managers and HR managers seem to have preference for very short / short and focused guides, handbooks and toolkits, with a general tendency for resources with a length inferior to 20 pages. Worth to mention is the fact that none of the respondents indicate preference for guides, handbooks and toolkits with more than 50 pages, i.e. for long or very long and extensive documents.

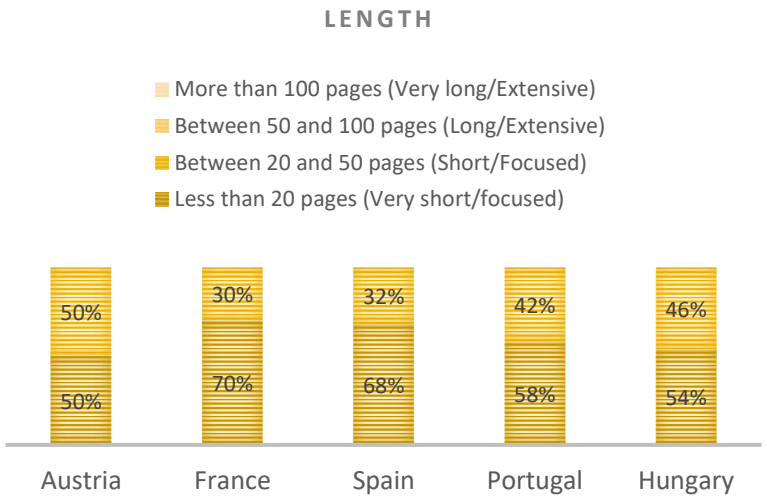


Figure 35 – Recommended length for guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

Employers, managers and HR managers doesn't seem to agree to involve managers/board as target groups of the guides, handbooks and toolkits (especially in Spain (only 28%) and in Hungary (only 46%). All of the French respondents and 90% of the Austrian respondents indicated that line managers and HR managers should be targeted with these type of resources, while only 68% in Portugal and 54% in Hungary as well have the same opinion. A more consensual opinion exists about including workers as target of the guides, handbooks and toolkits as in all 5 countries more than ¾ of the respondents are of that opinion.

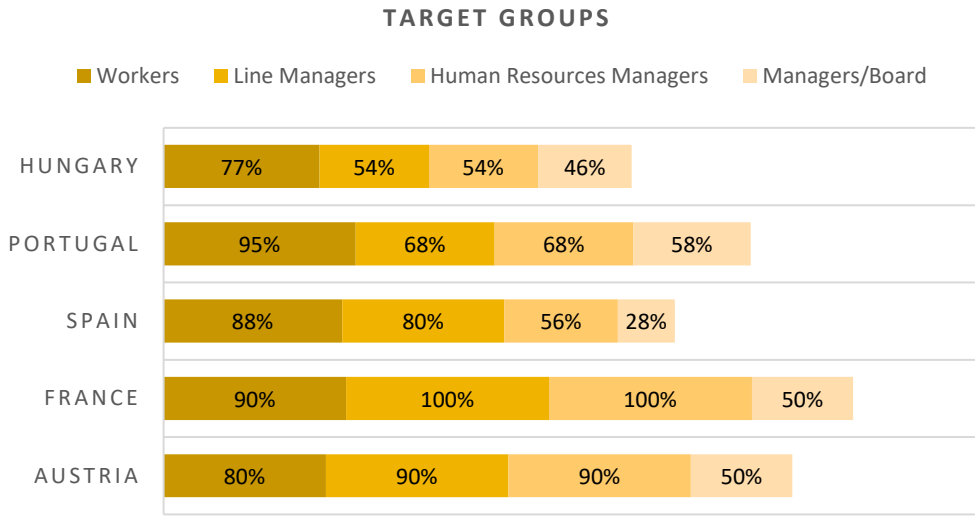


Figure 36 – Recommended target-groups for guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

Regarding the topics to be addressed by the guides, handbooks and toolkits that will be developed by Sparkling Grey, it seems that retention of talented senior workers and flexible work options for prolonging work life of senior workers are the top-2 topics to approach,

followed by multigenerational working teams, flexible work options for preparing retirement of senior workers and training and development of senior workers.

Observing at a country level, aside of the topic retention of talented workers (80%), Austrian respondents have appointed as key topics job-design targeting senior workers (80%) and flexible work options for prolonging work life of senior workers (70%). The top rank in France also includes retention of talented senior workers (100%) and recruitment and selection of senior candidates (80%). Spanish employers, managers and HR managers have preference for retention of talented senior workers (88%) but also for multigenerational working teams (64%), while Portuguese respondents, besides of the topic retention of talented senior workers (84%), career plans for senior workers (68%) and multigenerational working teams are also relevant topics that should be included in the guides, handbooks and toolkits. Hungarians, in turn, have appointed flexible work options for preparing retirement of senior workers (69%), flexible work options for prolonging work life of senior workers (62%) and training and development of senior workers (62%).

Results shows that not all topics were considered as too relevant to be included in guides, handbooks and toolkits. French and Hungarian respondents showed less interest in including the topic recruitment and selection of senior workers, and Hungarians don't see any added value in including the topic job-design targeting senior workers.

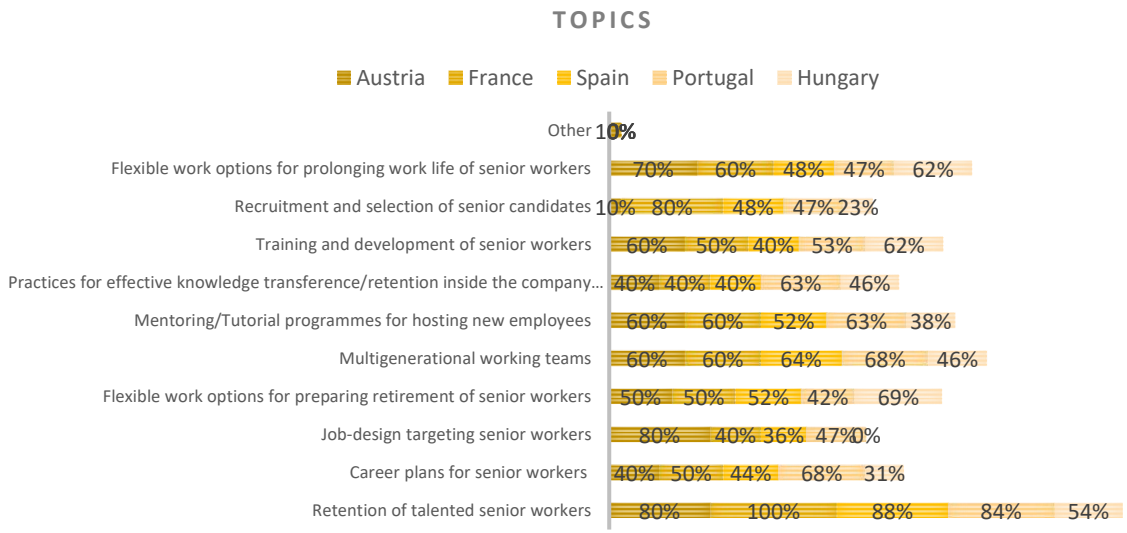


Figure 37 – Recommended topics for guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

The types of contents that respondents prefer to see in the guides, handbooks and toolkits are best practices as well as practical tips and instructions, even though less than 50% of Hungarian respondents have choose practical tips and instructions. Per country, there are different preferences, as such Portugal holds 100% of its answers on best practices while Austria and France got total preference for practical tips and instructions. It's worth to mention that 90% of the French respondents indicated that state of the art should be also included in the guides, handbooks and toolkits, but at

the same time, Spanish, Portuguese and Hungarian respondents show lower levels of interest in using state of the art as a type of content. In Hungary, despite the majority have chosen best practice to be used, employers, managers and HR managers also indicate exercises as a preferred method (62%).

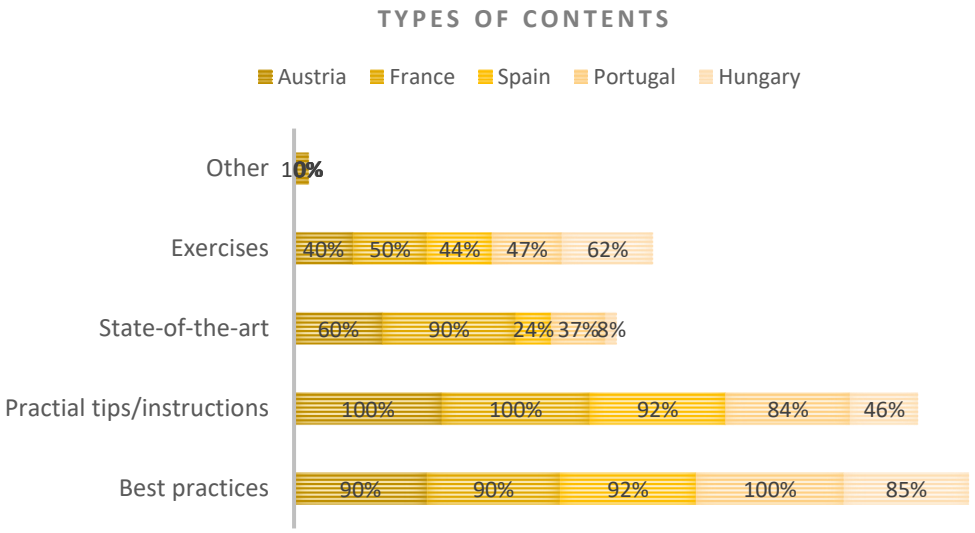


Figure 38 – Recommended contents for guides, handbooks and toolkits – questionnaire for Employers, Managers, HR Managers

4.2.1.5 Training Programmes

Level of Awareness

The countries that have more employers, managers and HR managers aware of training programmes related with working age-friendly environment and their companies or companies their work for have participated on them are Spain (12%) and Austria and France (10%). The proportion of respondents who are aware but never participated on these training programmes is higher in France (30%) and Hungary (23%). Consequently, a large proportion of respondents (except in Hungary) not aware of training programmes for working age friendly environment but have interest in knowing them. Spain and Hungary registers the highest share (32% and 38% respectively) of employers, managers and HR managers that aren't aware of such training programmes but not even interested in knowing them.

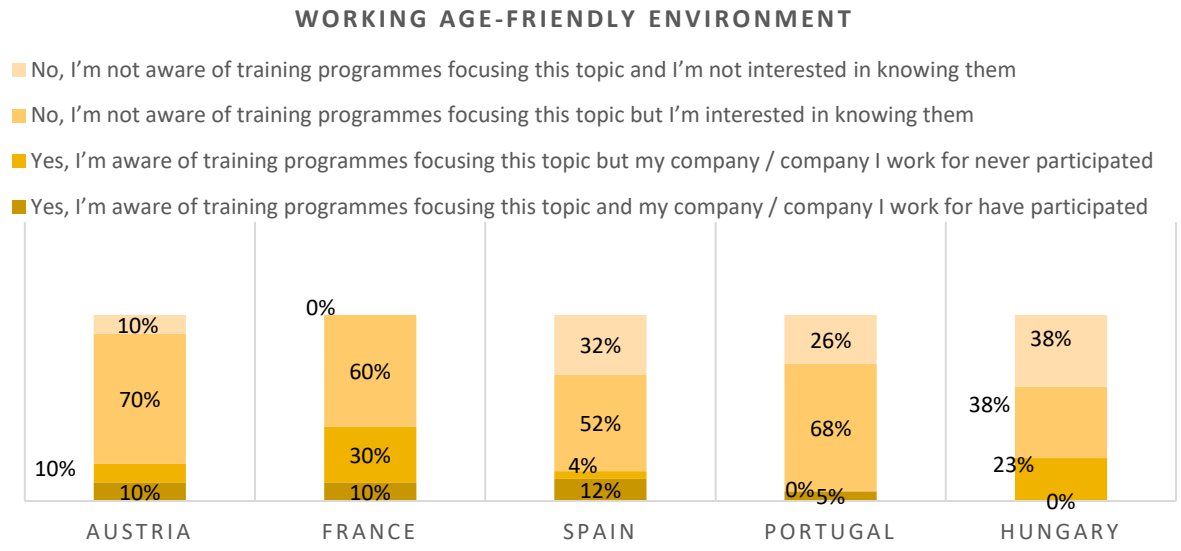


Figure 39 – Awareness level of working age-friendly environment training programmes – questionnaire for Employers, Managers, HR Managers

The countries with the highest share of respondents that are aware of training programmes addressing active ageing of the workforce and companies have participated in some training programmes are France (20%) and Spain (12%). In the second level of awareness are Austria (20%) and Hungary (15%) where respondents state that are aware of these training programmes but their companies never participated on them. However, the proportion of respondents not aware of training programmes for active ageing of the workforce but they are interested in knowing them is larger (except in Hungary). It must be highlighted that the number of respondents not aware of such training programmes nor interested in knowing these training programmes is relatively high in Spain (28%), Portugal (26%) and Hungary (23%).

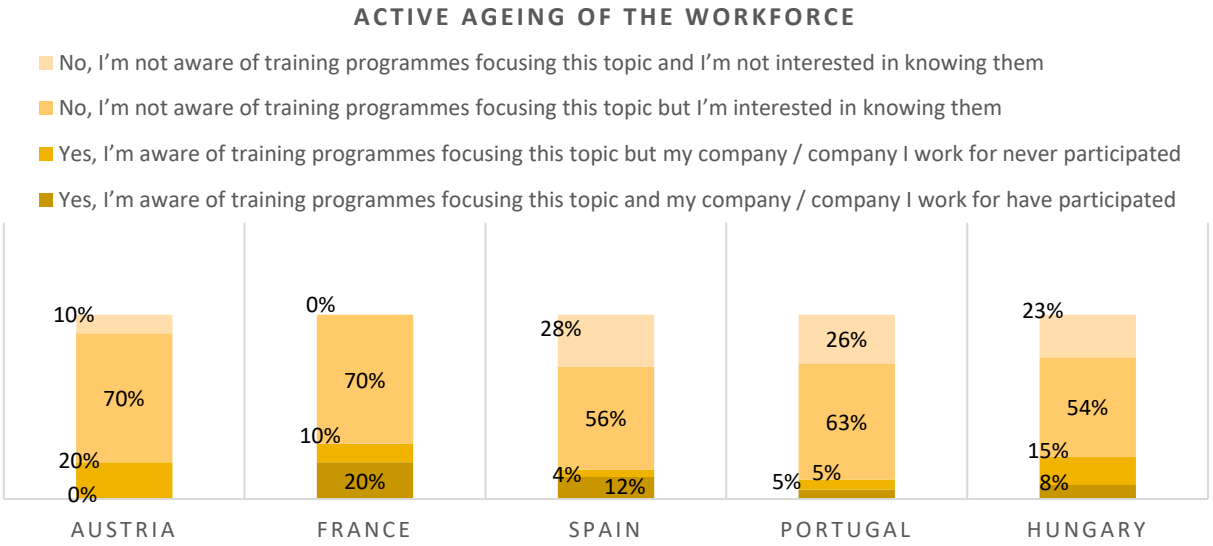


Figure 40 – Awareness level of active ageing of the workforce training programmes – questionnaire for Employers, Managers, HR Managers

The level of awareness regarding intergenerational learning environment training programmes is negative even though many respondents have interest in knowing them (highest result in all countries, and especially high in Hungary – 85% - and Austria – 70%). The second highest level of awareness changes according to the country under analysis: in Austria, the rest of the respondents are divided linearly by the other 3 levels of awareness while in France, 30% of respondents are aware of such training programmes but never participated on them; while in Spain and Portugal 28% and 26% of the respondents, respectively, show that are not aware nor interested in knowing training programmes related with intergenerational learning environment. Even so, and in general, despite the low level of awareness of this type of training programmes there is a significant interest in knowing them.

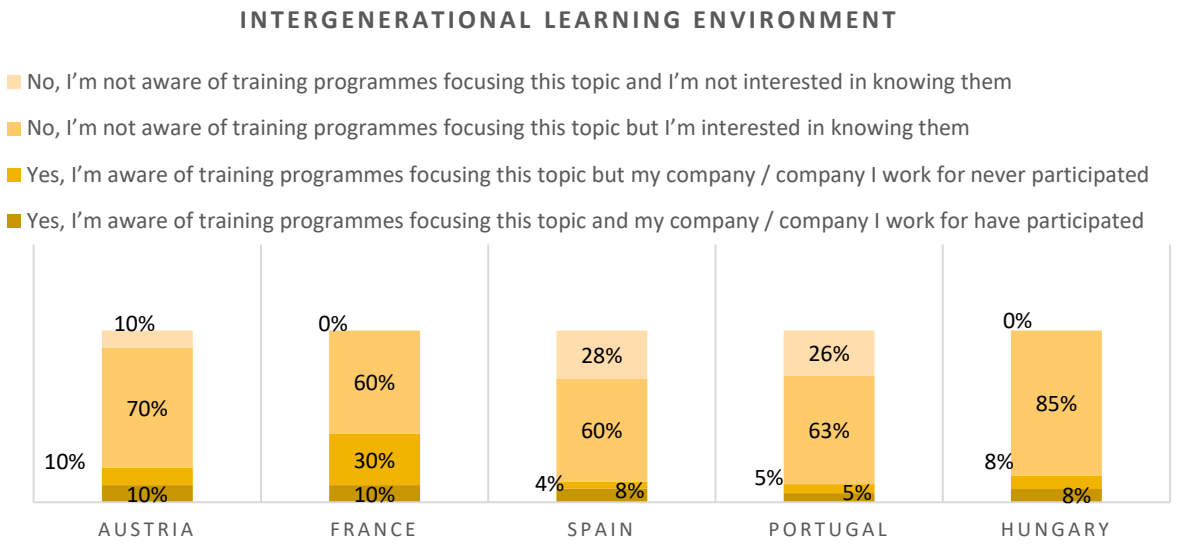


Figure 41 – Awareness level of intergenerational learning environment training programmes – questionnaire for Employers, Managers, HR Managers

In all the countries, employers, managers and HR managers are not aware of training programmes focusing on knowledge retention/transfer but demonstrate interest on knowing them, especially in France (70%) and Hungary (69%). Interesting to see that 20% of Austrian respondents and 15% of the Hungarian respondents are aware of such training programmes but never participated on them, and 20% of French respondents are aware of these kind of training programmes and have already participated on them. However, 24% of Spanish and 26% of Portuguese respondents are not aware nor interested in knowing knowledge retention/transfer.

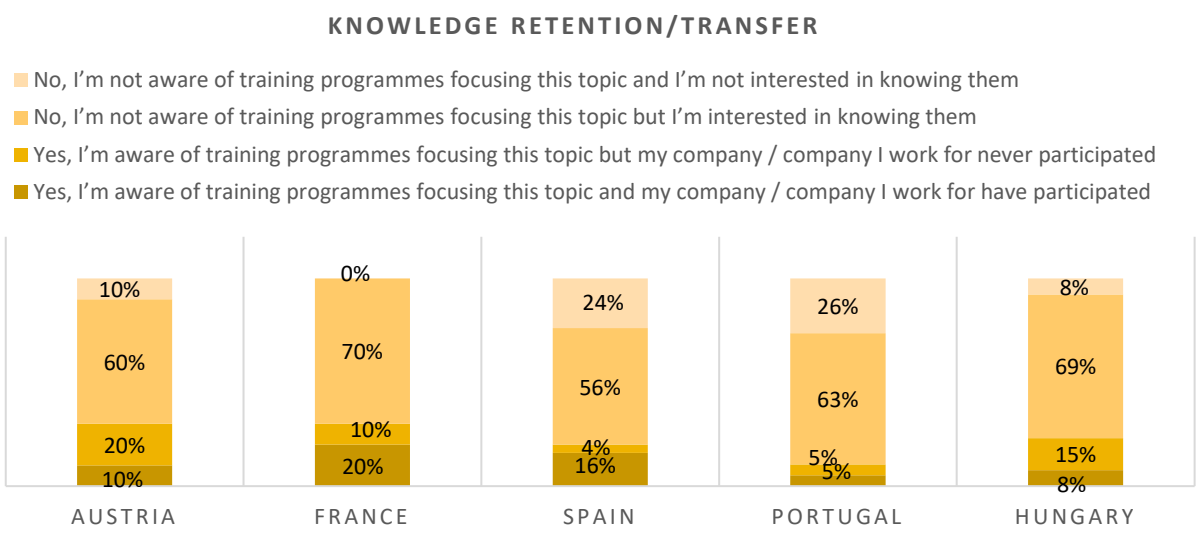
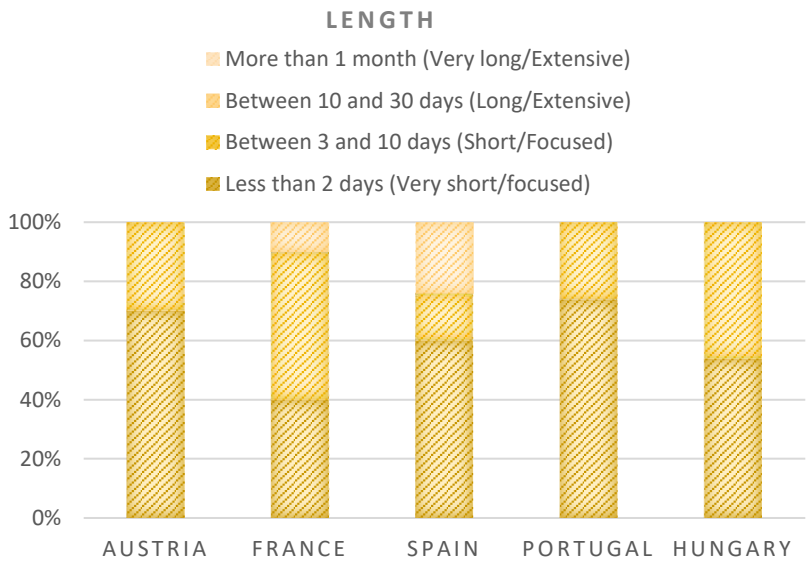


Figure 42 – Awareness level of knowledge retention/transfer training programmes – questionnaire for Employers, Managers, HR Managers

Recommended Features for training programmes



Regarding the duration of the training programmes, in general, most of the respondents prefer very short training programmes (less than 2 days, with the exception for France, that appointed a suitable training programme should have between 3 and 10 days). Spain still registered considerable respondents that supported a training programme between 10 and 30 days, i.e. a long and extensive training programme (20%).

Figure 43 – Recommended topics for training programmes – questionnaire for Employers, Managers, HR Managers

To what concerns with the target groups that should be involved in the training programmes there are no linear answers across participant countries. Austria, Hungary and Spain demonstrate preference for targeting in the training programmes line managers while Portugal indicates workers as preference. French employers, managers and HR managers are divided between line managers and workers. HR managers are well positioned to be included in the training programmes in all countries, except in Hungary.

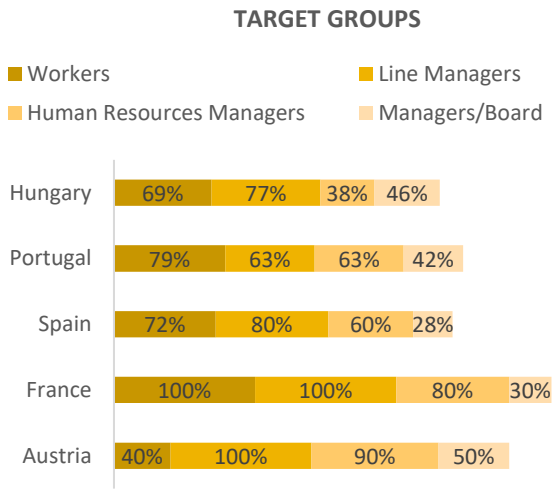


Figure 44 – Recommended target groups for training programmes – questionnaire for Employers, Managers, HR Managers

The methods that should be privileged when designing the training programmes varies per country. Austrian employers, managers and HR managers appointed mostly case studies (80%), PowerPoint presentations (70%) and videos (60%), while French participants prefer team work (100%), role-play (90%) and videos (90%). The Spanish top three methods highlighted are PowerPoint (76%), videos (72%) and case studies (64%). The Portuguese employers, managers and HR managers indicated mostly group dynamics (84%), PowerPoint (79%) and videos (68%). In Hungary, it prevailed team work (92%) in first, then interactive e-learning and case studies with 54% each.

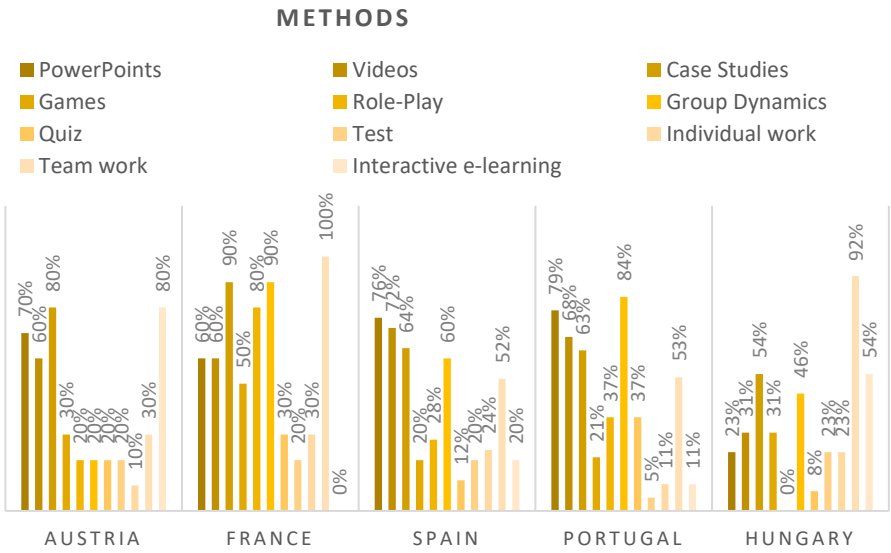


Figure 45 – Recommended methods for training programmes – questionnaire for Employers, Managers, HR Managers

Results shows that PowerPoint presentations, case studies, exercises for team work and videos should be the support of the training materials of future training courses addressing these topics.

Regarding the training topics and the types of training, employers, managers and HR managers were requested to choose all that they considered relevant. The preferred type of training for recruitment and selection of senior candidates likewise to retention of talented senior workers is face-to-face in all participant countries, with exception to Austria, where e-learning prevails.

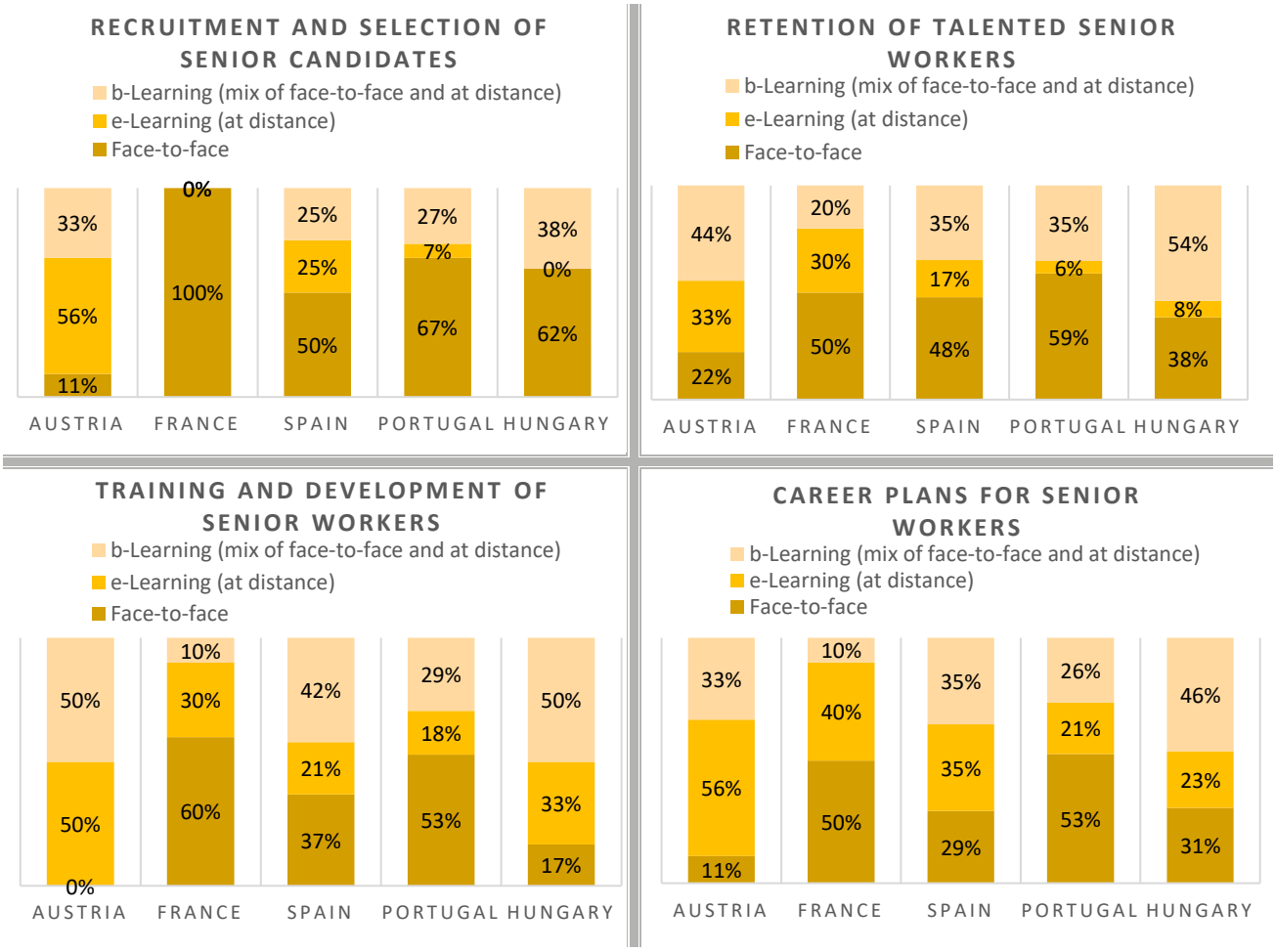
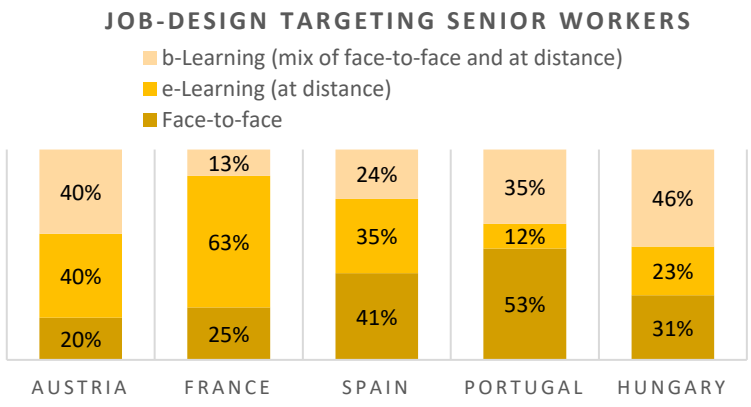


Figure 46 – Recommended topics for training programmes – questionnaire for Employers, Managers, HR Managers

In Austria, training and development of senior workers can be approached by e-learning or blended learning. Hungary and Spain gather preference by blended learning and Portugal and France support face-to-face approach. Concerning the career plans for senior workers, Spanish employers, managers and HR managers are quite divergent on the type of training to apply while in Austria, 56% voted for the e-learning solution. Hungary, Portugal and France follow the behaviour from the previous topic.



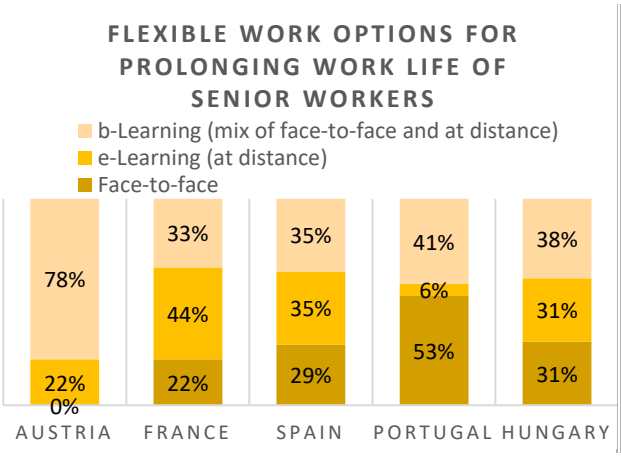
For this topic, Hungarians prefer a mix of face-to-face and at distance type of training. French perspective converge into e-learning approach.

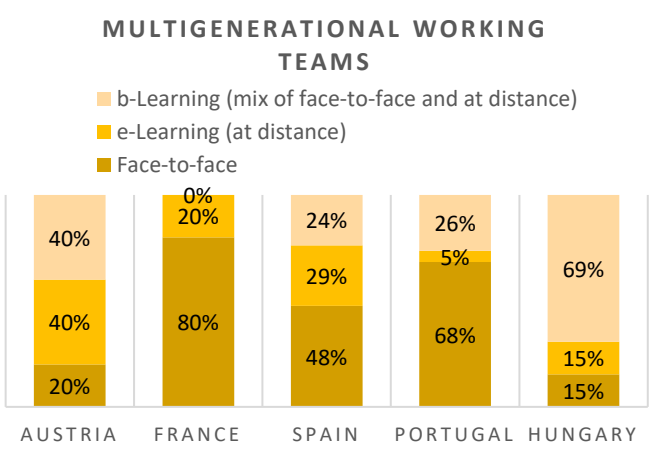
Spain and Portugal show preference for face-to-face sessions while in Austria, respondents demonstrate that whether e-learning or b-learning would fit a training programme on job-design targeting senior workers.

Figure 47 – Recommended topics for training programmes – questionnaire for Employers, Managers, HR Managers

In Austria, 78% of the respondents stated that flexible work options for prolonging work life of senior workers should follow a blended learning approach. French employers, managers and HR managers indicate as a preferred type of training by e-learning while the Portuguese ones have preference for face-to-face regarding this topic. Spain and Hungary demonstrate to have divergent perspectives, since answers from both countries performed similarly.

Multigenerational working teams is supported in majority by face-to-face trainings in France, Spain and Portugal. Almost one quarter of Hungarian employers, managers and HR managers have preference by mixed (face-to-face and distance) trainings while 80% of Austrian respondents would opt either by e-learning or blended learning.





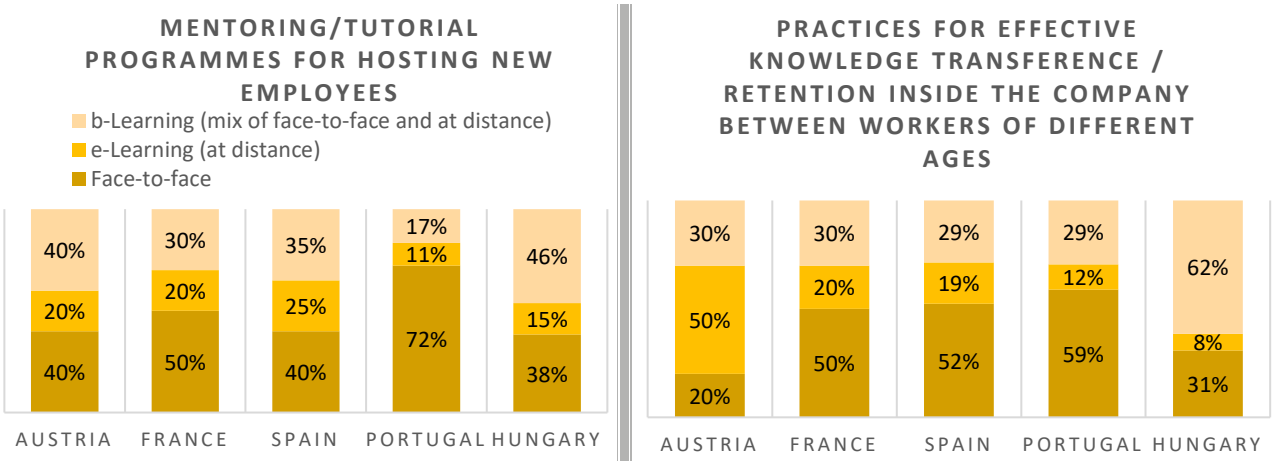


Figure 48 – Recommended topics for training programmes – questionnaire for Employers, Managers, HR Managers

Portuguese participants clearly demonstrate that face-to-face training sessions would fit mentoring/tutorial programmes for hosting new employees. In the rest of the countries the support for this type of training range from 50% to 38%. It's worth to mention that in Austria and Hungary, the blended learning gathers a significant preference - 40% and 46%, respectively.

France, Spain and Portugal state in majority that face-to-face training type would be accurate to work on practices for effective knowledge transference/retention inside the company between workers of different ages. Half of the Austrian employers, managers and HR managers support at the distance learning while Hungarian ones show preference for a blended type of training regarding this topic.

Face-to-face and blended learning are the most preferred types of training even though these are dependent on the topic to be addressed. In average, France, Spain and Portugal tend to prefer face-to-face trainings while Austria and Hungary tend to support blended learning.

4.2.2 Trainers, Consultants, Guidance Professionals

From the total 59 trainers, consultants or guidance professionals who responded to the questionnaire, almost half are Spanish or Portuguese. France gathers 19% of respondents in this category and Hungary 17%. Austrian respondents are in minority with only 15% of share.

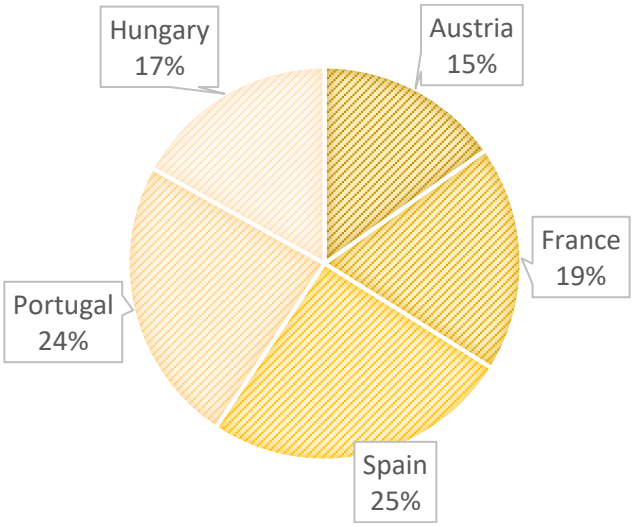


Figure 49 – Number of respondents – questionnaire for Trainers, Consultants and Guidance Professionals

The following subsections will scrutinise trainers, consultants and guidance professionals' needs likewise their perspective on what regards assessment tools, guides, handbooks and toolkits and, also, training programmes related with age management field and respective dimensions.

4.2.2.1 Needs of the Companies

Priorities of the Companies

This indicator will assess, from the respondents' perspective, what are the priorities of the companies they work or worked with and in which level they are being addressed formal or informally, considering four key topics. Regarding the first one (promotion of a working age-friendly environment), it seems that in general is starting to be a priority for the companies where respondents work or worked with, even though reflected only in informal ways (even though only 20% of the Spanish respondents have the same perception). Looking at each country, it can be seen differences in the top choices of respondents. Portugal holds the biggest share in the previous mentioned category (79%), followed by Hungary (70%) and France (64%). On the opposite, Austria (56%) and Spain (53%) are countries where trainers, consultants and guidance professionals state mostly that the promotion of a working age-friendly environment is not a priority for the companies they work or worked with. It seems that companies are not addressing this topic as a priority and at a formal level, especially in Hungary (0%) Austria (11%) and Portugal (14%). However, particularly French respondents believe that this is a priority addressed at a formal level (36%).

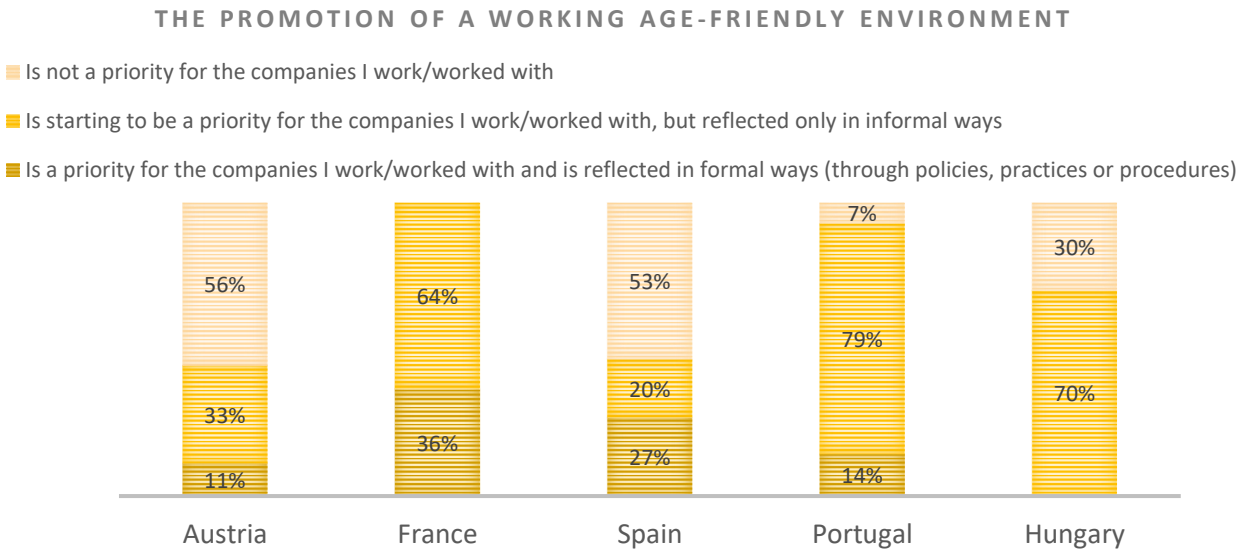


Figure 50 – Priorities of the companies (dimension Promotion of a Working Age-Friendly Environment) – questionnaire for Trainers, Consultants and Guidance Professionals

The promotion of active ageing of the workforce seems do not be part of the companies' priorities since a considerable proportion of the respondents across all participant countries have chosen this category, except in France. This perception is stronger in the case of Hungary, where 50% of trainers, consultants and guidance professionals state that the promotion of an active ageing of the workforce is starting to be a priority in the companies they work/worked for, but reflected only in informal ways while the rest of the 50% indicate not being a priority at all. France, Austria and Portugal presents the most optimistic scenario as more than half of the respondents indicated that the promotion of active ageing of the workforce is starting to be a priority for companies addressed informally or is in fact a priority addressed formally.

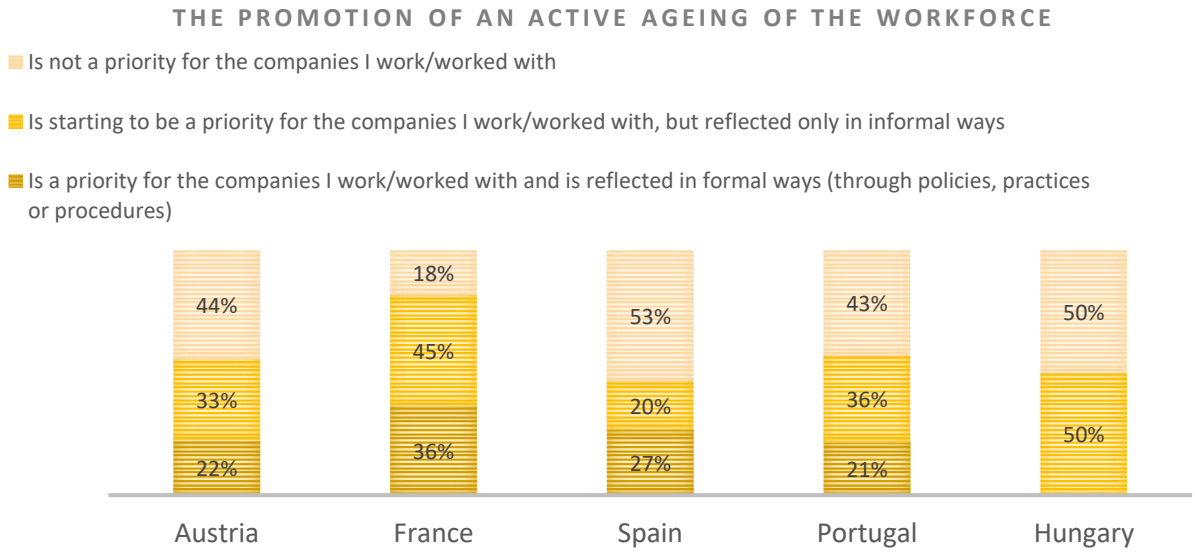


Figure 51 – Priorities of the companies (dimension Promotion of an Active Ageing of the Workforce) – questionnaire for Trainers, Consultants and Guidance Professionals

The promotion of an intergenerational learning environment is the priority most addressed by the companies where trainers, consultants and guidance professionals work/worked with, especially in France and Hungary. More specifically, at a formal level, i.e. reflected by internal policies, practices or procedures, Austria gathers 33% of respondents, Spain 27% and then France with 18%. Informal initiatives related with the promotion of intergenerational learning environment seem to be higher in Hungary (90%), France (82%) and Portugal (79%). The countries where more respondents believe that this topic is not a priority are Austria (44%) and Spain (40%).

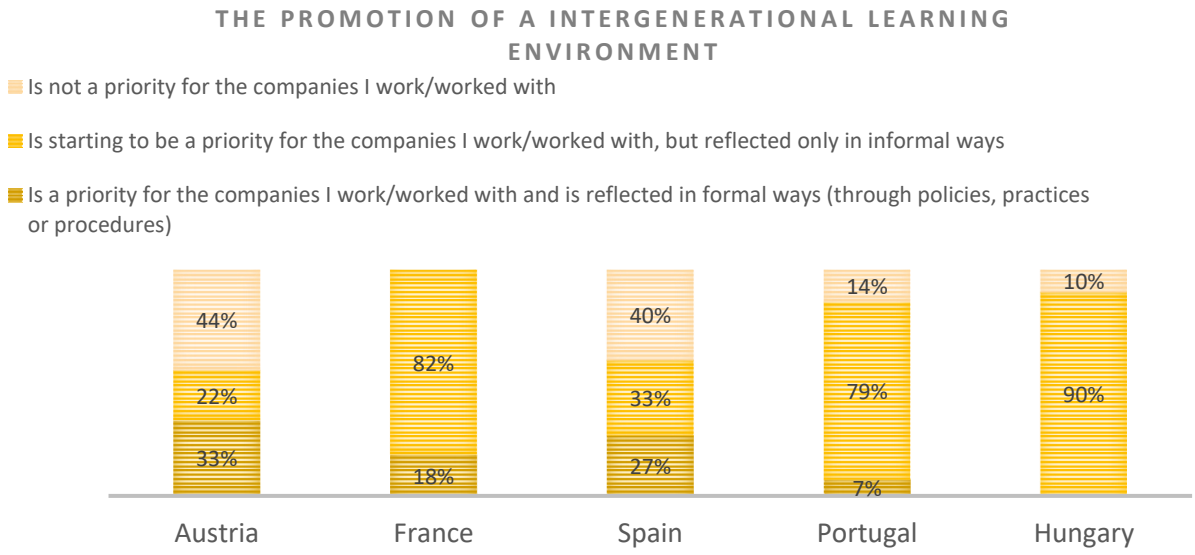


Figure 52 – Priorities of the companies (dimension Promotion of an Intergenerational Learning Environment) – questionnaire for Trainers, Consultants and Guidance Professionals

The promotion of knowledge retention/transfer inside the companies seems to be the dimension that is most formally addressed by the companies (with established internal policies, practise or procedures that effectively address the promotion of knowledge retention/transfer), especially in France and Hungary, where none of the respondents stated that this topic is not a priority for companies. On the opposite, a substantial proportion (more than 40% in both cases) of Austrian and Spanish respondents indicated that promotion of knowledge retention/transfer is not part of the companies' priorities they work/worked for. On the other hand, Portuguese trainers, consultants and guidance professionals demonstrate that knowledge retention/transfer is mostly reflected only in informal initiatives (71%) and only 14% agree that is a formal policy, practice or procedure in the companies they work/worked with or state that's not a priority at all.

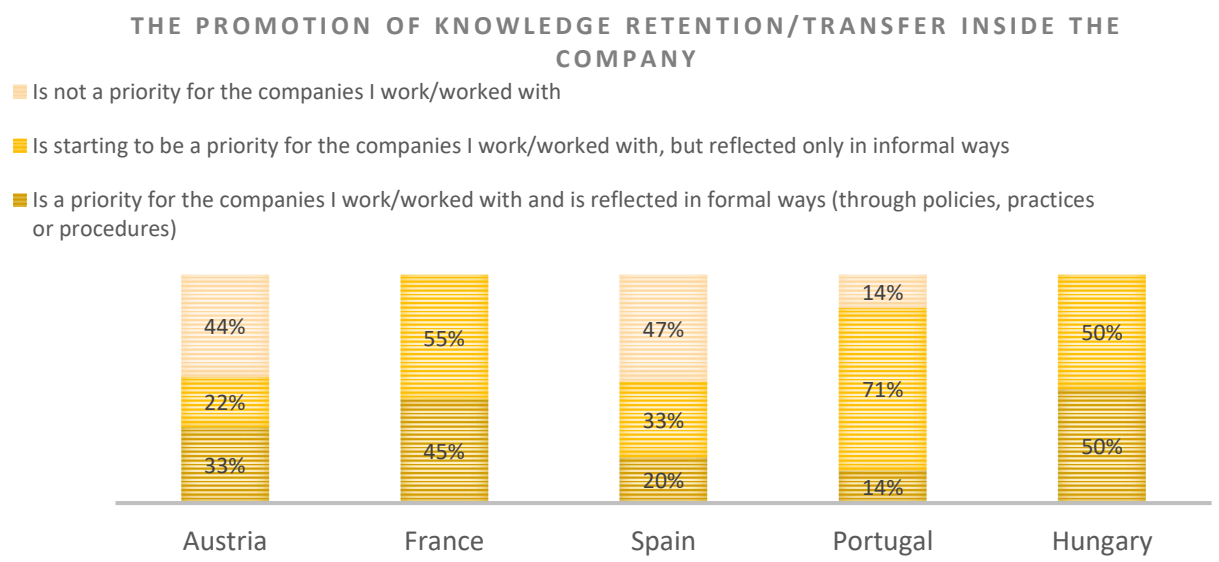
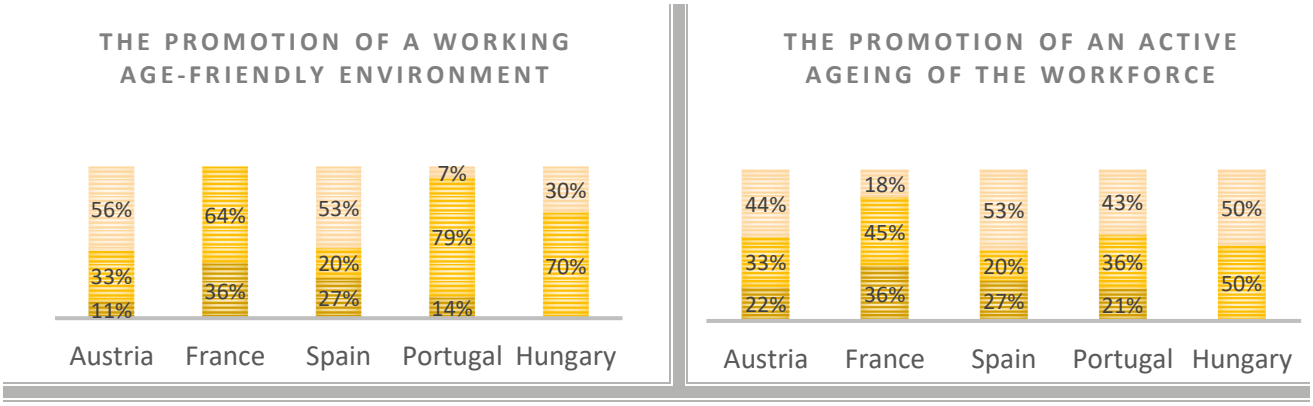


Figure 53 – Priorities of the companies (dimension Promotion of Knowledge retention/transfer) – questionnaire for Trainers, Consultants and Guidance Professionals

In conclusion, the main age management dimensions are not yet a priority in Austrian and Spanish companies, according to the field's professionals. In France, the promotion of intergenerational learning is starting to be a priority within companies while the promotion of knowledge transfer is already a reality of the French companies. In Portugal, age management dimensions are starting to be a priority in companies with exception to active ageing of the workforce that's still out of the companies' sight. In Hungary, only knowledge transfer/retention is part of formal policies, practices and procedures. Concomitantly, the promotion of knowledge retention/transfer inside the companies is the most appointed priority by trainers, consultants and guidance professionals while the least dimension considered as priority is the promotion of an intergenerational learning environment.



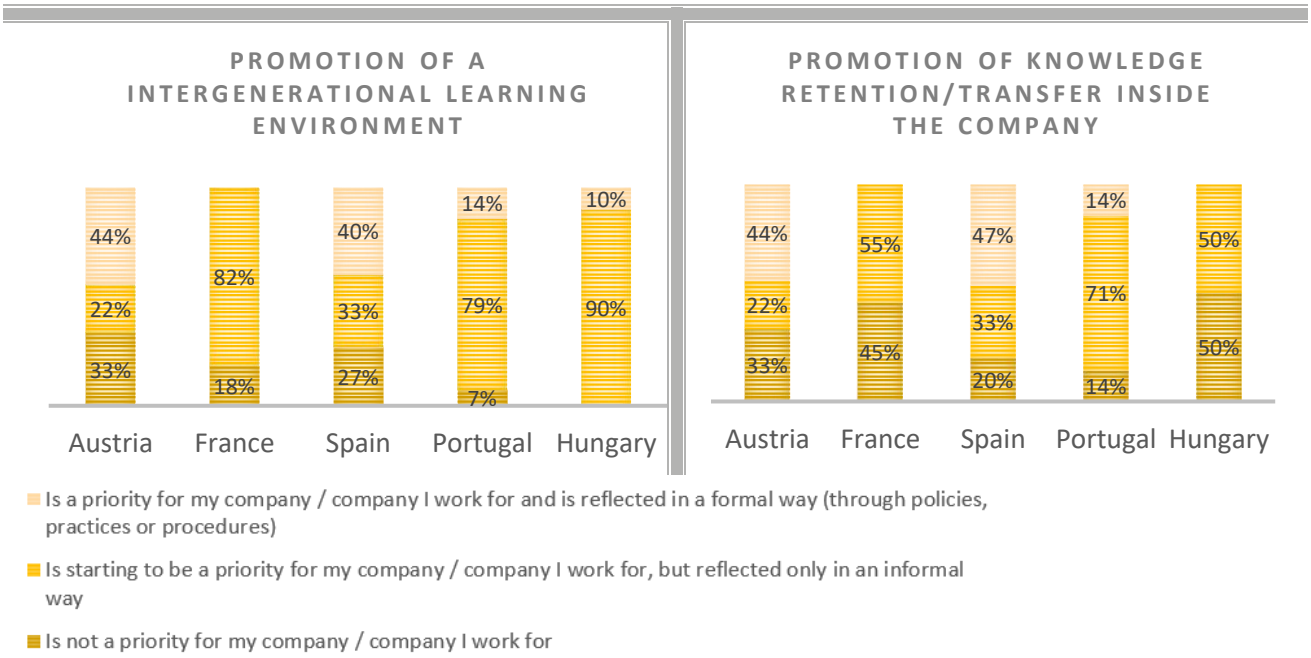
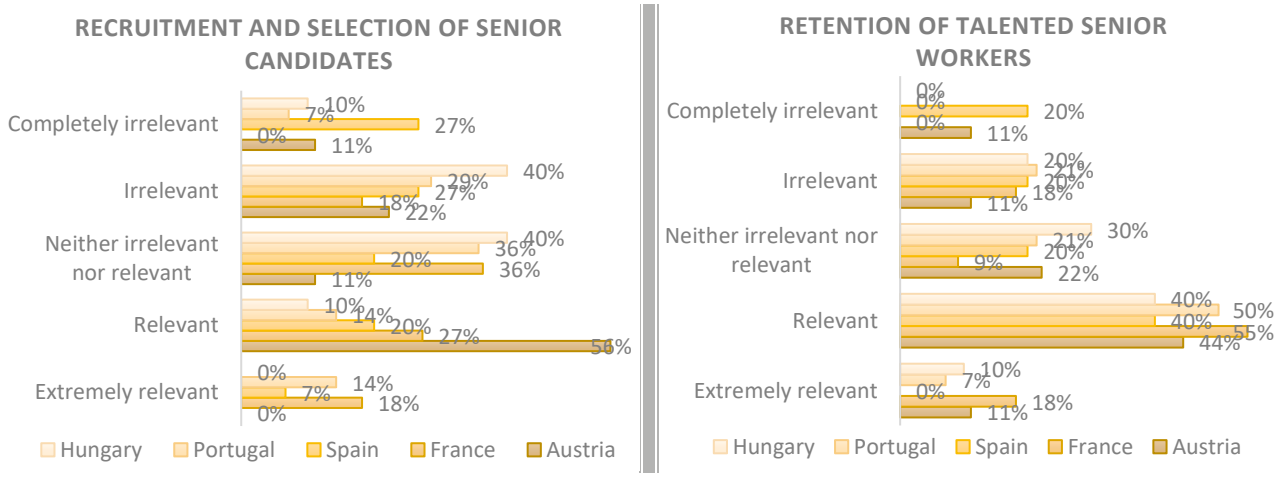


Figure 54 – Priorities of the companies (countries comparison) – questionnaire for Trainers, Consultants and Guidance Professionals

Relevant topics for Companies

From the list of seven topics presented to the respondents, the most relevant ones appointed by trainers, consultants and guidance professionals are retention of talented workers, training and development of senior workers. The later topics have gathered the highest support across all participant countries with no exceptions, as the following figures demonstrate. However, it can be noticed that none of the topics had an expressive significance of being extremely relevant.



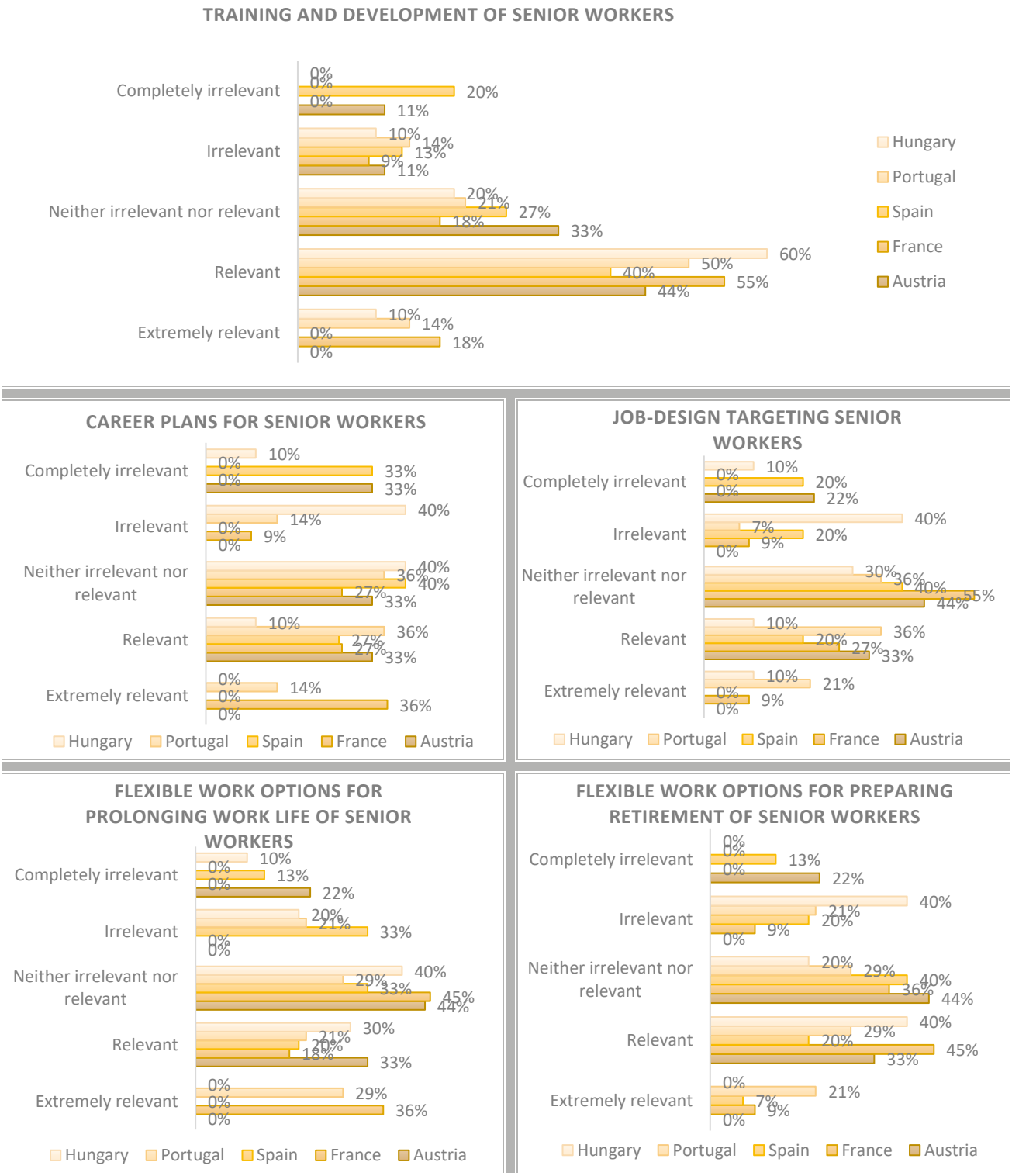


Figure 55 – Relevant topics for companies – questionnaire for Trainers, Consultants and Guidance Professionals

It's clear that the results per country are different mostly to what concerns the topic of recruitment and selection of senior candidates. Austrian respondents show that the design and implementation of age-friendly policies, practices and procedures addressing this topic is relevant while most of the Spanish perceive that this topic is completely irrelevant. For French and Portuguese trainers,

consultants and guidance professionals the recruitment and selection of senior candidates is neither relevant nor irrelevant. In Hungary, the perspective is divided between neutral to irrelevant position.

The relevance of designing and implementation of age-friendly policies, practices and procedures addressing career plans for senior workers doesn't seem linear. The common ground across participant countries is neutral but then it present two extremes: France show that this topic of extremely relevant and Austria present a great share of answers on completely irrelevant. Hungarian trainers, consultants and guidance professionals' perceptions are divided between the topic being relevant and irrelevant (the same behaviour is observed in Hungary for the topic related to job-design targeting senior workers and for Austria as well, even though at a lower extent).

Prolonging work life of senior workers seems to be neither relevant nor irrelevant from the trainers, consultants and guidance professionals point of view. The Spanish go further and state that the design and implementation of age-friendly policies, practices and procedures addressing this topic is irrelevant. On the other hand, flexible work options for preparing retirement of senior workers seem to be relevant for France, Hungary and Portugal. At the same time, Hungary also gathers a considerable share on the irrelevant side and Portugal on the indifferent perspective. Austria and Spain positioned at a neutral perspective.

Management strategies currently addressing age-friendly areas

This indicator aims to assess if the policies, practices and procedures of the companies where trainers, consultants and guidance professionals work/worked with, address the seven age-friendly management areas.

Regarding the topic of recruitment and selection of senior candidates, it can be concluded that in Hungary, companies are not currently addressing recruitment and selection of senior candidates. A negative perception is also noticed in Portugal (50% of companies are not addressing this topic) and in Spain (60%). France has the highest share of answers that indicate that recruitment and selection of senior candidates is being addressed in respondents' companies (55%), followed by Portugal (36%).

In France, Portugal and Austria (73%, 57% and 56%, respectively) seems that the companies' policies, practices and procedures address the topic of retention of talented senior workers. Spanish and Hungarian trainers, consultants and guidance professionals (60% and 40% respectively) state that the companies they work/worked with are not addressing this topic. On the other hand, French and Hungarian respondents (82% and 70%, respectively) affirm that training and development of senior workers are being included in the companies' internal formal procedures. In the other participant countries, the proportion of companies not addressing this topic is relatively high.

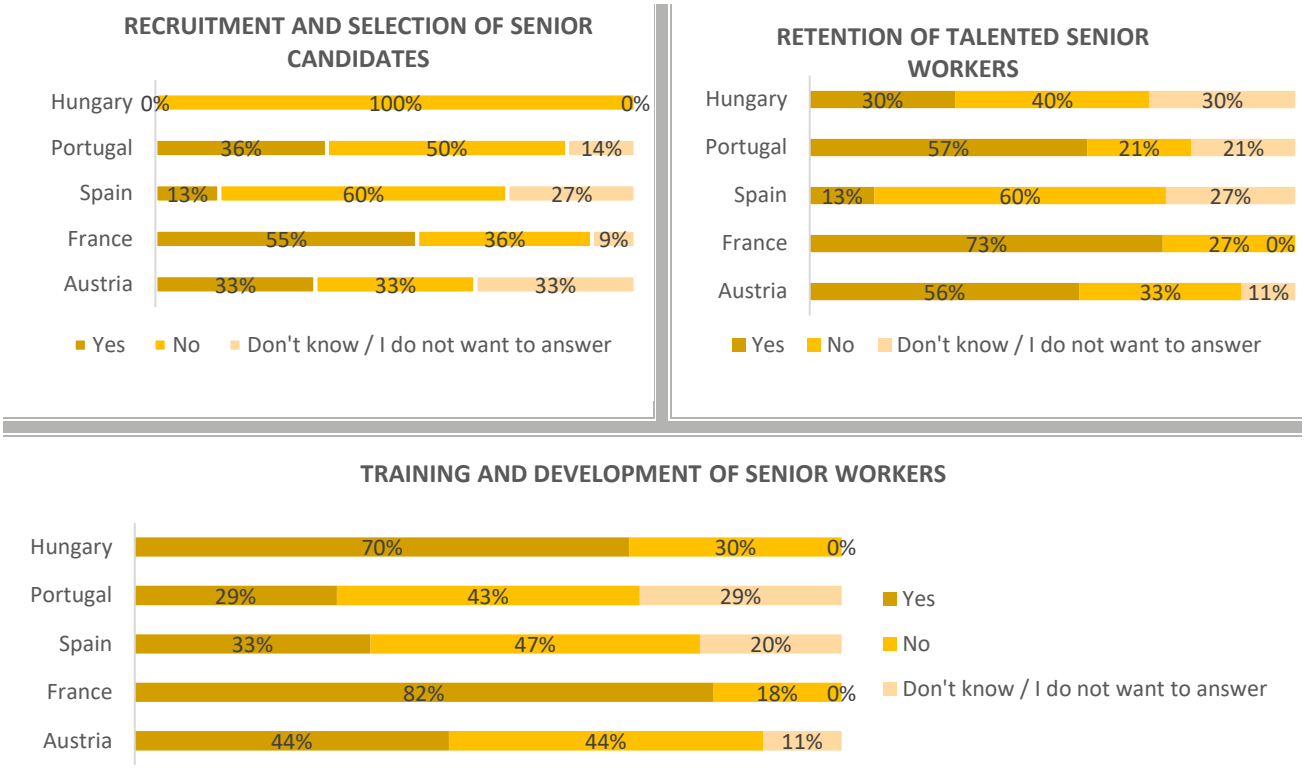
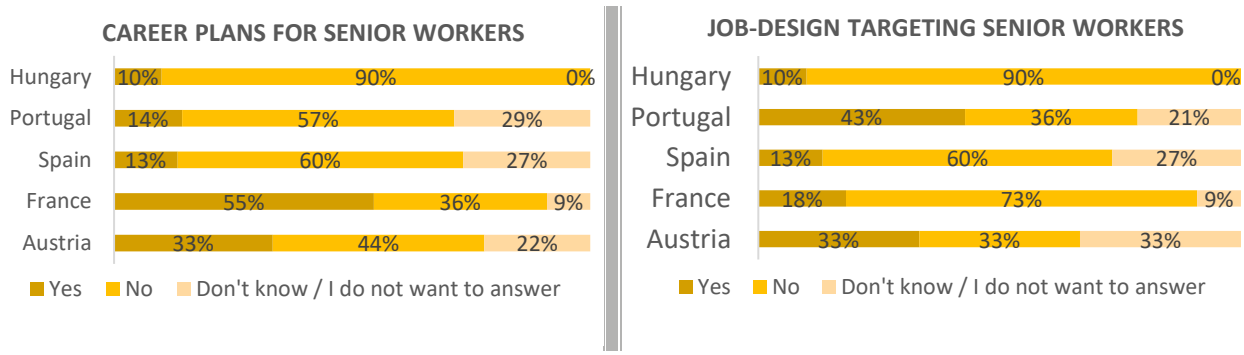


Figure 56 – Management strategies currently addressing age-friendly areas – questionnaire for Trainers, Consultants and Guidance Professionals

It's observed a similar behaviour from Hungarian respondents regarding the career plans and job-design for senior workers. In other words, 90% of the trainers, consultants and guidance professionals state that the companies they work/worked with aren't addressing these topics at all. Many of the Portuguese and Spanish companies (57% and 60% respectively) are not using policies, practices or procedures addressing this topic. Career plans for senior workers are being addressed mostly by French companies (55%), and partially in Austria; while Portuguese companies (43%) are addressing more the topic of job-design targeting senior workers. These latter topic is not being addressed by Spanish and French companies (60% and 73% respectively).



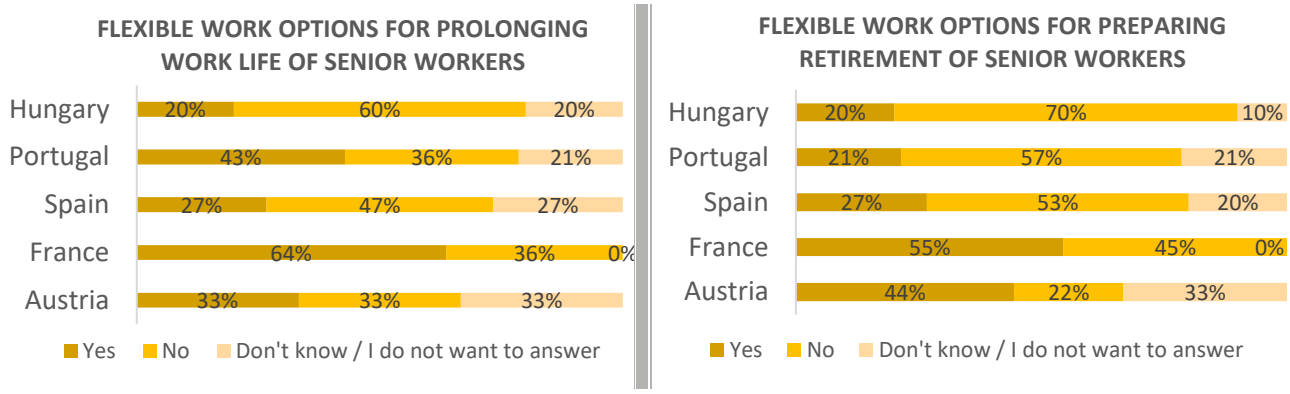


Figure 57 – Management strategies currently addressing age-friendly areas – questionnaire for Trainers, Consultants and Guidance Professionals

Flexible work options seem to be popular in France, since respondents indicate that in both topics – prolonging work life (64%) or preparing retirement (55%) – that the companies they work/worked with have internal policies, practices and procedures that address these matters. Looking for flexible work options that aim at prolonging work life of senior workers, Portugal and Austria also gathered considerable proportions of positive answers (43% and 33%), while in Hungary the majority of the companies (from the respondents' perception) are not addressing this topic. Regarding the flexible options for preparing retirement of senior workers, it seems that aside of France, only Austrian companies seem to be addressing this topic formally (44%), while 70% of the Hungarian companies, 57% of the Portuguese companies and 53% of the Spanish companies are not including this topic in their policies, practices or procedures.

4.2.2.2 Training needs of Trainers, Consultants and Guidance Professionals

At this stage, the partnership concluded that would be interesting to assess if the individual training needs of the trainers, consultants and guidance professionals would match the needs that they perceive that the companies where they work/worked have.

The development/promotion of a working age-friendly environment force is an area that usually trainers, consultants and guidance professionals don't work with but they demonstrate interest in on, according to the figure below. It can be noticed that only France and Hungary have demonstrated to have experience on working with this area and some of these trainers, consultants and guidance professionals already have the necessary expertise.

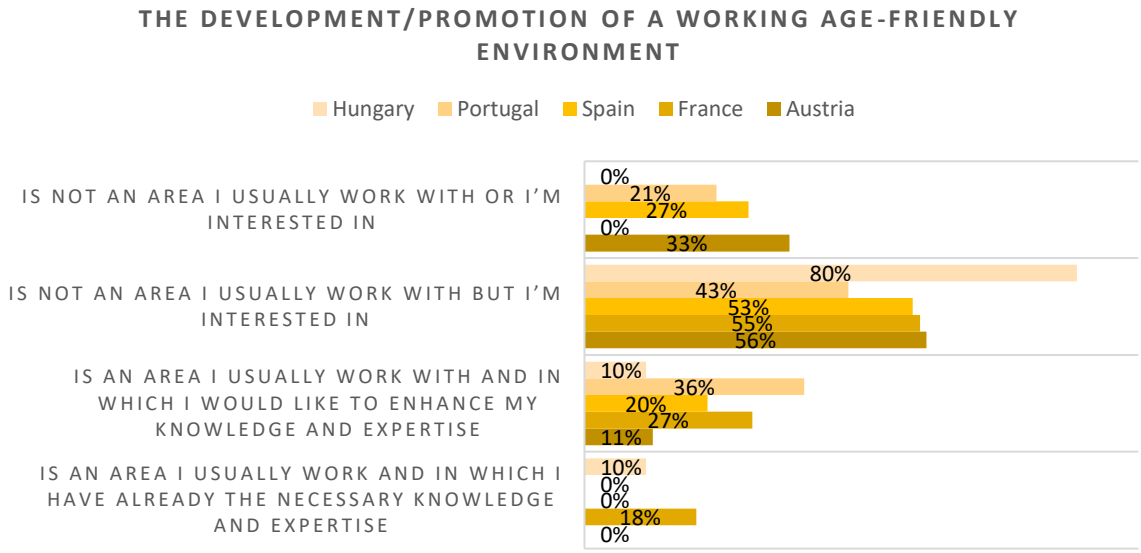


Figure 58 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of a Working Age-Friendly Environment) – questionnaire for Trainers, Consultants and Guidance Professionals

The development/promotion of an active ageing of the workforce seems not to be attractive to 40% of the Spanish trainers, consultants and guidance professionals that participated in the project's field research. On the other hand, only 9% of the French respondents state that they have the necessary knowledge and expertise regarding this topic, which matches the high rate of interest demonstrated by all participant countries in working with this area.

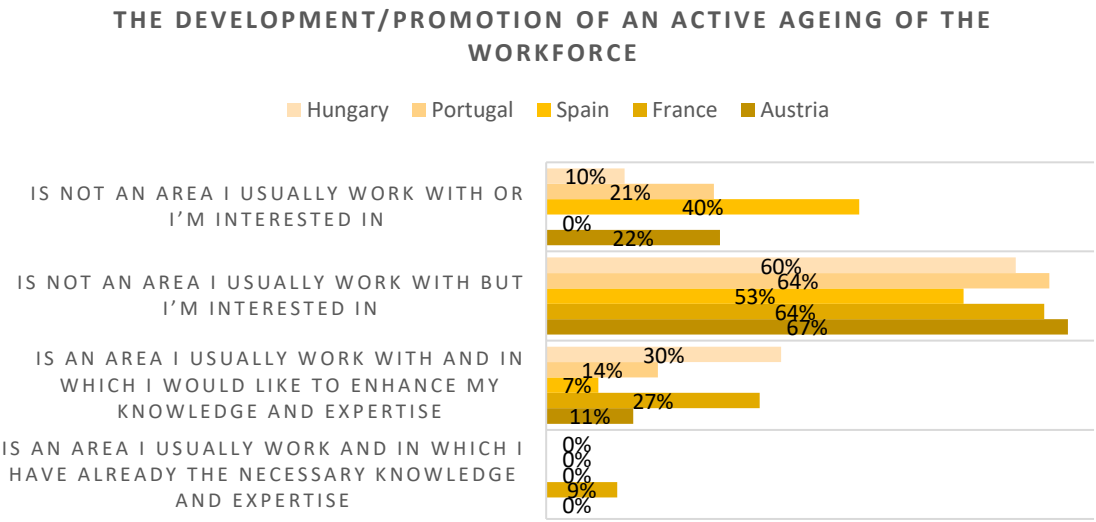


Figure 59 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of an Active Ageing of the Workforce) – questionnaire for Trainers, Consultants and Guidance Professionals

One third of the Hungarian trainers, consultants and guidance professionals have already enough knowledge and expertise on developing/promoting intergenerational learning environment while none of them stated not being used nor interested in working with this area. Only Spain and Portugal

registered 50% or more of respondents that are not used to work with the intergenerational learning environment that are also interested in it. Overall, there are a great interest in work with the development/promotion of intergenerational learning environment across participant countries.

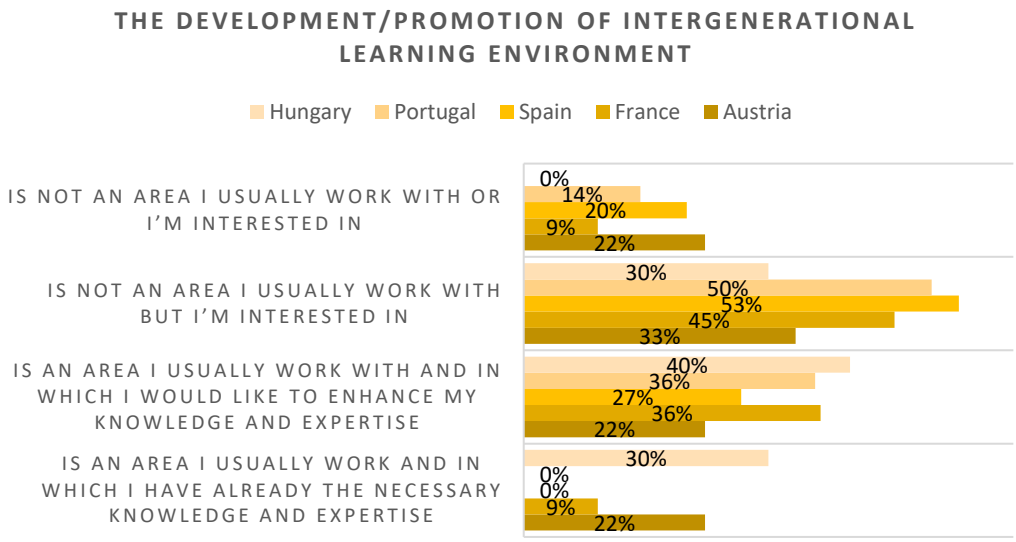


Figure 60 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Intergenerational Learning Environment) – questionnaire for Trainers, Consultants and Guidance Professionals

Despite trainers, consultants and guidance professionals don't work with the development/promotion of knowledge transfer inside the companies, it seems that they are interested in learning about this topic, especially in Hungary (80%). Important to highlight that in Portugal and France a relevant share of the respondents have shown that are aware of this area and have experience in it (despite 36% and 27% respectively stated that would like to enhance their knowledge and expertise).

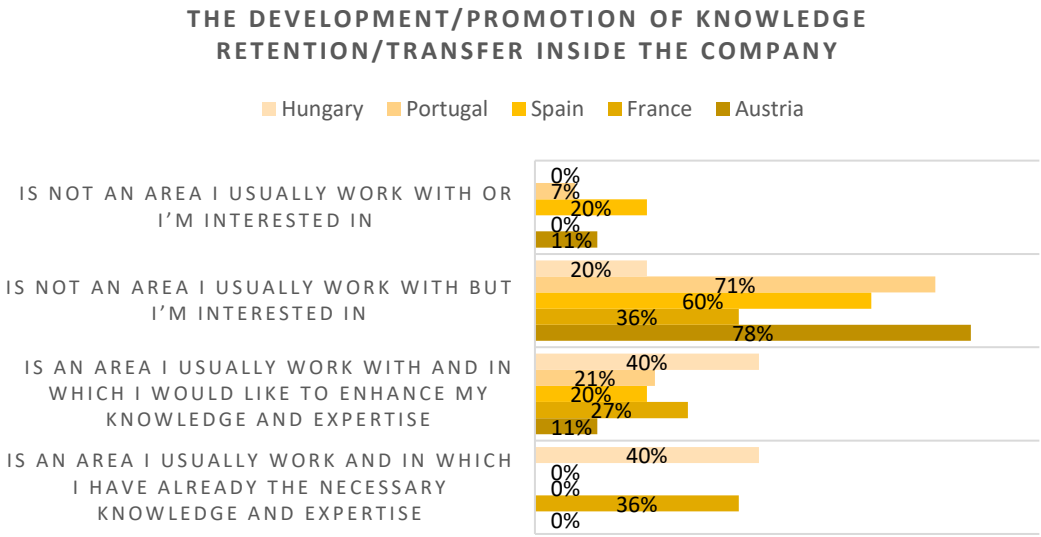


Figure 61 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Knowledge Retention/transfer) – questionnaire for Trainers, Consultants and Guidance Professionals

Austrian trainers, consultants and guidance professionals (89% in total) are not used to work with the development/promotion of recruitment and selection policies, practices or procedures specially addressed to senior candidates but 78% of them are interest in working with this topic. In France, 46% of respondents say that they usually don't work even though they are interested and 36% state that they would like to enhance their knowledge and expertise on this topic. Almost half of the Spanish respondents indicate that usually they don't work with the development/promotion of recruitment and selection policies, practices or procedures and are not interested on it (however, other 40% are interested in enhancing their knowledge on the topic). In Portugal, only 21% of respondents have already worked with this topic and 57% stated that have never worked with this topic but they have interest on it. At the same time, Hungary gathers the highest share on the category where trainers, consultants and guidance professionals never worked with the topic but have interest on it (80%) and the rest of the 20% have deal with recruitment and selection policies, practices and procedures but they would like to increase their knowledge on this field.

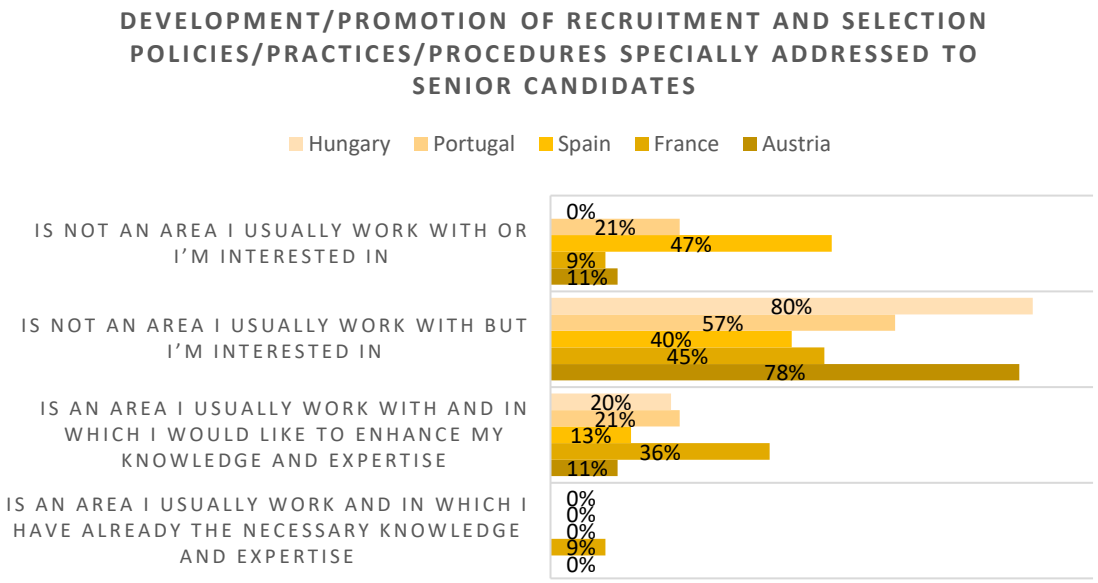


Figure 62 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Recruitment and Selection Policies/Practices/Procedures) – questionnaire for Trainers, Consultants and Guidance Professionals

The development/promotion of policies, practices and procedures for the retention of talented senior workers seems to be an area that French trainers, consultants and guidance professionals are used to work with (82%) but they also would like to enhance their knowledge and expertise on this field (73%). Austria (89%), Spain (87%), Portugal (71%) and Hungary (60%) state mostly that respondents usually don't work with this topic. However, in all these countries most of the respondents are interest in knowing them and using them, expect in Spain where 40% of the respondents showed not to be interested in this subject.

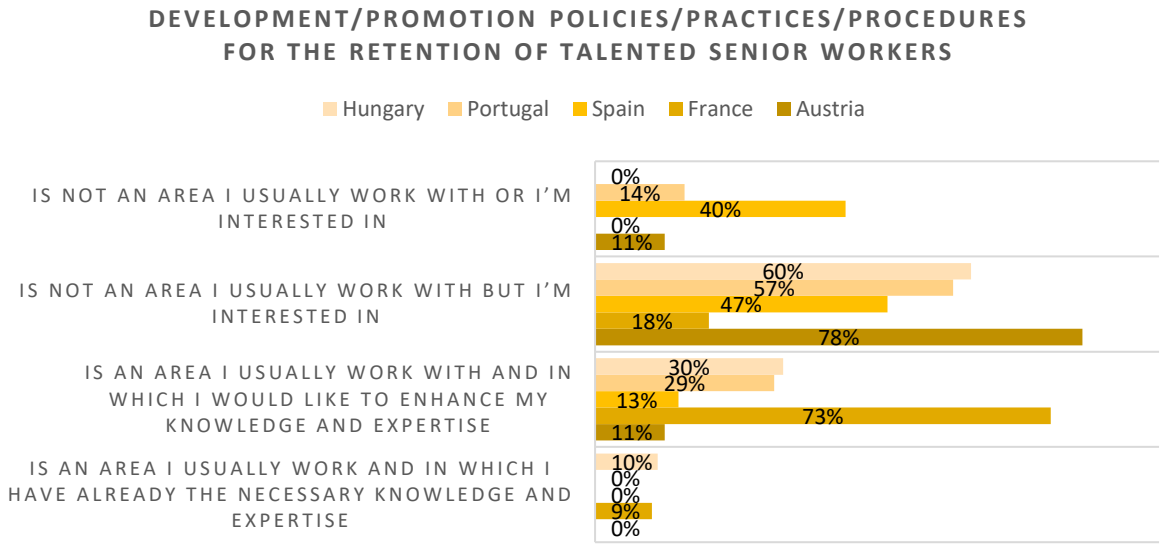


Figure 63 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Policies/Practices/Procedures for the Retention of Talented Senior Workers) – questionnaire for Trainers, Consultants and Guidance Professionals

Most of the Austrian (68%), Spanish (53%) and Portuguese (57%)respondents stated that they usually don't work with the development of policies, practices and procedures related with provision of training and development opportunities for senior workers but they are interest on it. On the other hand, Hungary positioned itself in the category of the experienced respondents even though they would like to see their knowledge and expertise enhanced (a total of 60% of the respondents usually work in this subject). French respondents who have worked with this topic are interested in increase their experience (36%), as well as Portuguese and Austrian respondents.

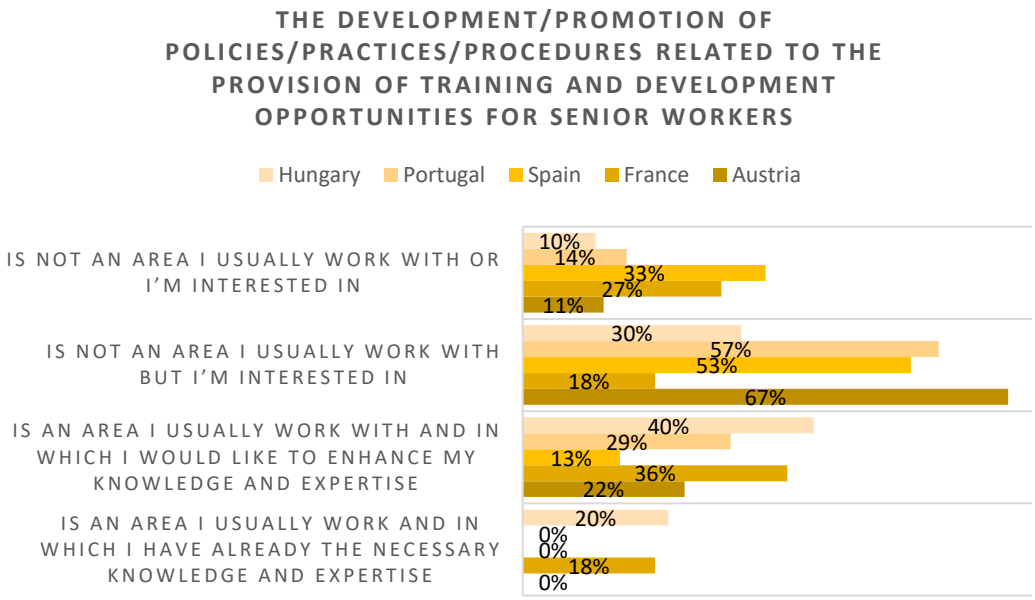


Figure 64 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Policies/Practices/Procedures Related to the Provision of Training and Development Opportunities) – questionnaire for Trainers, Consultants and Guidance Professionals

To what regards the development/promotion of career plans for senior workers, most of the respondents in all the countries indicate that they usually don't work with this topic, and from those, a substantial proportion is however interested in it. Nonetheless, 33% of the Austrian and 45% of the French trainers, consultants and guidance professionals, have worked with and they would like to enhance their knowledge. Portuguese and Spanish trainers, consultants and guidance professionals´ perceptions shows that this subject is not a usual subject they worked with as only 7% of the respondents stated that have worked with it (and all are interested in enhancing their knowledge and experience).

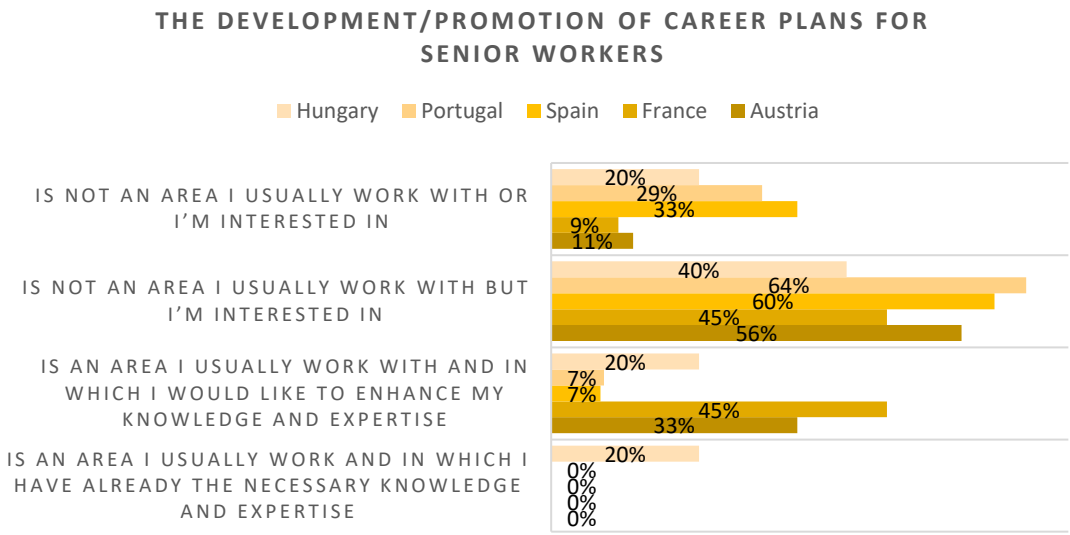


Figure 65 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Career Plans) – questionnaire for Trainers, Consultants and Guidance Professionals

A similar behaviour it's observed in the next topic – development/promotion of job-design options specially targeting senior workers –, the majority of the respondents in all the countries indicate that they usually don't work with this topic. Even so, and except in Hungary, trainers, consultants and guidance professionals are interested in learning more about it. This topic is better known in France (45% have worked with it), Hungary (40%) and Austria (22%) and less known in Portugal and Spain. In these last two countries (as well as in Austria) and respondents that have worked with this topic are interested in enhancing their learning.

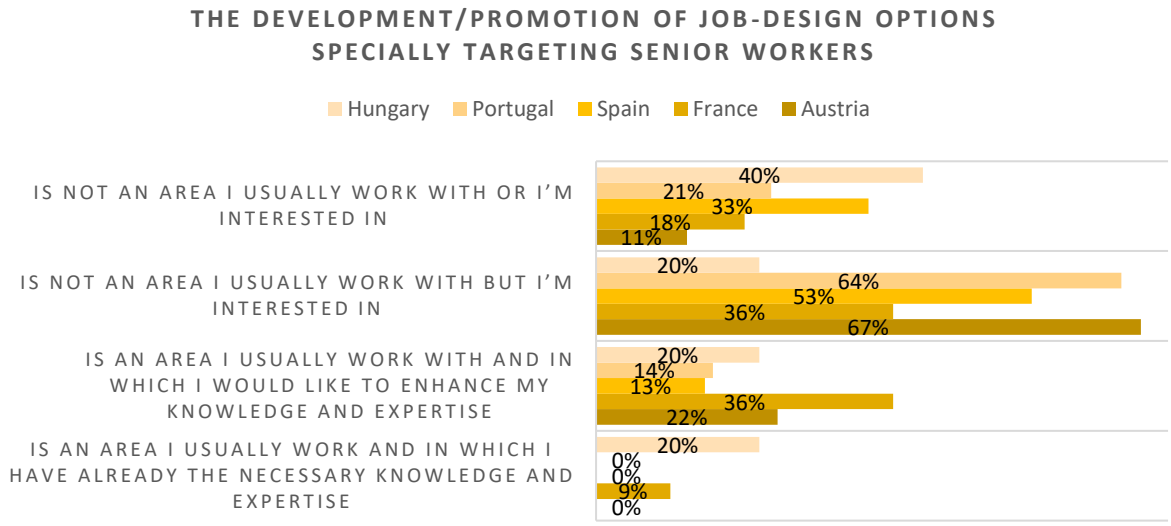


Figure 66 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Job-Design Options) – questionnaire for Trainers, Consultants and Guidance Professionals

In general, respondents in all the countries show the same perception about the topics related to development/promotion of flexible work options for prolonging work life of senior workers. Most of the respondents haven't worked in this topic but are interested in learning about it (especially in Austria, Hungary and Spain). French trainers, consultants and guidance professionals, demonstrate to be used to work with this area even though they would like to enhance their knowledge and expertise on this field. One third of the Spanish participants are not used and not interested in working with development/promotion of flexible work options for prolonging work life of senior workers.

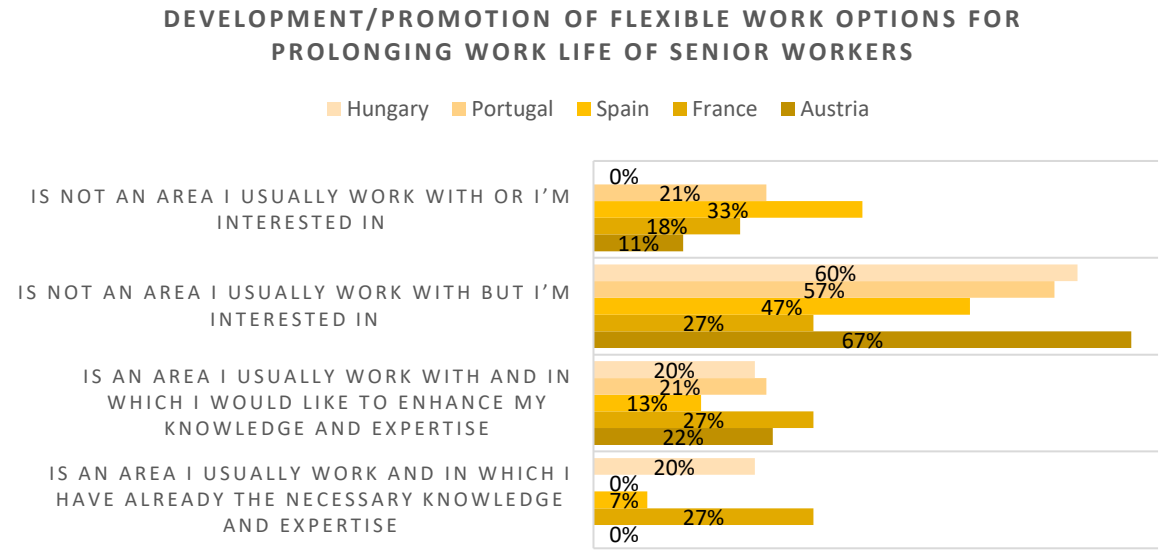


Figure 67 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Flexible Work Options for Prolonging Work Life) – questionnaire for Trainers, Consultants and Guidance Professionals

The development/promotion of flexible work options for preparing retirement of senior workers follows a similar behaviour of the previous topic. Most of the respondents are interested in the topic even though some of them are used to work with this field. Worth to mention is that one third of the Portuguese trainers, consultants and guidance professionals are not used nor interested in working with development/promotion of flexible work options for preparing retirement of senior workers.

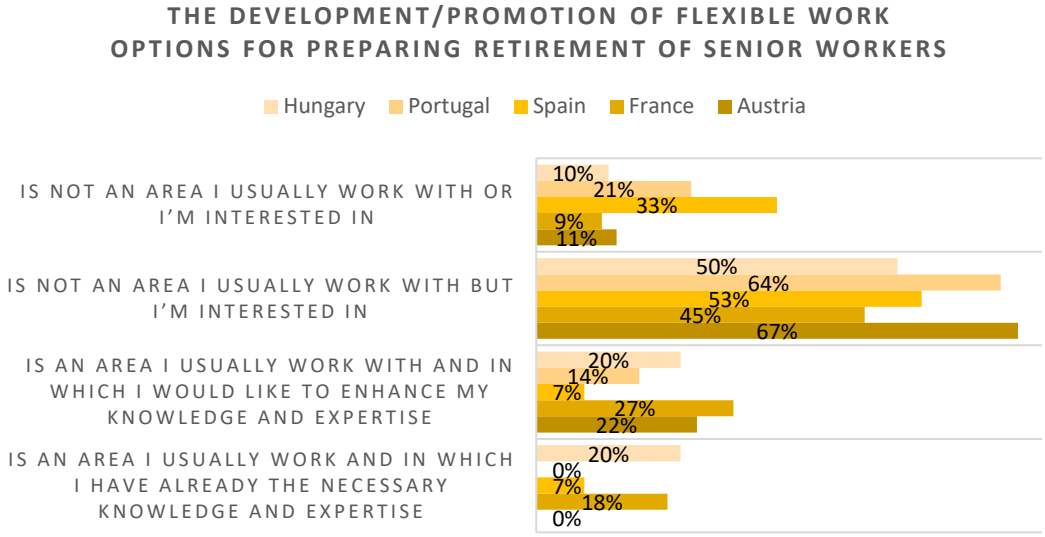


Figure 68 – Training needs of Trainers, Consultants and Guidance Professionals (dimension Development/Promotion of Flexible Work Options for Preparing Retirement) – questionnaire for Trainers, Consultants and Guidance Professionals

4.2.2.3 Assessment Tools

Level of Awareness

The awareness level of trainers, consultants and guidance professionals, regarding assessment tools to the four dimensions presented below, follows a similar pattern in all participant countries. France is the only country that registered a positive level of awareness together with experience in using assessment tools in the first two dimensions, i.e. working age-friendly environment and active ageing of the workforce. Portugal registers a high rate of respondents that aren't aware but are interested in knowing assessment tools related to working age-friendly environments and active ageing of the workforce. Spain is equally divided by those who are not aware but are interested in knowing assessment tools within the first two topics and by those who are not aware nor interested in using these tools.

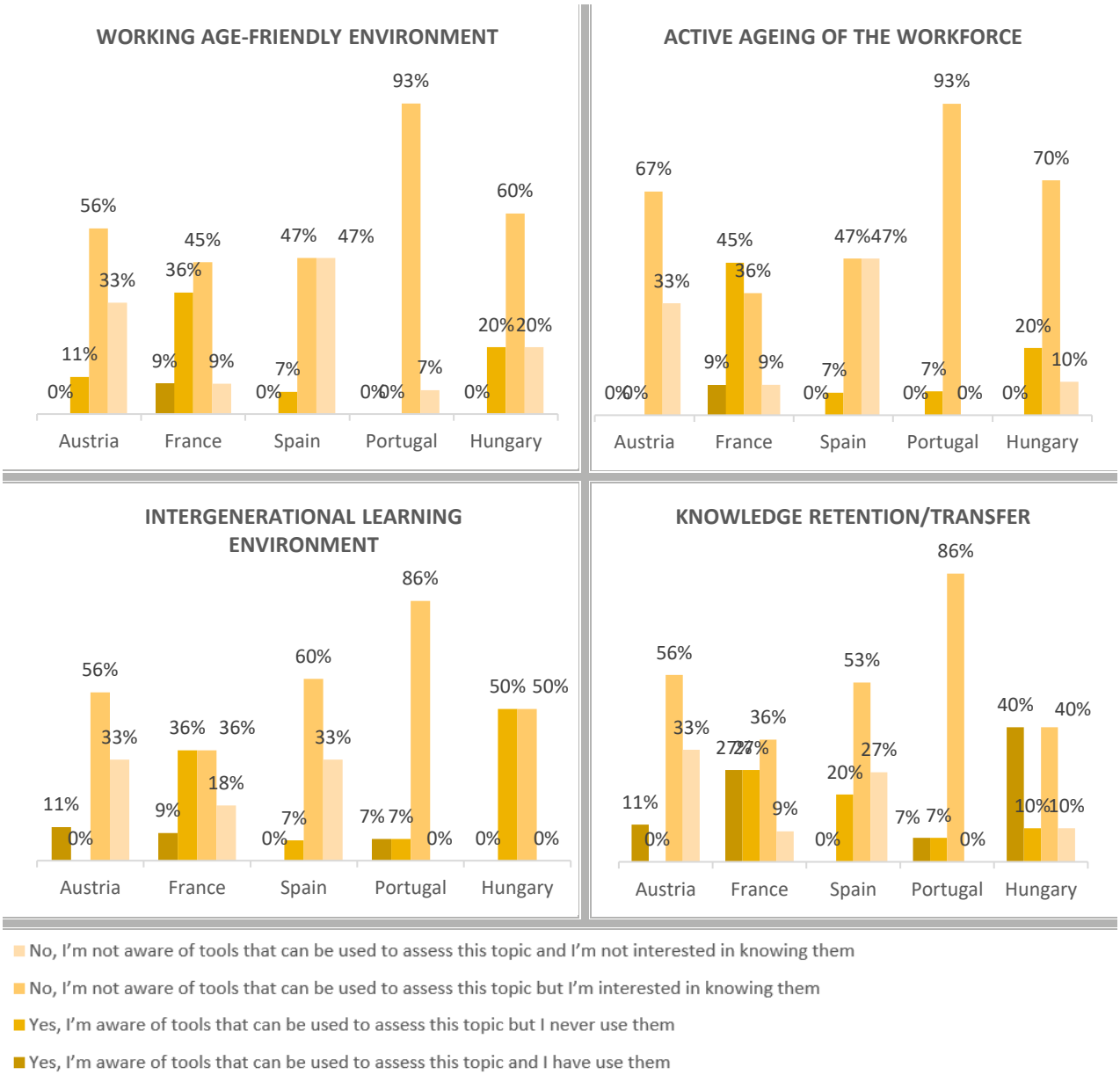
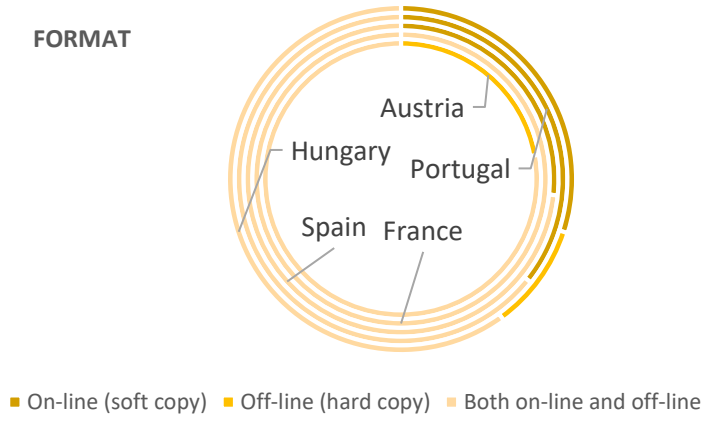


Figure 69 – Level of awareness of assessment tools – questionnaire for Trainers, Consultants and Guidance Professionals

Austria leads the professionals that are aware and have already used assessment tools for intergenerational learning environments while Hungary leads on the same category within knowledge transfer/retention. At the same time, Austria also gathers the highest respondents that aren't interested in knowing these tools in both later topics. It's worth to mention that 86% of Portuguese trainers, consultants and guidance professionals aren't aware of tools to assess intergenerational learning environments nor knowledge retention/transfer related tools, but they demonstrate interested in knowing them.

Recommended Features for Assessment tools



Most of the respondents prefer assessment tools which are both online and offline. A few Austrian trainers, consultants and guidance professionals supported the offline format. At least one third of Portuguese respondents indicate that assessment tools should be in soft copy – online likewise one quarter of the Spanish respondents. French respondents converge 100% for the mixed option.

Figure 70 – Recommended format for assessment tools – questionnaire for Trainers, Consultants and Guidance Professionals

Trainers, consultants and guidance professionals across participant countries claim that the most indicated duration of the assessment tools is between 10 and 30 minutes, i.e. assessment that are short and focused (especially in Portugal and France). Worth to mention that 11% of Austrian respondents support that assessment tools should have last more than one hour, being a long and extensive format (and other 22% prefer between half and one hour).

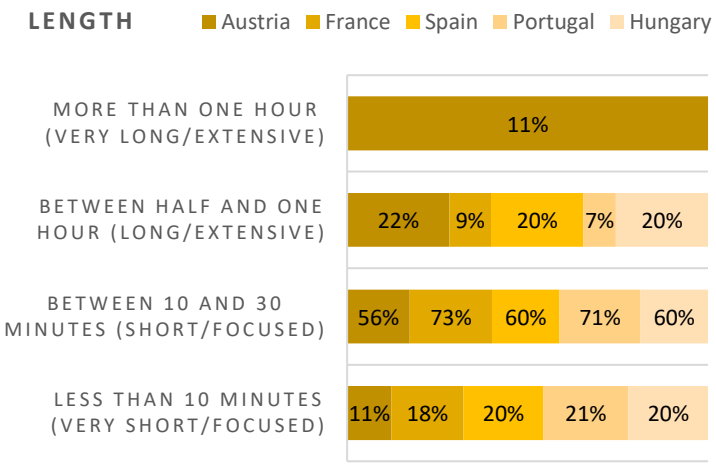
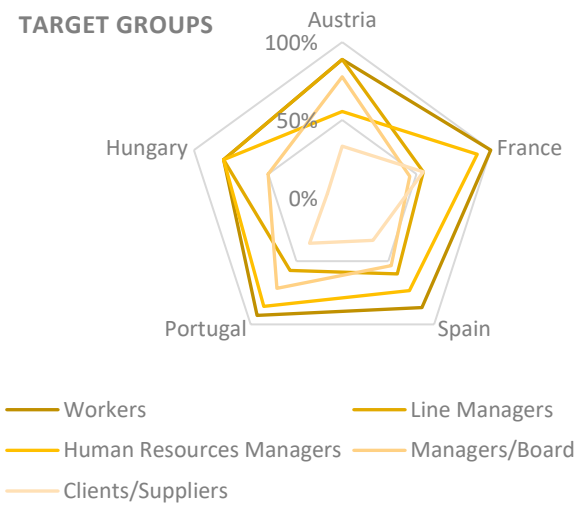


Figure 71 – Recommended length for assessment tools – questionnaire for Trainers, Consultants and Guidance Professionals



Workers are the key target groups that all participant countries agree that should be involved in the assessment tools (by other hand, clients and suppliers are the least mentioned). Respondents from Hungary and Austria believe that HR managers and line managers should also be targets (at the same level of workers), a tendency that can be observed also in other countries, expect in Portugal, where 60% of the respondents indicated that Managers/Board should also be targeted.

Figure 72 – Recommended target-groups for assessment tools – questionnaire for Trainers, Consultants and Guidance Professionals

Per country, respondents show to have different priorities such as in Austria, where practices for effective knowledge transference/retention inside the company between workers of different ages is also a priority; Spain where recruitment and selection of senior candidates is perceived as relevant. In Portugal, the most ranked topics are training and development of senior workers, multigenerational working teams and career plans for senior workers, which shows a distinct perspective of the respondents.

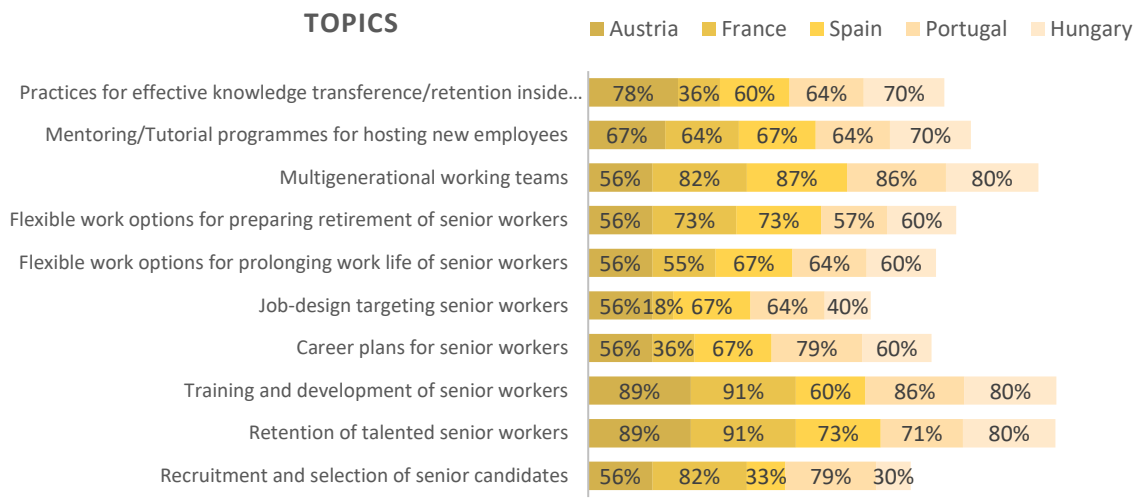
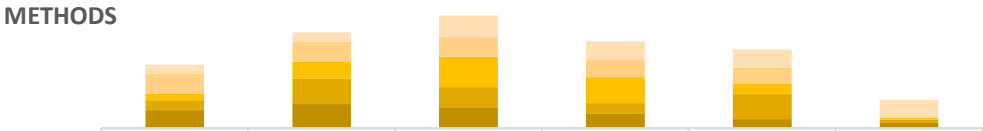


Figure 73 – Recommended topics for assessment tools – questionnaire for Trainers, Consultants and Guidance Professionals

The most relevant topics indicated by respondents that should be included in assessment tools are training and development of senior workers, retention of talented senior workers and multigenerational working teams. This top-3 can be complemented with other two topics: mentoring/tutorial programmes for hosting new employees and flexible work options for preparing retirement of senior workers.

The following figure demonstrates the most relevant methods to be involved in the collection of data and provision of feedback of the assessment tools. It's visible that interviews are the most popular method among trainers, consultants and guidance professionals, followed by surveys and observation. Looking at country level, Portugal and Austria have on their favourite picks checklists likewise France have case studies, instead of observation method. Psychometric tests are the method with lower expression (except in case of Hungarian respondents).

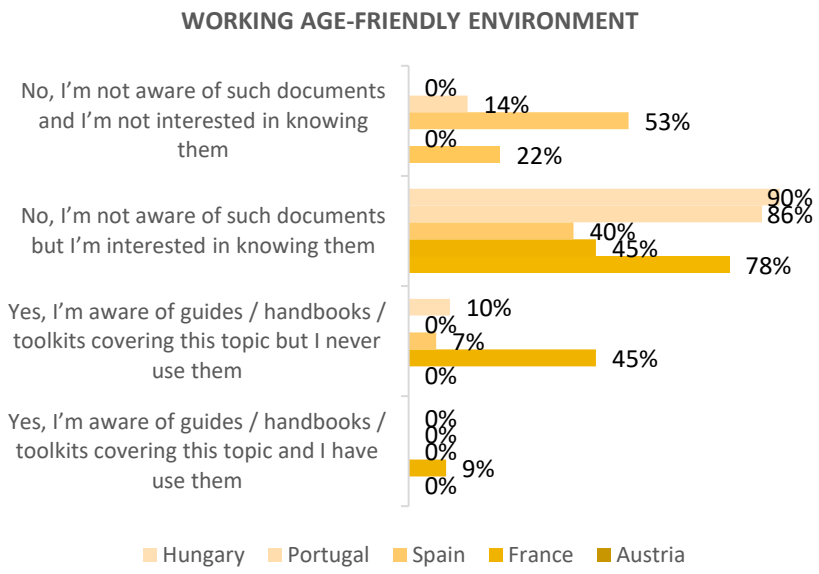


	Checklists	Surveys	Interviews	Observation	Case studies	Psychometric tests
Hungary	10%	10%	23%	19%	19%	19%
Portugal	21%	21%	21%	19%	17%	0%
Spain	7%	19%	33%	28%	12%	2%
France	11%	27%	22%	11%	27%	3%
Austria	19%	26%	23%	16%	10%	6%

Figure 74 – Recommended methods for assessment tools – questionnaire for Trainers, Consultants and Guidance Professionals

4.2.2.4 Guides, Handbooks and Toolkits

Level of Awareness



France registers the highest score participants that are aware of guides, handbooks or toolkits for working age-friendly environments, even though most of them never used such resources. The response rate within no awareness but interest in knowing these materials range from 40% (Spain) to 90% (Hungary). Around 53% of Spanish trainers, consultants and guidance professionals are not interested on these resources.

Figure 75 – Level of awareness of guides, handbooks and toolkits (dimension Working Age-Friendly Environment) – questionnaire for Trainers, Consultants and Guidance Professionals

France registers the highest score participants that are aware of guides, handbooks or toolkits for active ageing of the workforce, even though most of them never used such resources. The response rate within no awareness but interest in knowing these materials range from 36% (France) to 86% (Portugal). Around 53% of Spanish trainers, consultants and guidance professionals are not interested on these resources.

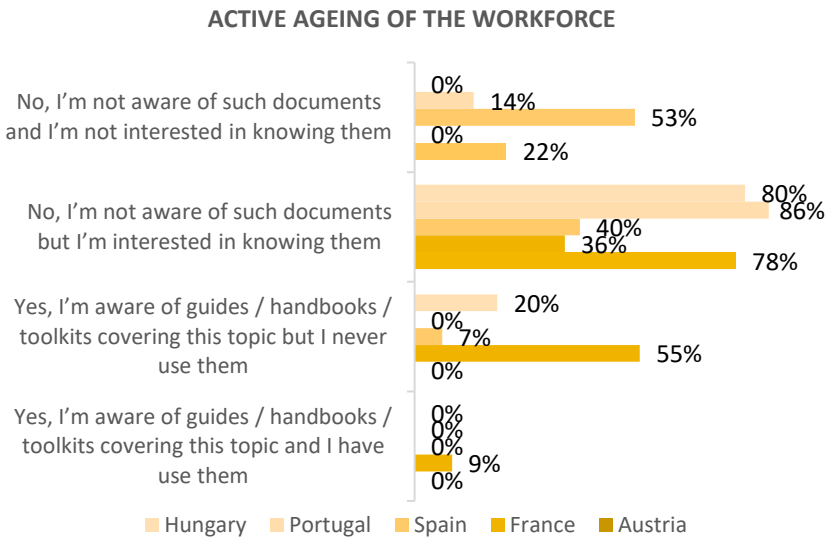
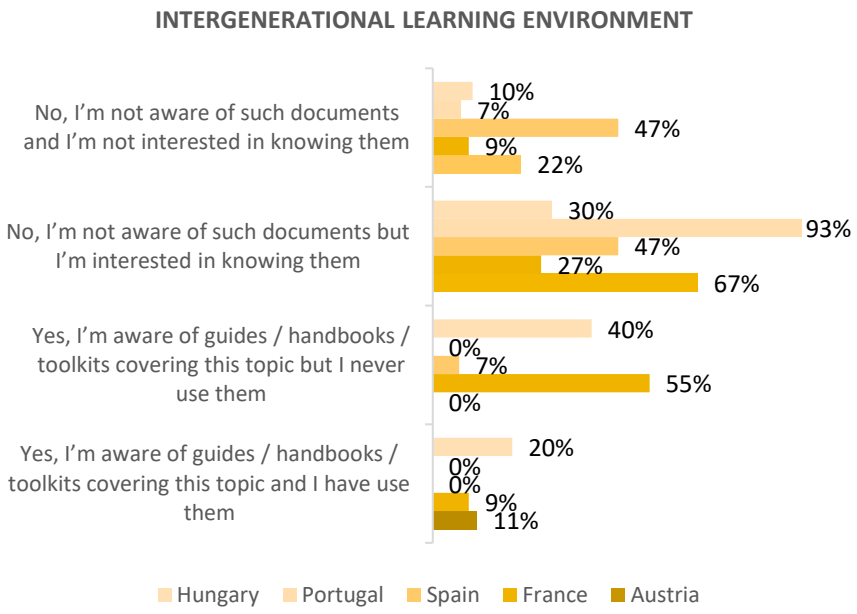


Figure 76 – Level of awareness of guides, handbooks and toolkits (dimension Active Ageing of the Workforce) – questionnaire for Trainers, Consultants and Guidance Professionals



France and Hungary show that their professionals are aware of guides, handbooks or toolkits for intergenerational learning environments, even though most of them never used such materials. The response rate within no awareness but interest in knowing these materials range from 27% (France) to 93% (Portugal). Around 47% of Spanish trainers, consultants and guidance professionals are not interested on these resources.

Figure 77 – Level of awareness of guides, handbooks and toolkits (dimension Intergenerational Learning Environment) – questionnaire for Trainers, Consultants and Guidance Professionals

France and Hungary show that their professionals are aware of guides, handbooks or toolkits for knowledge retention/transfer, even though most of them never used such materials. The response rate within no awareness but interest in knowing these materials range from 33% (Spain) to 93% (Portugal). Around 53% of Spanish trainers, consultants and guidance professionals are not interested on these resources.

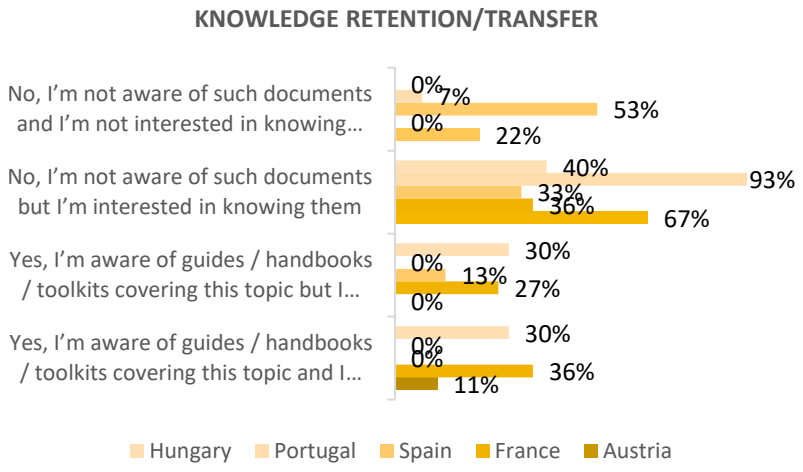
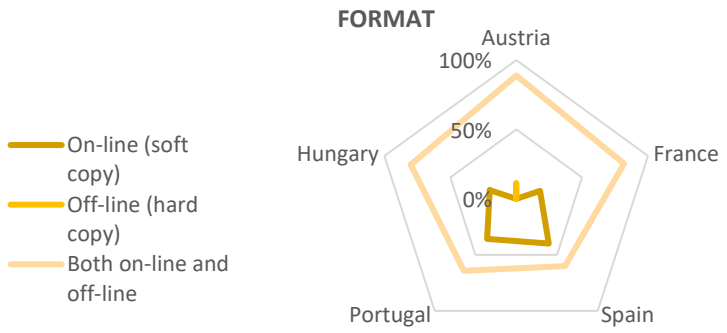


Figure 78 – Level of awareness of guides, handbooks and toolkits (dimension Knowledge Retention/Transfer) – questionnaire for Trainers, Consultants and Guidance Professionals

Recommended Features for guides, handbooks and toolkits



Trainers, consultants and guidance professionals across participant countries have indicated that guides, handbooks and toolkits should be made both online and offline. Still, there are a considerable share of respondents that would prefer an online version, especially in Portugal and Spain.

Figure 79 – Recommended format for guides, handbooks and toolkits – questionnaire for Trainers, Consultants and Guidance Professionals

Respondents prefer resources which are of short or very short length. However, while Hungarian and French respondents have preference for very short and focused guides, handbooks and toolkits (60% and 55% respectively) in the other three countries the preference goes for resources with between 20 and 50 pages. A small share of respondents has opted for long and extensive tools. Note that 11% of Austrian respondents tend for more than 100 pages.

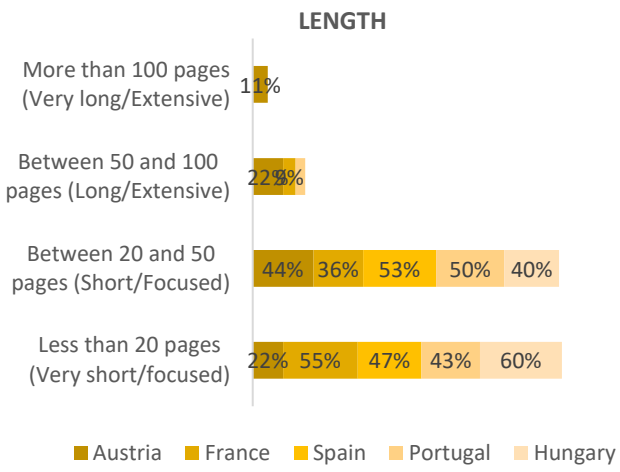
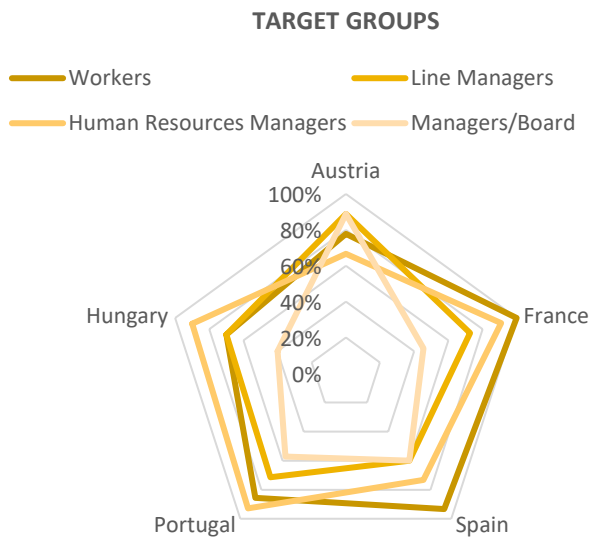


Figure 80 – Recommended length for guides, handbooks and toolkits – questionnaire for Trainers, Consultants and Guidance Professionals



The relevant groups for guides, handbooks and toolkits varies among the participant counties. Hungary and Portugal present preference by HR managers while France and Spain prefer to include workers but still show a considerable proportion of respondents choosing HR managers. Austrian trainers, consultants and guidance professionals indicate line managers and managers/board as relevant target groups, but this potential groups received few support in all the other countries.

Figure 81 – Recommended target-groups for guides, handbooks and toolkits – questionnaire for Trainers, Consultants and Guidance Professionals

The overall top-3 topics selected by trainers, consultants and guidance professionals are retention of talented senior workers, multigenerational working teams and mentoring/tutorial programmes for hosting new employees. At country level, the top-3 might suffer changes as follows: in addition to the retention of talented senior workers, Hungarian respondents show interested in practices for effective knowledge transference/retention inside the companies. Instead of mentoring and tutorial programmes, Portuguese respondents support career plans for senior workers as a relevant topic to be included in this type of resources, while Austrian respondents aside of the retention of talented senior workers, show preference (78%) for the topic training and development of senior workers as a relevant topic for guides, handbooks and toolkits.

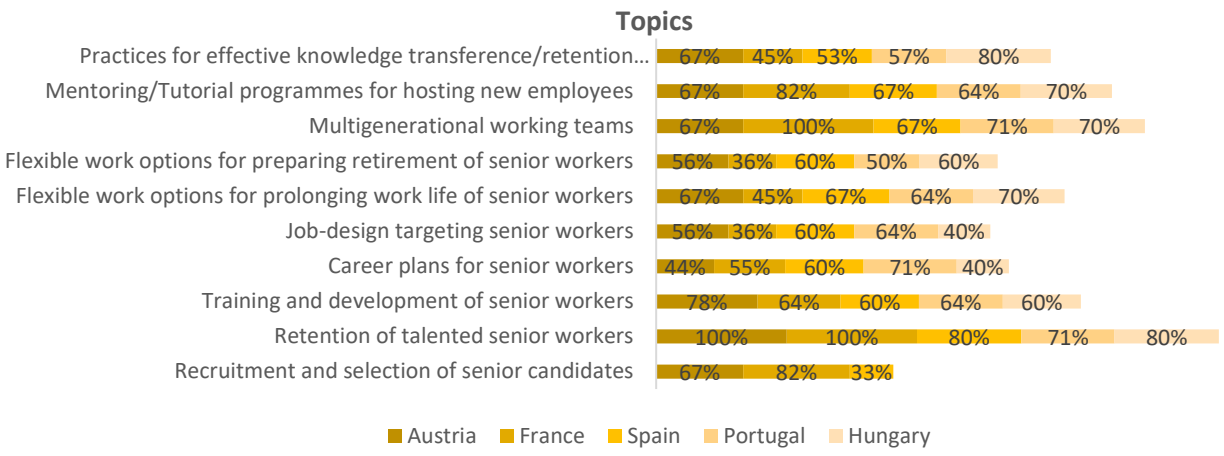


Figure 82 – Recommended topics for guides, handbooks and toolkits – questionnaire for Trainers, Consultants and Guidance Professionals

All the Portuguese trainers, consultants and guidance professionals support Best Practices as the most relevant type content to include within the guides, handbooks and toolkits, likewise Hungarian respondents, even though at a lower extent. Practical tips/instructions are most supported by Austria and France while Exercises are relevant for French and Hungarian respondents. Spain's most relevant content are Best Practices and Practical tips. Overall, Best Practices are the preferred content.

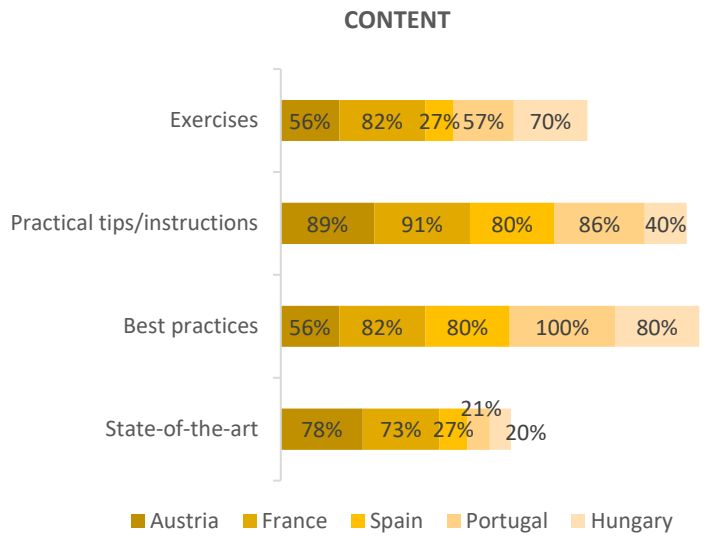


Figure 83 – Recommended content for guides, handbooks and toolkits – questionnaire for Trainers, Consultants and Guidance Professionals

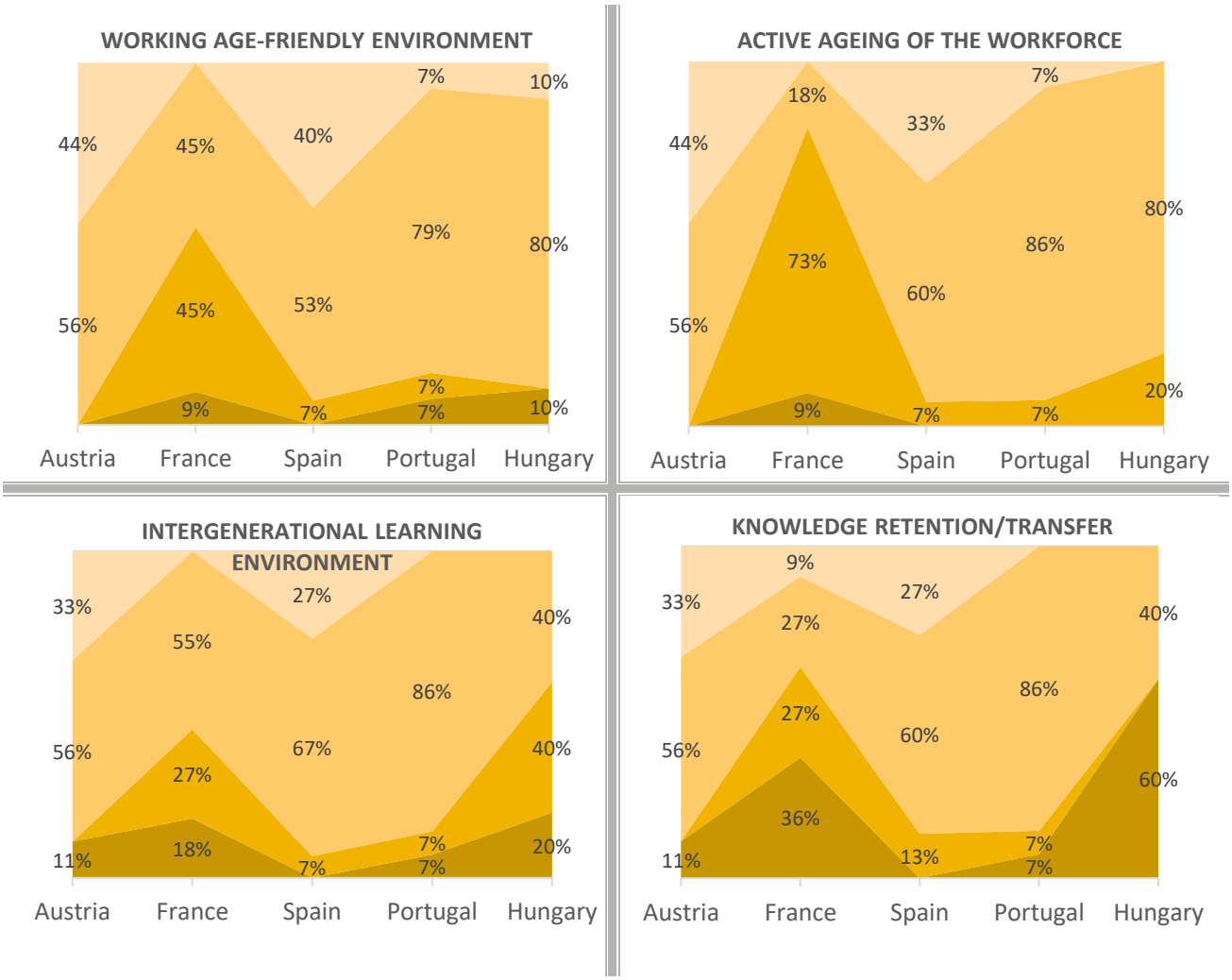
4.2.2.5 Training Programmes

Level of Awareness

In general, the level of awareness of respondents to existing training programmes regarding the four dimensions suggested is not positive, even though most part of these respondents show interest in knowing such programmes. Besides, the level of awareness of training programmes related to knowledge retention/transfer is high in Hungary (and respondents have used them – 60%) and also in France (63%, but 27% have never used them). Looking at country performances, France respondents

seems the be more aware of training programmes that address working age-friendly environment and active ageing of the workforce since it shows that 45% and 73%, respectively, of their trainers, consultants and guidance professionals know about these initiatives even though the companies they work/worked never participated. Within the working age-friendly environment, it's Hungary that gathers the highest share of professionals whose companies already participated in such training programmes (10%). Despite the lower level of awareness of training programmes in this topic in most of the countries, large part of the respondents showed interest in knowing them (however, lower levels of interest are observed in Austria and Spain).

Regarding training programmes on active ageing of the workforce, French respondents are the only who have already participated in training programmes approaching this dimension or that are aware of them. In general, and despite the low level of awareness, large majority of the respondents in the other countries are interested in learning more (56% in Austria, 60% in Spain, 86% in Portugal and 80% in Hungary).



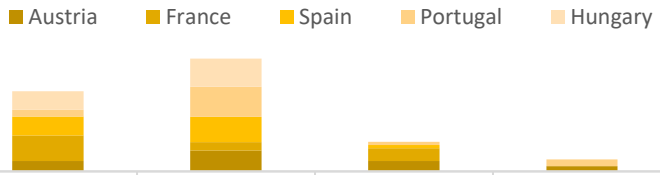
- No, I'm not aware of training programmes focusing this topic and I'm not interested in knowing them
- No, I'm not aware of training programmes focusing this topic but I'm interested in knowing them
- Yes, I'm aware of training programmes focusing this topic but my company / company I work for never participated
- Yes, I'm aware of training programmes focusing this topic and my company / company I work for have participated

Figure 84 – Level of awareness of guides, handbooks and toolkits – questionnaire for Trainers, Consultants and Guidance Professionals

Hungary and France are the countries who present the highest level of awareness and participation on training programmes concerning intergenerational learning environment and knowledge retention/transfer dimensions. The response rate within no awareness but interest in knowing these materials range from 40% (Hungary) to 86% (Portugal) for intergenerational learning environments and from 27% (France) to 86% (Portugal) for knowledge retention/transfer. However, Austria and Spain present a significant share of respondents that aren't aware nor interested in knowing training programs related with both topics.

Recommended Features

LENGTH



	Less than 2 days (Very short/focused)	Between 3 and 10 days (Short/Focused)	Between 10 and 30 days (Long/Extensive)	More than 1 month (Very long/Extensive)
Hungary	40%	60%	0%	0%
Portugal	14%	64%	7%	14%
Spain	40%	53%	7%	0%
France	55%	18%	27%	0%
Austria	22%	44%	22%	11%

Most of the trainers, consultants and guidance professionals from all participant countries indicated that a suitable length of a training programme addressing age management topics is between 3 and 10 days, except in France, where respondents state mostly that less than 2 days is better.

Figure 85 – Recommended length for training programmes – questionnaire for Trainers, Consultants and Guidance Professionals

Overall, line managers and HR managers are those who should be targeted by training programmes addressing age management dimensions. Workers are slightly below these two groups, but represent a significant choice of the respondents, especially in France and Portugal.

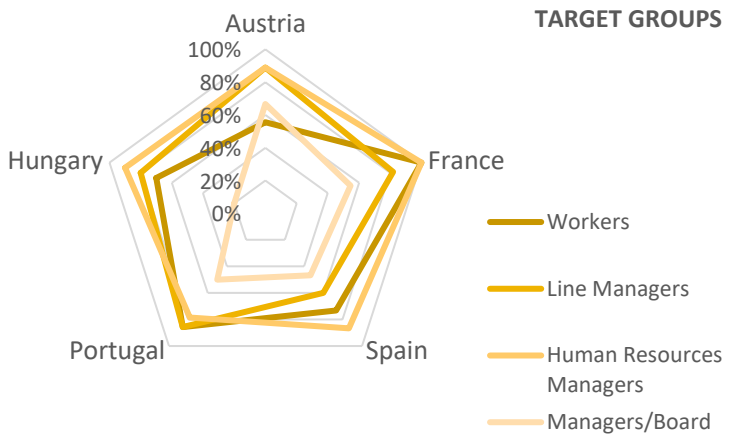
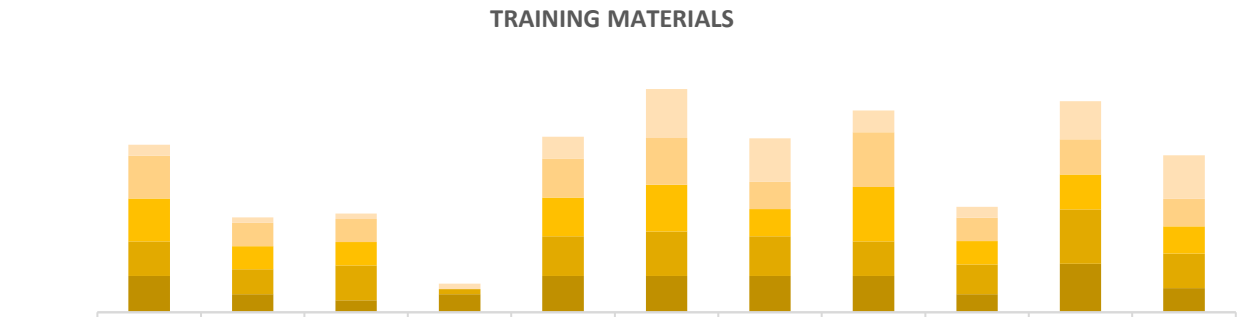


Figure 86 – Recommended target-groups for training programmes – questionnaire for Trainers, Consultants and Guidance Professionals

The top-3 options, regarding the types of training materials to use in the training courses are case studies, team work and group dynamics. However, the most ranked options vary slightly per country. In Hungary, for instance, role-play and interactive e-learning are preferred by most of the respondents (instead of team work and group dynamics). Portuguese and Spanish trainers, consultants and guidance professionals show higher preference to use PowerPoint instead of team work. Respondents from France expect training materials such as role-play and videos rather than group dynamics. The Austrian perspectives are not so linear, since only team work stands out as the most ranked option.



	PowerPoint	Quiz	Games	Test	Videos	Case Studies	Role-Play	Group Dynamic	Individual work	Team work	Interactive e-learning
Hungary	20%	10%	10%	10%	40%	90%	80%	40%	20%	70%	80%
Portugal	79%	43%	43%	0%	71%	86%	50%	100%	43%	64%	50%
Spain	79%	43%	43%	0%	71%	86%	50%	100%	43%	64%	50%
France	64%	45%	64%	9%	73%	82%	73%	64%	55%	100%	64%
Austria	67%	33%	22%	33%	67%	67%	67%	67%	33%	89%	44%

Figure 87 – Recommended training materials for training programmes – questionnaire for Trainers, Consultants and Guidance Professionals

To what concerns the format of the training programmes, it was requested to trainers, consultants and guidance professionals to choose an option they believed to be most accurate to address different age-friendly topics in training courses. It's scrutinised from the answers what are the preferred formats by trainers, consultants and guidance professionals.

Trainers, consultants and guidance professionals seem not to support trainings made only at distance regarding the topic recruitment and selection of senior candidates. At the same time, France register 82% of preference for face-to-face training sessions for the same topic while majority of Austrian, Spanish and Hungarian respondents prefer mixed trainings with online and offline sessions. For retention of talented senior workers, 50% of Hungarian respondents prefer e-learning training formats rather than face-to-face or blended learning, that still collected 40% of support. Nonetheless, Spain and Portugal show preference for blended learning while Austria and France demonstrate equal support for both blended and face-to-face learning formats.

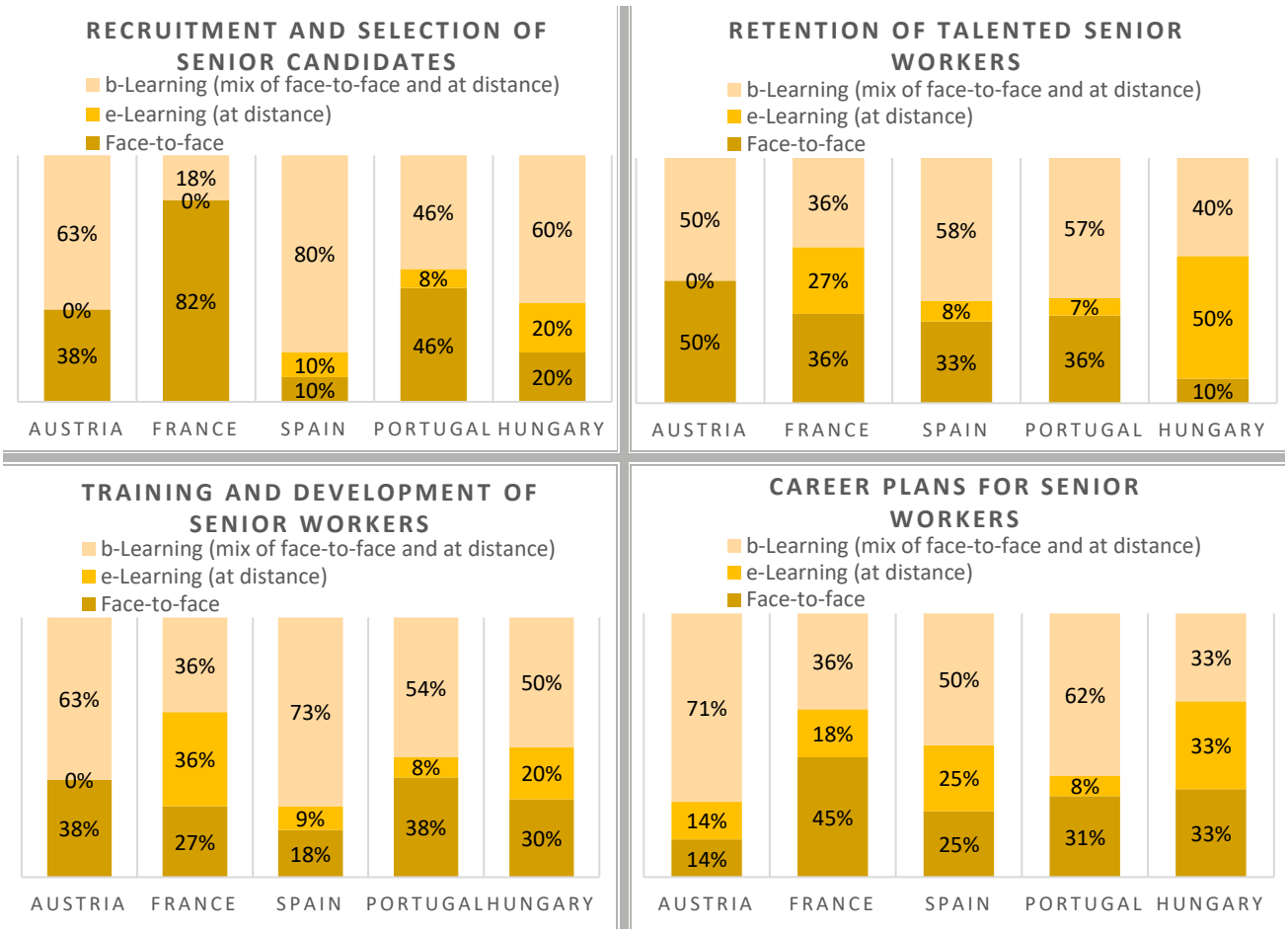
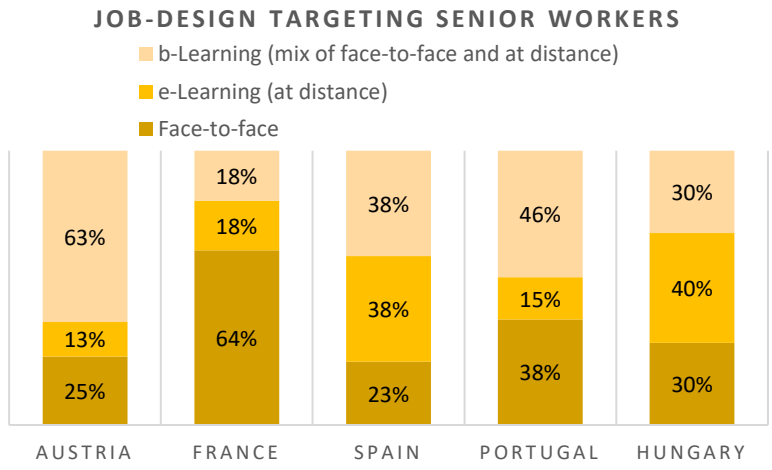


Figure 88 – Recommended format for training programmes – questionnaire for Trainers, Consultants and Guidance Professionals

The most preferred format for training programs related to training and development of senior workers is blended learning. The support share ranges from 36% (France) to 73% (Spain) while face-to-face training format varies from 18% (Spain) to 38% (Austria and Portugal). More than half of the respondents from Austria and Portugal would opt for mixed training programs to deal with career plans for senior workers. French trainers, consultants and guidance professionals have preference for face-to-face training sessions while Hungary demonstrate equal support for the three formats.

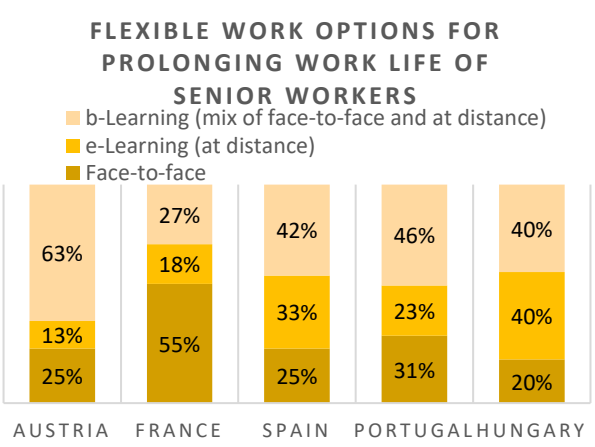


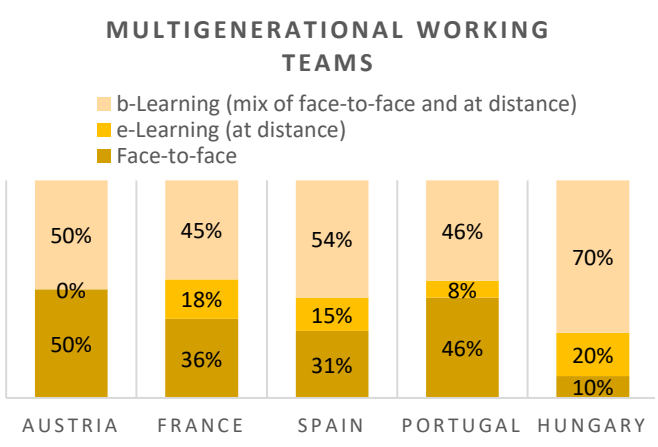
Austria and Portugal gathers more support for blended learning while France would opt for face-to-face training sessions within job-design targeting senior workers topic. Hungary seems to prefer training programs at distance, even though the other formats have collected a significant share of answers. Spanish trainers, consultants and guidance professionals are mostly divided between blended or e-learning.

Figure 89 – Recommended format for training programmes – questionnaire for Trainers, Consultants and Guidance Professionals

Depending on the country, flexible work options for prolonging work life of senior workers' training sessions should be conducted face-to-face, at distance or in mixed formats. Austrian trainers, consultants and guidance professionals would opt for a blended-learning while French ones would rather refer training sessions by face-to-face. Spain and Portugal clearly show preference for mixed format even though Spain gathered a significant share in e-learning (33%) and Portugal in face-to-face format (31%). 80% of Hungarian respondents would chose blended or at distance sessions related to flexible work options for prolonging work life of senior workers.

It's clear that in Hungary, training programmes related to multigenerational working teams would follow a blended learning format. Austria and Portugal seem divided between face-to-face and mixed training sessions. France and Spain show preference for blended learning event though both registered a substantial share of respondents that would opt for face-to-face training programs (36% and 31%, respectively).





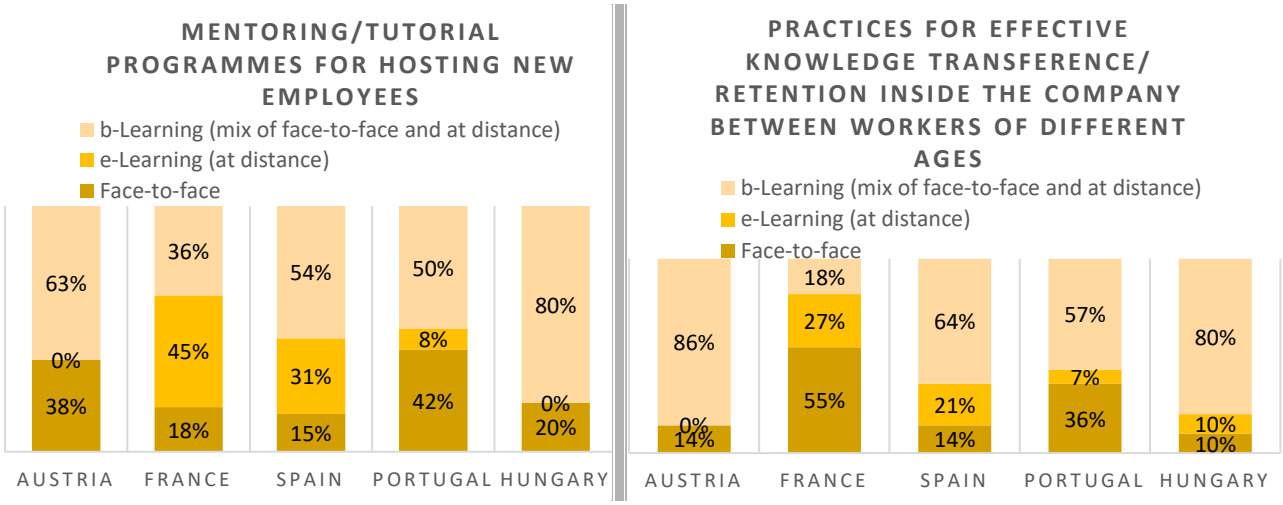


Figure 90 – Recommended format for training programmes – questionnaire for Trainers, Consultants and Guidance Professionals

France presents preference for training programs at a distance format to mentoring/tutorial programmes for hosting employees. Hungarian and Austrian trainers, consultants and guidance professionals support blended learning training programmes. Around half of the Portuguese and Spanish respondents would opt for a mixed learning even though a significant share in Spain would chose e-learning (31%) and in Portugal face-to-face format (42%). Majority of Austrian, Hungarian and Spanish respondents state that blended learning is the accurate format to training programmes related to practices for effective knowledge transference/retention inside the company between workers of different ages. France registers preference for face-to-face training sessions.

Face-to-face and blended learning are the most preferred types of training even though these are dependent on the topic to be addressed. In average, France, Spain and Portugal tend to prefer face-to-face trainings while Austria and Hungary tend to support blended learning.

4.2.3 Workers

From the total 221 respondents, 85 are workers. From these, 34% are from Austria, 20% have origin in Portugal and other 20% in Spain. Hungary gathers 14% of the workers and France 12%.

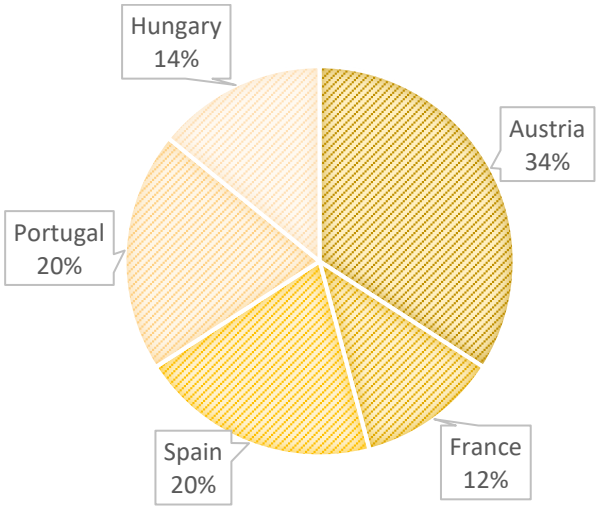


Figure 91 – Number of respondents – questionnaire for Workers

The following subsections, analyse what workers perceive as to be companies' priorities, the level of relevance of age-friendly related areas and the current state of the companies for these areas. It was also requested to workers to select the most relevant supporting tools for them and to indicate what features should they have that could better benefit Sparkling Grey target groups and their individual ambitions.

4.2.3.1 Priorities of the Companies

Priorities of the Companies

Overall, the promotion of a working age-friendly environment is not a current priority for the companies' respondents work for but workers expect that might be in the future near. French respondents recline more to a positive perception, where 30% of the participants state that seems to be an informal priority and other 30% state that it's clearly a formal priority. In Spain, companies seem to address this dimension on informal ways while in Hungary, workers perspective is that companies will not address this dimension in a near future.

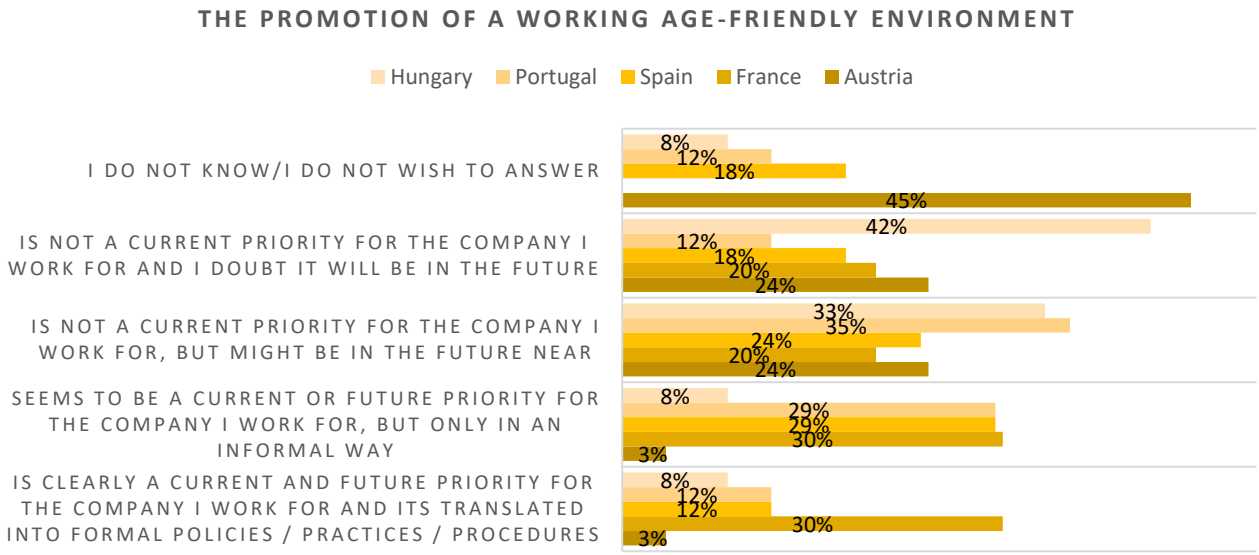


Figure 92 – Priorities of the companies (dimension Promotion of a Working Age-Friendly Environment) – questionnaire for Workers

The promotion of an active ageing of the workforce seems not be included in companies' priorities since in almost all participant countries this option gathered most of the responses (especially in Hungary (83% in total) and Portugal (58%). However, in France, Spain and Portugal there is a positive perception that this dimension seems to be a current/future priority.

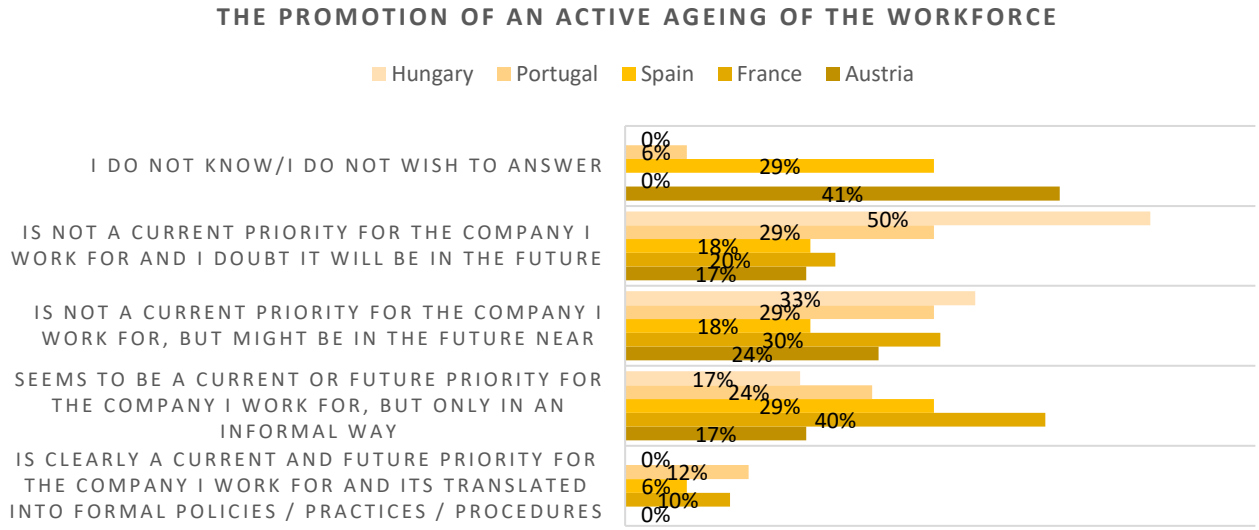


Figure 93 – Priorities of the companies (dimension Promotion of an Active Ageing of the Workforce) – questionnaire for Workers

In general, promotion of an intergenerational learning environment seems to be a current or future priority even thought at informal level (most noticed in France – 50%, but also in Spain -35%. Per country, more than 40% of Hungarian and Portuguese workers perceive this dimension as not a current priority for the companies they work for but might be in the future near. It's worth to share that 31% of the Austrian respondents do not know or do not wanted to answer to this question.

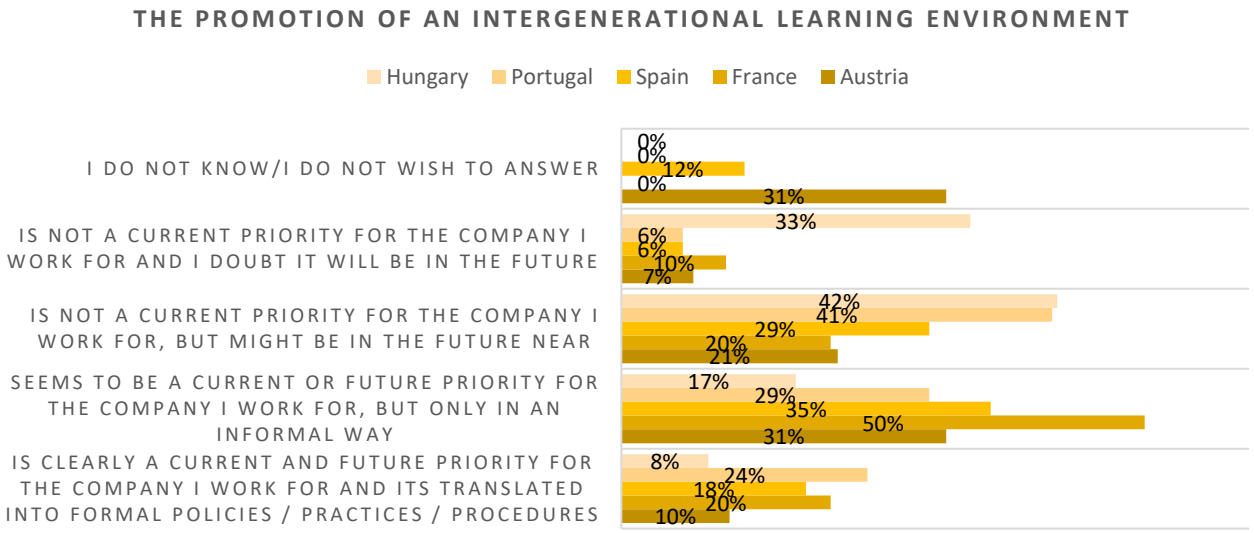


Figure 94 – Priorities of the companies (dimension Promotion of an Intergenerational Learning Environment) – questionnaire for Workers

From workers perspective, the promotion of knowledge retention/transfer inside the company is becoming a priority (reflected in informal ways) or is clearly a priority (reflected in formal policies, practices or procedures) in all countries, but particularly in Austria, France and Spain. Hungary and Portugal diverge from this trend since the 41% and 33% (respectively) of the workers stated that this dimension is not currently a priority (but might be soon).

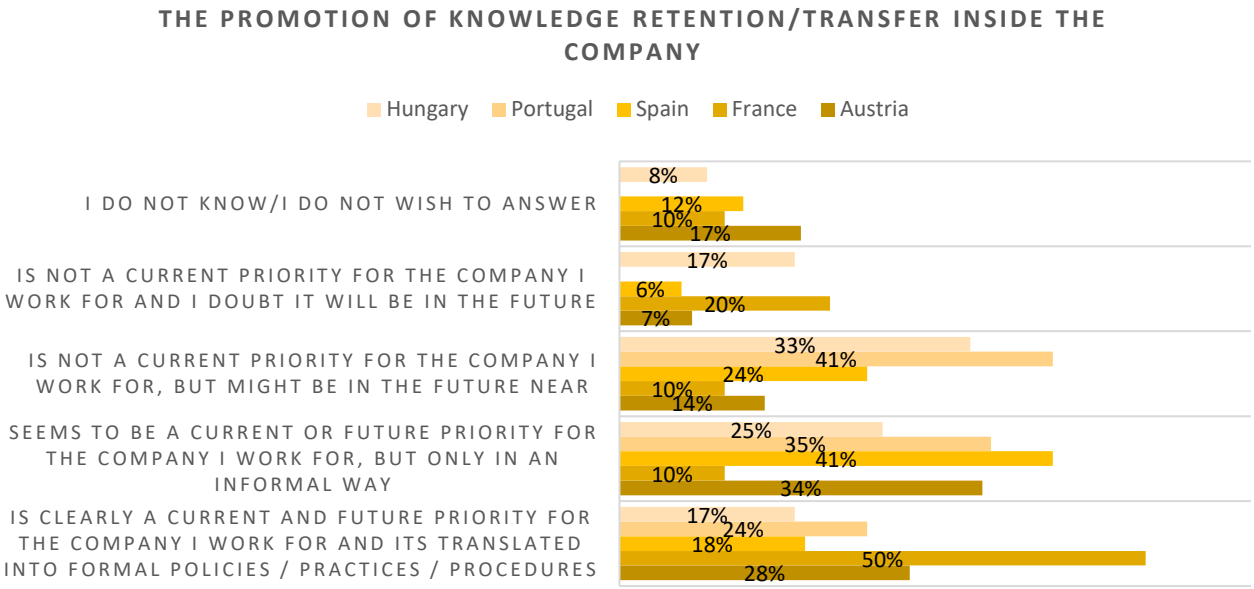


Figure 95 – Priorities of the companies (dimension Promotion Knowledge Retention/Transfer) – questionnaire for Workers

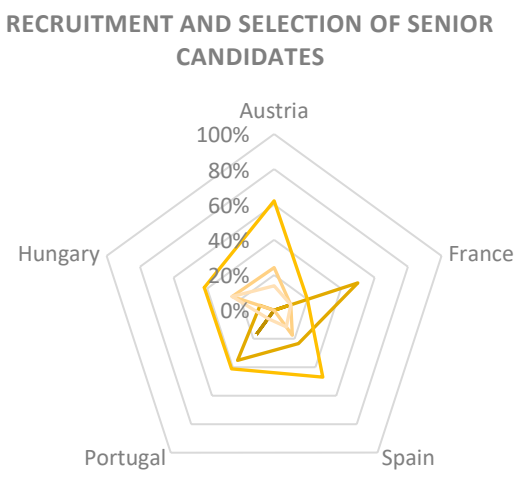
Relevant Age-friendly Areas for Workers

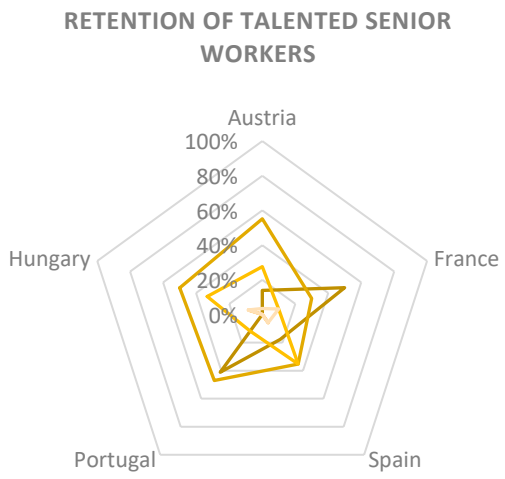
Workers were requested to indicate the level of relevance that each of the age-friendly topics presented have for them. In general, the most relevant topics are retention of talented senior workers and flexible work options for preparing retirement of senior workers.

Per country, the preferences vary depending on the age-friendly related topic. France rates recruitment and selection of senior candidates as relevant while workers in the other participant countries perceive this topic as neither relevant nor irrelevant. In what regards retention of talented senior workers, French workers state as being extremely relevant while workers from the other countries consider it only as relevant (but almost 40% of the Spanish respondent have a neutral perception – neither irrelevant nor relevant).

Most of the Hungarian, Austrian and Spanish workers reveal a neutral position concerning the relevance of the topic training and development of senior workers. In contrast, Portuguese workers strongly support this topic as being relevant or extremely relevant for them and the French workers find it as extremely relevant. A similar perception is observed in the relevance of the topic of career plans for senior workers apart from Spain, where workers considered this topic as being relevant. However, some workers from France and Hungary find this topic as completely irrelevant.

The topic job-design targeting senior workers is positioned at a level of no relevance nor irrelevance by most of the respondents in the participating countries. Only in Hungary and Spain the majority considered this topic relevant. In Portugal, workers are divided between relevant and indifference option.





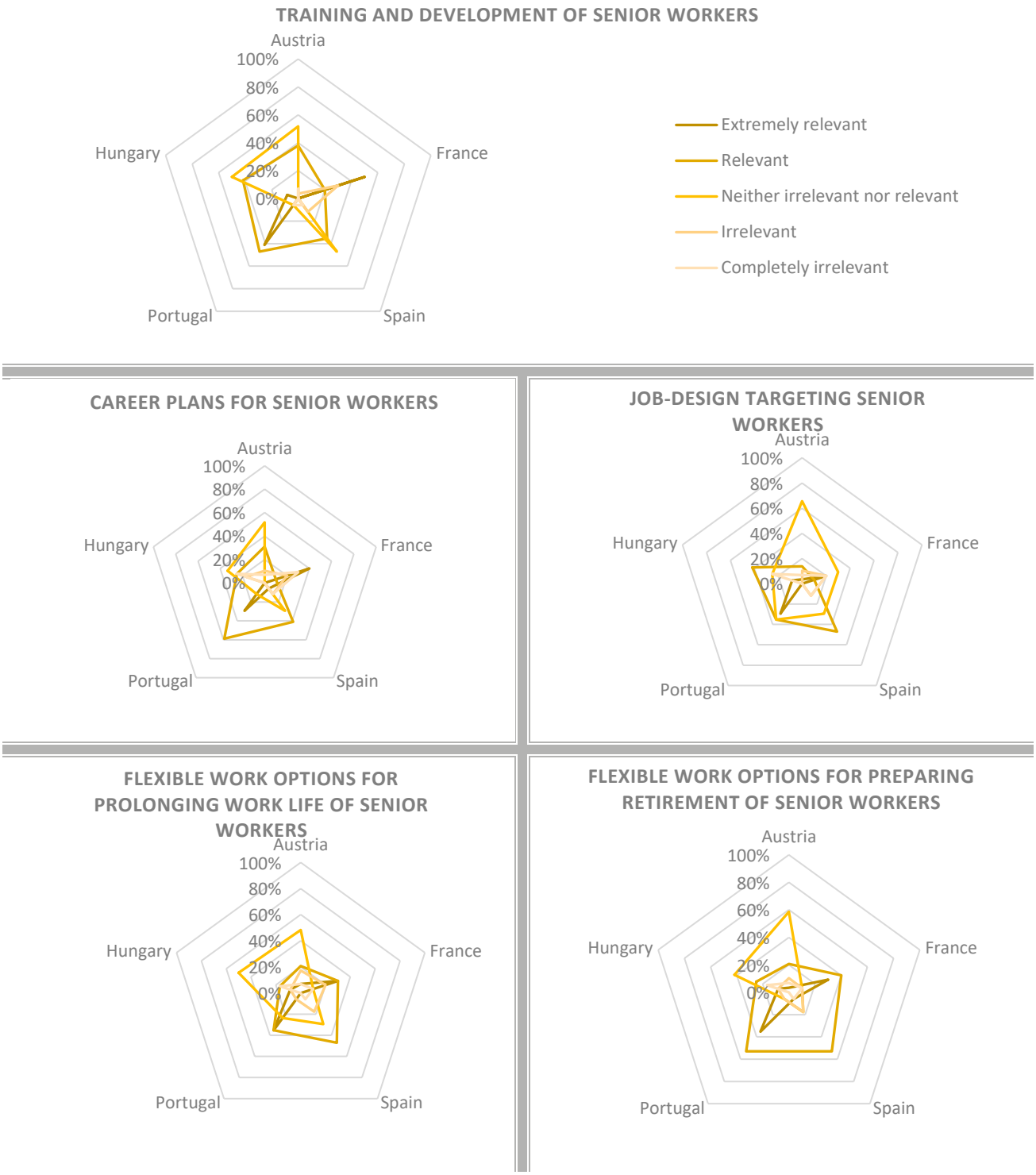


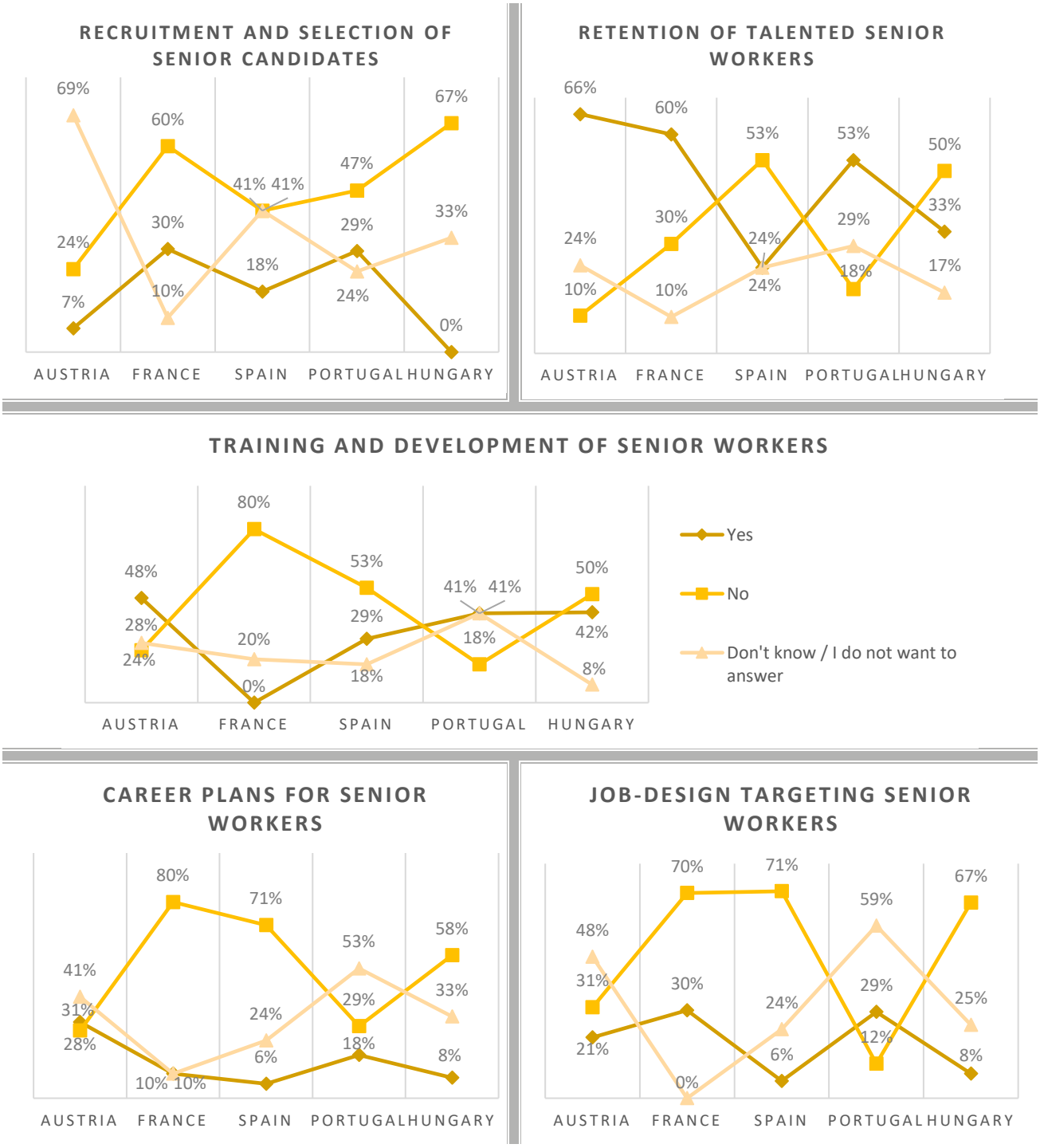
Figure 96 – Relevant age-friendly areas for workers– questionnaire for Workers

Half of Hungarian and Austrian workers state that flexible work options for prolonging work life of senior workers is neither relevant nor irrelevant. On the other hand, in Portugal, Spain and France workers responding to the questionnaire considered this topic as being relevant for them. There is a similar trend on the flexible work option for preparing retirement of senior workers, even though at a

lower extent in Hungary and Austria and at a great extent in Portugal, Spain and France, which shows that in general, this last topic is considered as more relevant by the workers.

4.2.3.2 Management policies, practices and procedures

At this question workers were asked to indicate until which extent such age-friendly strategies are being currently addressed by the companies they work for. Answers range from Yes to No and Don't know/I do not want to answer.



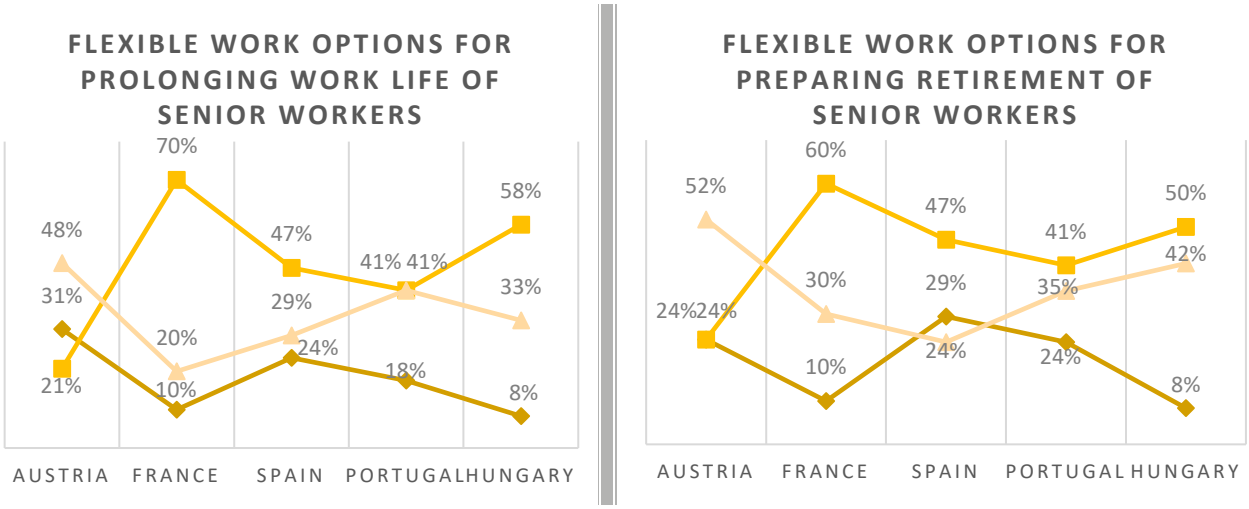


Figure 97 – Management Policies and Procedures – questionnaire for Workers

Companies from France, Portugal, Spain and Hungary seem not being addressing recruitment and selection of senior candidates in their policies, practices and procedures (although 41% of the Spanish workers stated not know/do not wanted to answer). In contrast, only 24% of the Austrian respondents believe that this topic is not being addressed by the companies they work for, but, at the same time, 69% of the respondents do not know or don't want to answer. Despite these perceptions, French (30%) and Portuguese (29%) respondents affirm that recruitment and selection of senior candidates in being included in companies' policies, practices and procedures. On the opposite, none of the Hungarian respondents has this positive perception.

Austrian, French and Portuguese companies seem to be addressing strategies for retention of talented senior workers while in Spain and Hungary only one quarter and one third, respectively, seem to do so. Most of the companies in Spain and Hungary are not currently addressing policies, practices nor procedures to retain talented senior workers.

Workers from Austria (48%) and Portugal (41%) state that the companies they work for are currently addressing training and development of senior workers, even though in Portugal the same number of respondents do not know or didn't wanted to answer. In France, there are no positive perceptions as 80% of the workers believe that this topic is not addressed at all and 20% do not know or didn't wanted to answer. In Spain and Hungary workers perception presents some similarity as the majority believes that companies are not addressing this topic (but in Hungary the proportion of workers with a positive perception reaches 42%).

Workers perception on how companies are addressing topics of career plans and job-design for senior workers internally is very similar. While large part of Austrian and Portuguese respondents has a neutral position, many of the French, Spanish and Hungarian workers state that the companies they work for are not addressing these topics at a formal level. The most positive perceptions are however found in Austria (31% for the topic career plans for senior workers) and France and Portugal (respectively 30% and 29% for the topic job-design targeting senior workers).

Flexible work options seem to follow the same trend where currently companies are not addressing, at least at a great scale, the above-mentioned age-friendly management areas (flexible work options for prolonging work life of senior workers and or for preparing retirement of senior workers). This is higher noticed in France, Spain, Portugal and Hungary, but specially in France and Hungary where few respondents (10% or less) believe that these two topics are being included in companies' policies, practices and procedures.

4.2.3.3 Supporting Tools and Resources

In general, and from the four types of supporting tools and resources that were presented (assessment tools, guidebooks, toolkits and training programmes), workers perceive as most suitable for improving their awareness, knowledge and practices on working age-friendly environment issues the use of guidebooks (except in the topic knowledge retention/transfer, where the most suitable support tool or resource seems to be training programmes). At country level, Austrian and Hungarian respondents show however preference for other supporting tools and resources, especially toolkits with practical exercises and of training programmes also.

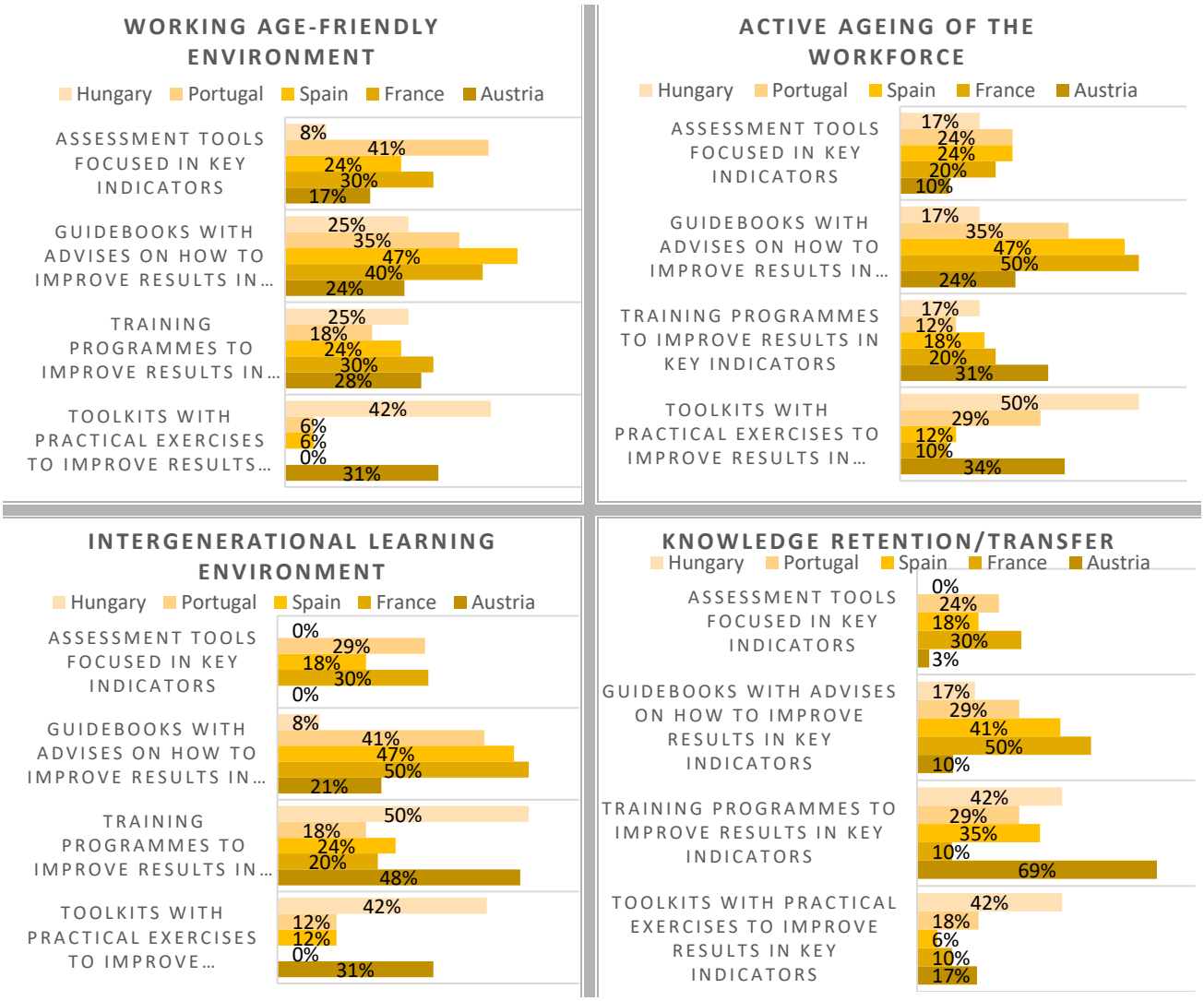
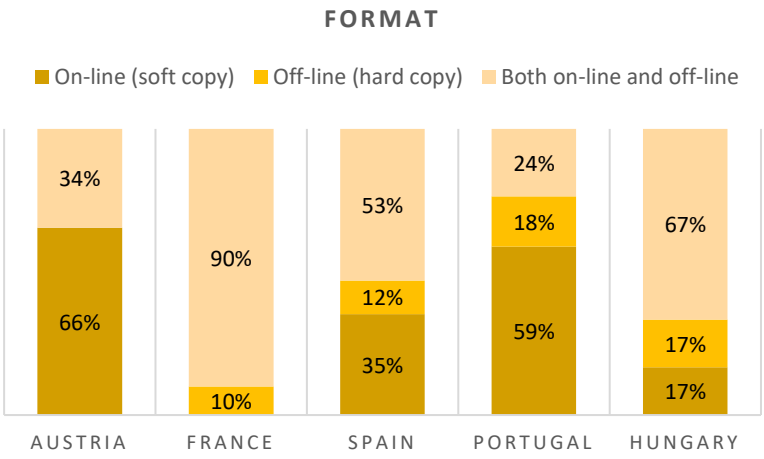


Figure 98 – Supporting tools and resources – questionnaire for Workers

4.2.3.4 Recommended Features for Assessment Tools

The following figures will disclose workers preferred features across participant countries regarding the type of assessment tools to use to foster and improve their awareness, knowledge and practices about age-friendly related topics.



Austrian and Portuguese workers state that assessment tools to use should be online (66% and 59% respectively). In contrast, 90% of French, 67% of Hungarian and 53% of Spanish respondents are much in favour of using assessment tools available both in online and offline format. Worth to mention is the fact that in Portugal (18%) and Hungary (17%) of the respondents supports the use of hard copy formats.

Figure 99 – Recommended format for assessment tools – questionnaire for Workers

The overall preferred length for assessment tools is between 10 and 30 minutes which means that workers tend to enjoy short and focused assessment sessions. The exception goes for Spain, where respondents show no specific trend on their preferences as their opinions are divided among assessment tools very short (less than 10 minutes) short (10-30 minutes) or long (between 30 and 60 minutes).

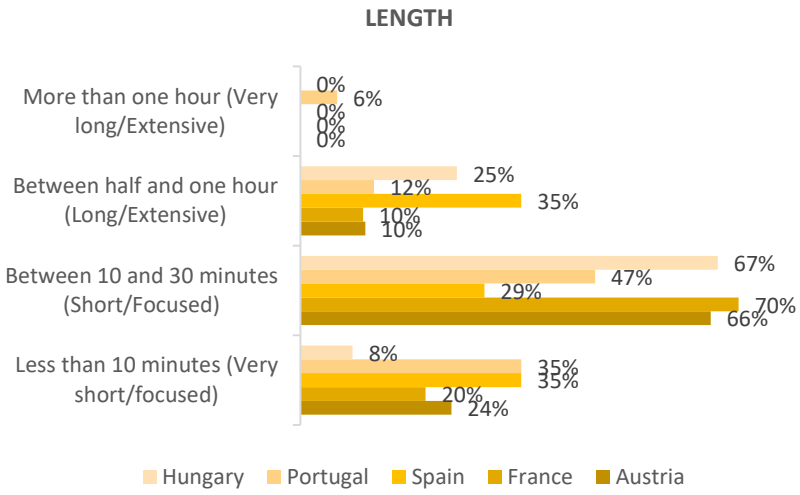
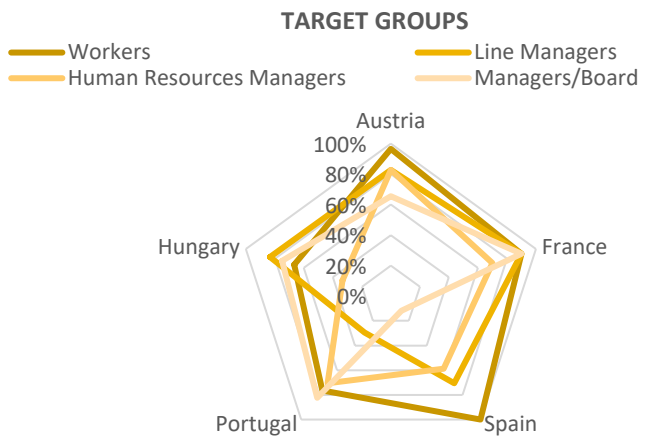


Figure 100 – Recommended length for assessment tools – questionnaire for Workers



From workers perspective, assessment tools should mostly target Workers and Line Managers, even though HR Managers and the board are just slightly below. Preferences per country vary: Austria and Spain clearly reveal that Workers should be involved while in Hungary Line Managers are the most preferred option. In Portugal, Managers/Board are welcomed by Workers as target of assessment tools.

Figure 101 – Recommended target-groups for assessment tools – questionnaire for Workers

Regarding the topics to include in the assessment, tools, the top-3 encompass retention of talented senior workers, training and development of senior workers and multigenerational working teams. There are still a considerable portion of Austrian respondents (59%) that would add to the rank practices for effective knowledge transference/retention inside the company between workers of different ages and flexible work options for preparing retirement of senior workers while on the French side (80%) recruitment and selection of senior candidates is a relevant topic. Instead of multigenerational working teams, 88% of Portuguese workers indicate career plans for senior workers as a relevant topic to be included in the assessment tools and 75% of Hungarian workers picked practices for effective knowledge transference/retention inside the company between workers of different ages.

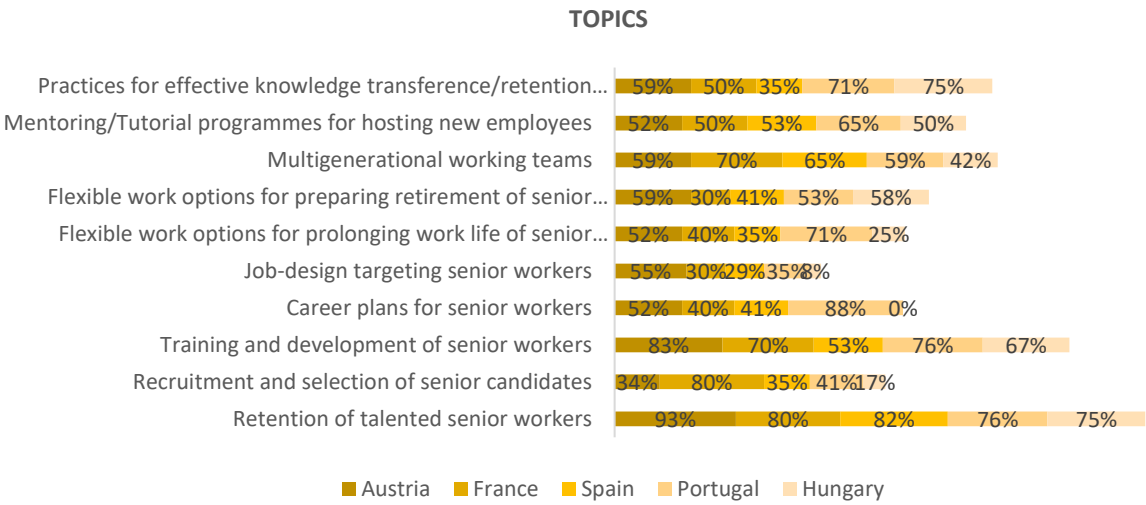
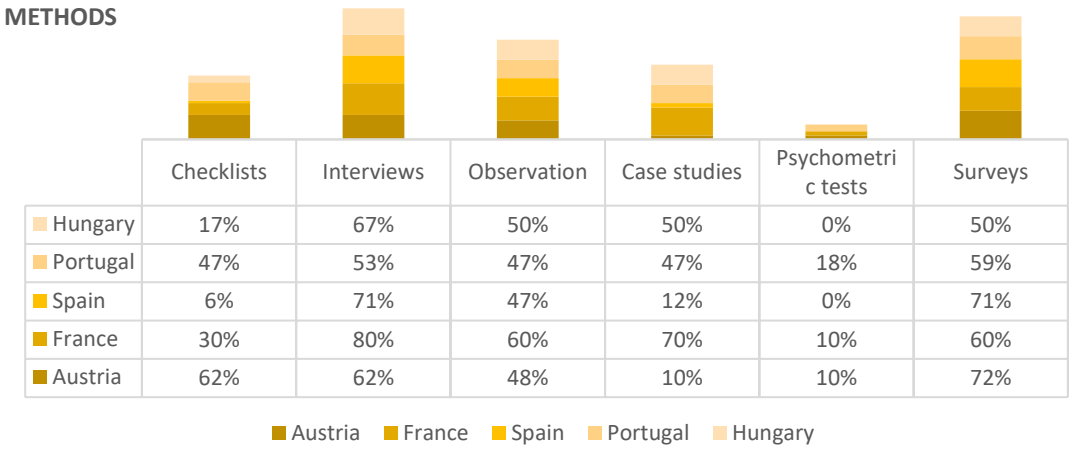


Figure 102 – Recommended topics for assessment tools – questionnaire for Workers

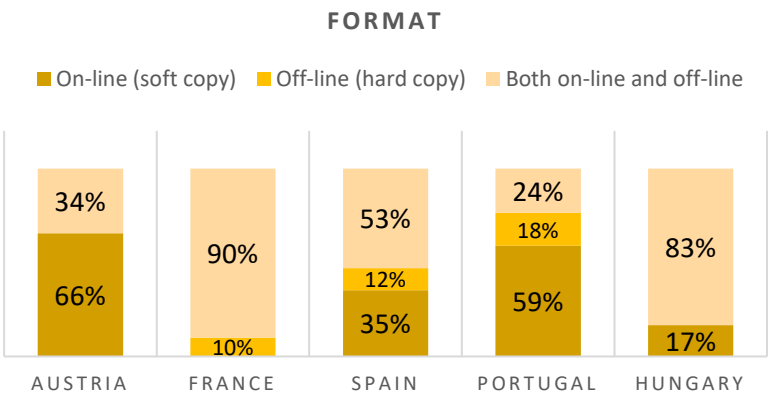
According to workers' perspective, assessment tools addressing age-friendly management areas should use methods such as interviews, surveys and observation. The least mentioned method, in general and in each country, is psychometric tests. There are no significant differences per country, where interviews and surveys are respondents' top choices.



	Checklists	Interviews	Observation	Case studies	Psychometric tests	Surveys
Hungary	17%	67%	50%	50%	0%	50%
Portugal	47%	53%	47%	47%	18%	59%
Spain	6%	71%	47%	12%	0%	71%
France	30%	80%	60%	70%	10%	60%
Austria	62%	62%	48%	10%	10%	72%

Figure 103 – Recommended methods for assessment tools – questionnaire for Workers

4.2.3.5 Recommended Features for Guides, Handbooks and Toolkits



Workers, in general, have preference for guides, handbooks and toolkits available online and offline formats (mixed format). This is strongly observed in France and Hungary (90% and 83% respectively), but also in Spain (53%). In Austria (66%) and Portugal (59%), the trend is to have only online guides, handbooks and toolkits.

Figure 104 – Recommended format for guides, handbooks and toolkits – questionnaire for Workers

Regarding the extension of the guides, handbooks and toolkits, these should not have more than 20 pages, meaning that workers prefer very short and focused resources. Still, it was registered in Austria, Spain, Portugal and Hungary a considerable share of respondents that support having between 20 to 50 pages, i.e. short and focused guides, handbooks and toolkits.

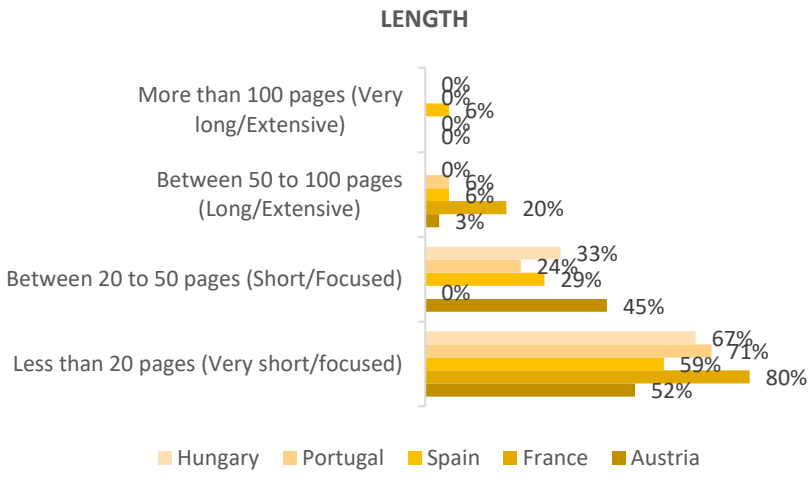
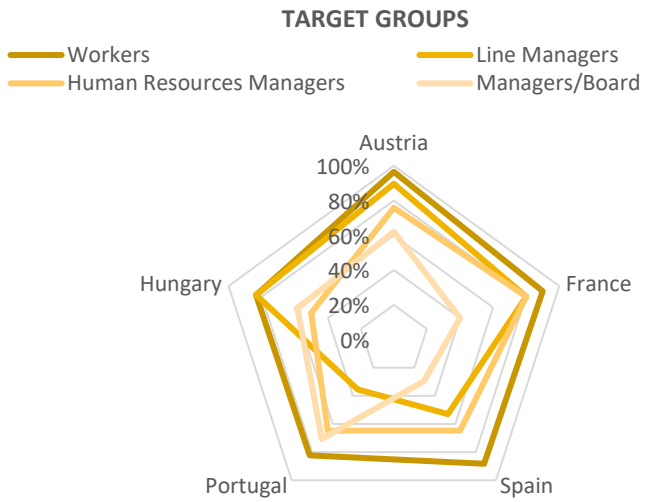


Figure 105 – Recommended length for guides, handbooks and toolkits – questionnaire for Workers



The target groups to be involved in the guides, handbooks and toolkits should be mainly workers (top-ranked in all the participants countries by respondents). Line managers and HR managers come in second place and then managers/board. In Hungary, respondents diverge between workers and line managers. In Austria the same happens, even though at a lower extent. In Portugal and Hungary, the second place goes for managers/board as a preferred group for these materials to target.

Figure 106 – Recommended target-groups for guides, handbooks and toolkits – questionnaire for Workers

The top ranked topics that workers would like to see included in the guides, handbooks and toolkits are retention of talented senior workers, training and development of senior workers and multigenerational working teams. Analysing the results per country, the preferences change slightly. For instance, French workers tend to prefer the topic related with recruitment and selection of senior candidates rather than retention of talented senior workers. Portuguese workers, in turns, have preference for topics such as practices for effective knowledge transference/retention inside the company between workers of different ages and career plans for senior workers, instead of multigenerational working teams. Hungarian workers care more about retention of talented senior workers, mentoring/tutorial programmes for hosting new employees and flexible work options for preparing retirement of senior workers.

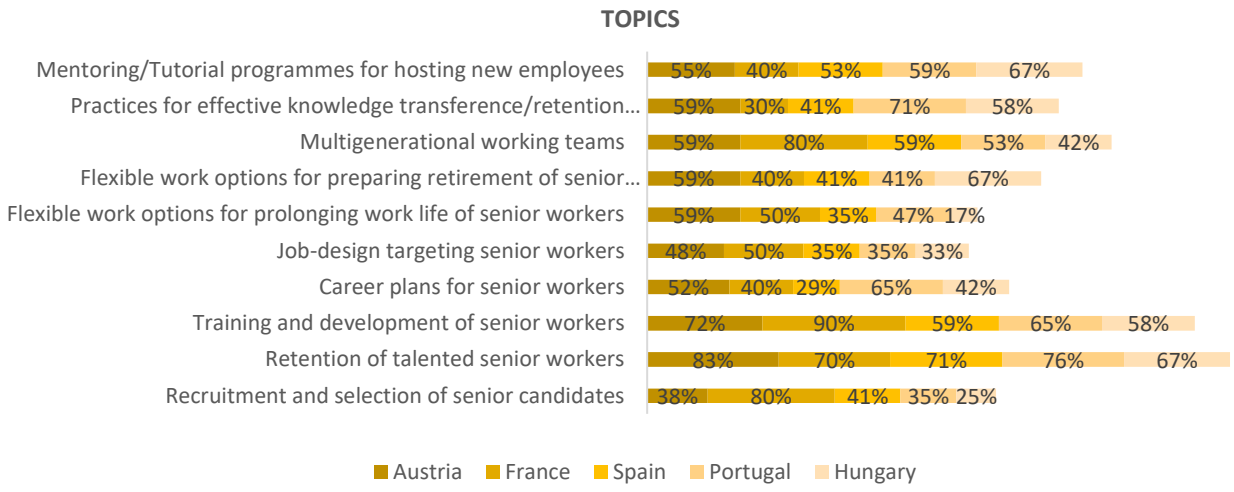
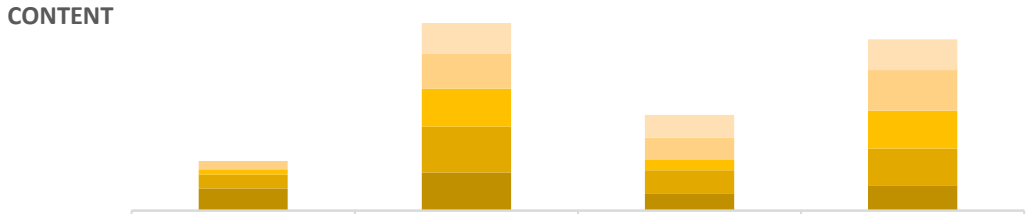


Figure 107 – Recommended topics for guides, handbooks and toolkits – questionnaire for Workers

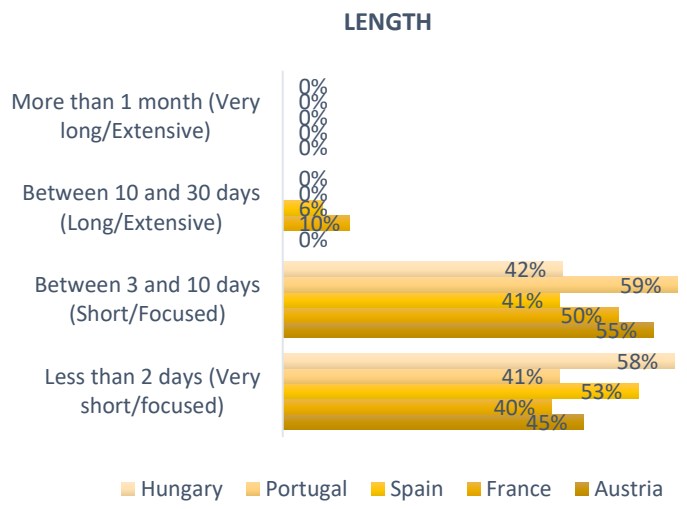
Guides, handbooks and toolkits should present practical tips and instructions as well as best practices that could inspired and be used by the target groups. Part of the workers also would like to see exercises on these resources. There are no great variances between participant countries.



	State-of-the-art	Practical Tips/Instructions	Exercises	Best practices
Hungary	0%	67%	50%	67%
Portugal	18%	76%	47%	88%
Spain	12%	82%	24%	82%
France	30%	100%	50%	80%
Austria	48%	83%	38%	55%

Figure 108 – Recommended content for guides, handbooks and toolkits – questionnaire for Workers

4.2.3.6 Recommended Features for Training Programmes



Regarding the length of the training programmes, the most preferred across respondents in all participant countries is short and focused sessions, i.e. between 3 and 10 days followed by less than 2 days. Workers from Hungary and Spain, however, prefer more training programmes that last less than 2 days. Additionally, a small share of French and Spanish respondents has preference for long and extensive training sessions, such as between 3 and 10 days.

Figure 109 – Recommended length for training programmes – questionnaire for Workers

Workers across participant countries perceive themselves as the most significant group to be included in the training programmes. After them, line managers and managers/board should also be targeted. Overall, HR managers are the least considered to be involved in the training programmes. Austria, Portugal and Spain support mainly workers, while Hungary recline to line managers. On the other hand, France presents HR managers as it preferred group to include in the training sessions.

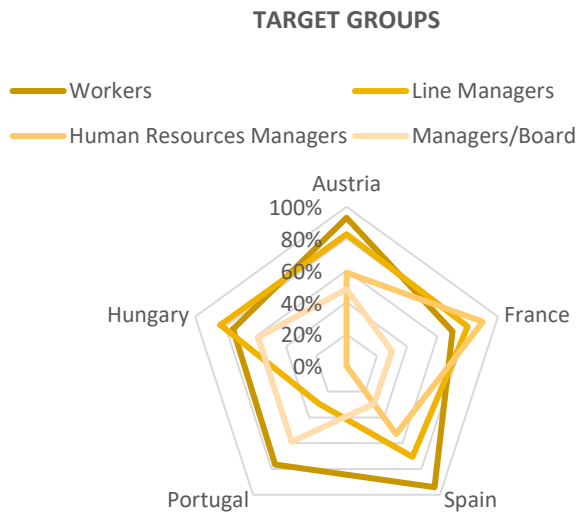


Figure 110 – Recommended target-groups for training programmes – questionnaire for Workers

In general, regarding the type of training materials, workers prefer team work, videos and PowerPoint. The top-3 rank varies per country. The Austrian podium is made by interactive e-learning, team work and videos. The French workers demonstrate preference by case studies, PowerPoint and group dynamics. In Spain, team work, videos and individual work are the most mentioned training materials that should be used in the training programmes. Portuguese workers recline to team work, group dynamics, quiz and videos while in Hungary prevails team work, role-play and videos.

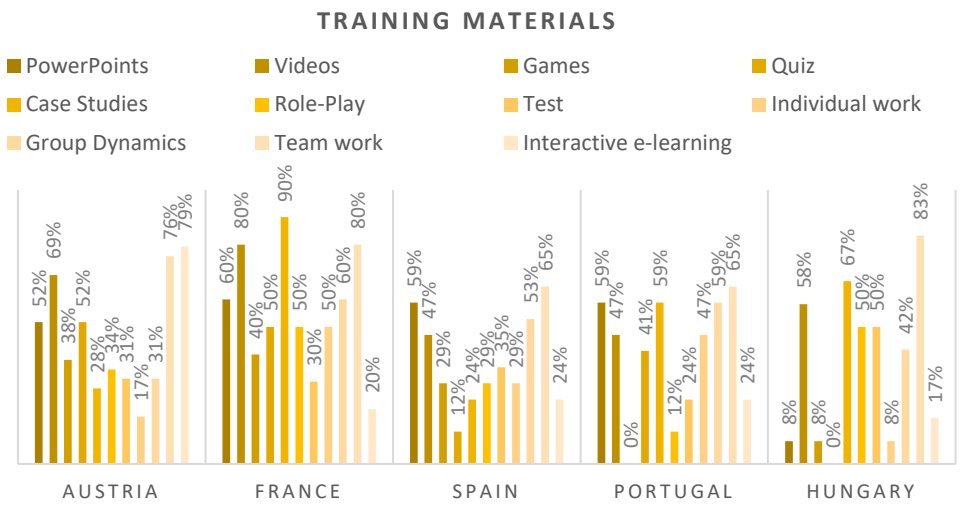
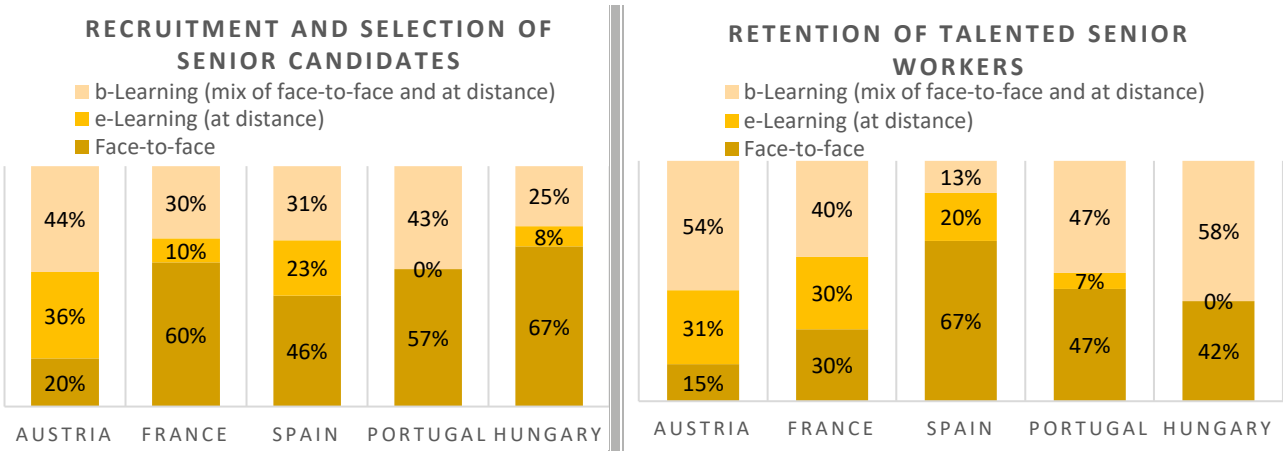


Figure 111 – Recommended training materials for training programmes – questionnaire for Workers

To what concerns the format of the training programmes, it was requested to choose an option they believed to be most accurate to address different age-friendly topics in training courses. Workers prefer face-to-face trainings regarding recruitment and selection candidates with exception to Austria that presents higher rate of support by blended learning trainings. These behaviours differ to next topic retention of talented senior workers since only Spain demonstrate preference for face-to-face training sessions. Austria, France and Hungary would opt for mixed training programmes and Portugal is divided by face-to-face and blended learning.



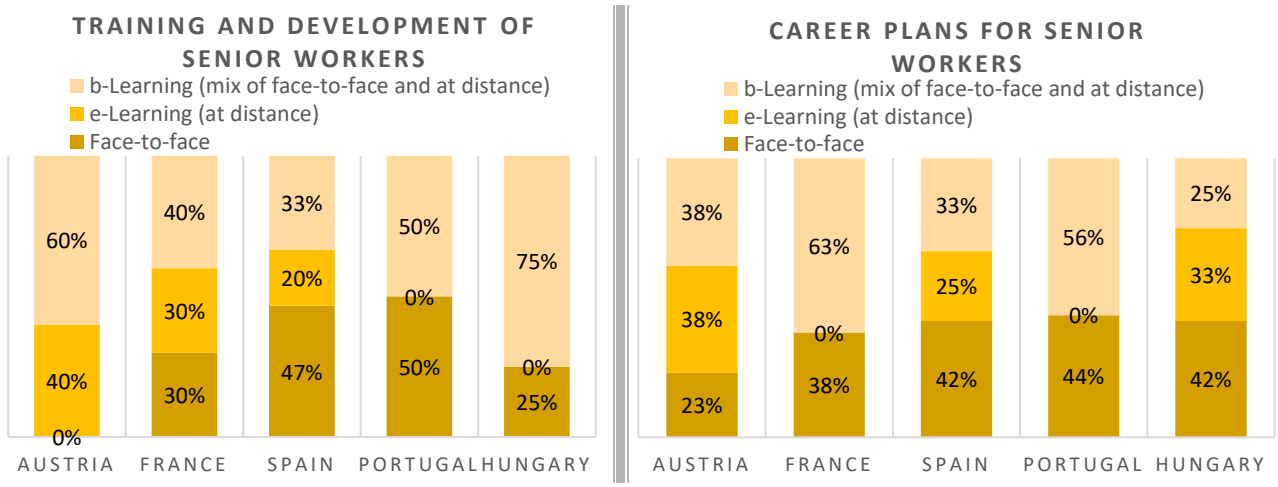
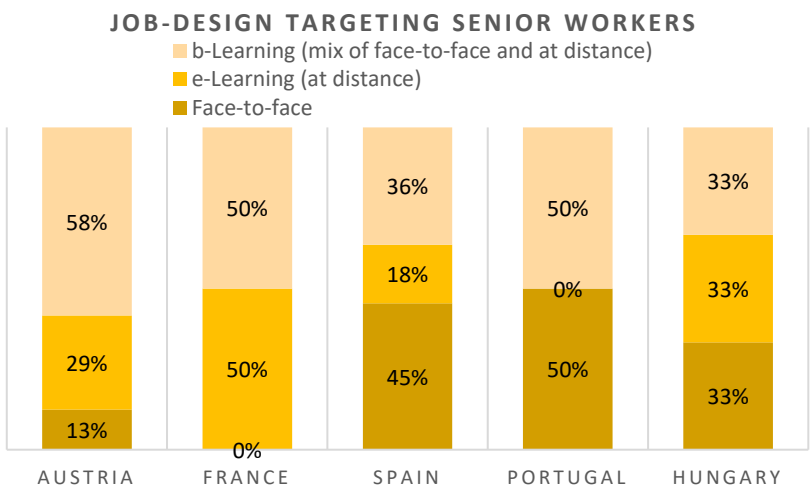


Figure 111 – Recommended format for training programmes – questionnaire for Workers

The most preferred format for training programs related to training and development of senior workers is blended learning. The support share ranges from 33% (Spain) to 75% (Hungary) while face-to-face training format varies from 25% (Hungary) to 50% (Portugal). More than half of the respondents from France and Portugal would opt for mixed training programs to deal with career plans for senior workers. Spanish and Hungarian workers have preference for face-to-face training sessions while Austria demonstrate equal support for blended and e-learning formats.



Austria gathers more support for blended learning while Spain would opt for face-to-face training sessions within job-design targeting senior workers topic. Hungary demonstrates equal support for the three training programmes' formats. French workers are divided between blended and e-learning training sessions while Portugal is divided by blended and face-to-face training formats.

Figure 112 – Recommended format for training programmes – questionnaire for Workers

Depending on the country, flexible work options for prolonging work life of senior workers' training sessions should be conducted face-to-face, at distance or in mixed formats. Austrian, French and Portuguese workers would opt for a blended-learning while Spanish ones would rather prefer training sessions by face-to-face means. Around half of the Hungarian workers show preference by e-learning training sessions. Training programmes for multigenerational working teams seem to be accurate by face-to-face rather than e-learning format at least for French, Spanish and Portuguese workers. Hungary and Austria register a higher support for blended learning trainings.

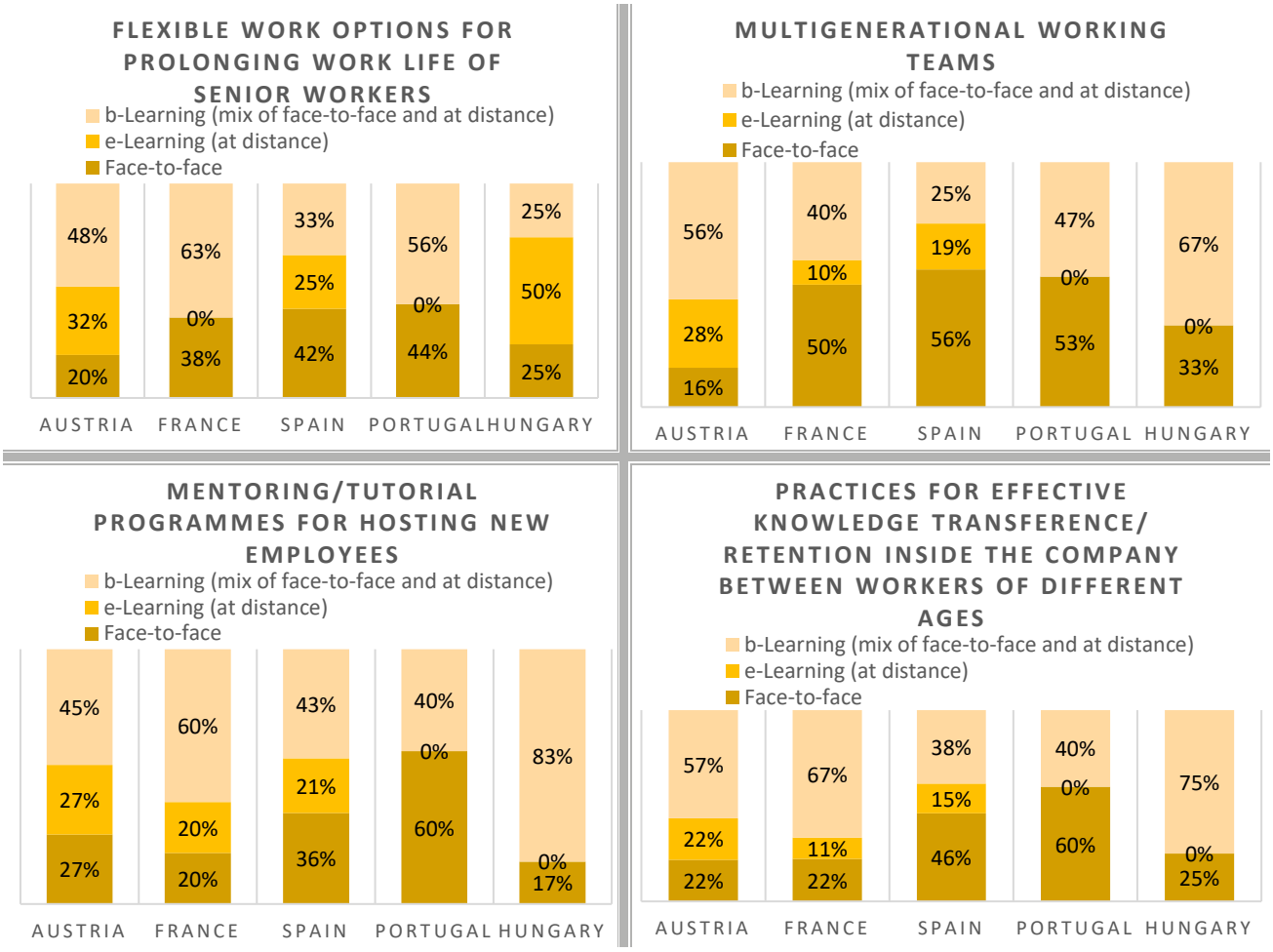


Figure 113 – Recommended format for training programmes – questionnaire for Workers

Hungary and France present the highest share of preference for mixed formats training programs to mentoring/tutorial programmes for hosting employees. Portuguese and Spanish workers are clearly fans of face-to-face training sessions. Majority of Austrian, French and Hungarian respondents state that blended learning is the accurate format to training programmes related to practices for effective knowledge transference/retention inside the company between workers of different ages.

Face-to-face and blended learning are the most preferred types of training even though these are dependent on the topic to be addressed. In average, France, Spain and Portugal tend to prefer face-to-face trainings while Austria and Hungary tend to support blended learning.

4.3 Comparative Analysis

The following table aims at presenting the preferred features of the target groups regarding the assessment tools. Specifically, each row was extensively analysed in the previous sections and now are presented in a summary format that compares, at the same time, which specific features managers, employers, HR managers, trainers, consultants, guidance professionals and workers state as most relevant/accurate regarding assessment tools for several age-friendly management strategies.

Table 5 – Comparative Analysis – Assessment tools

ASSESSMENT TOOLS	MANAGERS, EMPLOYERS, HR MANAGERS	TRAINERS, CONSULTANTS/ GUIDANCE PROFESSIONALS	WORKERS
FORMAT	Both online and offline (59.7%).	Both online and offline (74.6%).	Both online & offline (47.1%).
EXTENSION/LENGTH	Between 10 and 30 minutes (59.7%).	Between 10 and 30 minutes (64.4%).	Short/Focused (10-30 minutes – 55.3%).
TARGET GROUP	Workers (88.3%), Line Managers (81.8%) and HR Managers (68.8%).	Workers (89.8%), HR Managers (78%), Line Managers (66.1%) and Managers/Board 59.3%).	Workers (88.2%), Line Managers (70.6%), HR Managers (67.1%) and Managers/Board (62.4%).
TOPICS	1. Retention of talented senior workers (85.7%); 2. Multigenerational teams (66.2%); 3. Mentoring and tutorial programs for hosting new employees (61%); 4. Practices for effective knowledge transference/retention inside the company between workers of different ages (58.4%).	1. Training & Development of senior workers (79.7%); 2. Retention of talented senior workers (79.7%); 3. Multigenerational teams (79.7%); 4. Mentoring and tutorial programs for hosting new employees (66.1%).	1. Retention of talented senior workers (83.5%); 2. Training & Development of senior workers 71.8%); 3. Multigenerational teams (58.8%); 4. Practices for effective knowledge transference/retention inside the company between workers of different ages (57.6%);
METHODS	- Interviews (68.8%); - Surveys (66.2%); - Check-lists (53.2%).	- Interviews (76.3%); - Surveys (64.4%); - Observation (59.3%).	- Interviews 64.7%); - Surveys (64.7%); - Observation (49.4%).

The following table aims at presenting the preferred features of the target groups regarding guides, handbooks and toolkits. Specifically, each row was extensively analysed in the previous sections and now are presented in a summary format that compares, at the same time, which specific features managers, employers, HR managers, trainers, consultants, guidance professionals and workers state as most relevant/accurate regarding guides, handbooks and toolkits for several age-friendly management strategies.

Table 6 – Comparative Analysis – Guides, handbooks and toolkits

GUIDES HANDBOOKS TOOLKITS	MANAGERS, EMPLOYERS, HR MANAGERS	TRAINERS, CONSULTANTS/ GUIDANCE PROFESSIONALS	WORKERS
FORMAT	Both online and offline (63.6%).	Both online and offline (72.9%).	Both online & offline (49.4%).
EXTENSION/LENGTH	Very short to short (less than 20 pages – 61%).	Very Short/Focused (less than 20 pages Short/Focused (1-50 pages- 45.8%).	Short/Focused (less than 20 pages – 62.4%).
TARGET GROUP	Workers (87%), Line Managers (76.6%) and HR Managers (68.8%).	Workers (86.4%), HR Managers (83.1%), Line Managers (71.2%) and Managers/Board (57.6%).	Workers (89.4%), Line Managers (69.4%), HR Managers (68.2%)and Managers/Board (54.1%).
TOPICS	1. Retention of talented senior workers (81.8%); 2. Multigenerational teams (61%); 3. Mentoring, tutorial programs for hosting new employees (54.5%); 4. Flexible working options for prolonging work life for senior workers (54.5%).	1. Retention of talented senior workers (84.7%); 2. Multigenerational teams (74.6%); 3. Mentoring, tutorial programs for hosting new employees (69.5%); 4. Training & Development of senior workers (64.4%).	1. Retention of talented senior workers (75.3%); 2. Training & Development of senior workers (68.2%); 3. Multigenerational teams (57.6%); 4. Mentoring, tutorial programs for hosting new employees (55.3%);
METHODS	- Best practices (92.2%); - Practical tips (84.4%); - Exercises (48.1%).	- Best practices (81.4%); - Practical tips (78%); - Exercises (55.9%).	- Practical tips/instructions (81.2%); - Best practices (71.8%); - Exercises (40%).

The following table aims at presenting the preferred features of the target groups regarding the assessment tools. Specifically, each row was extensively analysed in the previous sections and now are presented in a summary format that compares, at the same time, which specific features managers, employers, HR managers, trainers, consultants, guidance professionals and workers state as most relevant/accurate regarding assessment tools for several age-friendly management strategies.

Table 7 – Comparative Analysis – Training Programmes

TRAINING PROGRAMMES	MANAGERS, EMPLOYERS, HR MANAGERS	TRAINERS, CONSULTANTS/ GUIDANCE PROFESSIONALS	WORKERS
FORMAT	Face-to-face trainings.	B-learning trainings.	B-learning trainings.
EXTENSION/LENGTH	Very short/Focused (1-2 days – 61%).	Short/Focused (3-10 days – 49.2%).	Short/Focused (3-10 days – 50.6%).
TARGET GROUPS	Line Managers (80.5%), Workers (72.7%) and HR Managers (63.6%).	HR Managers (88.1%), Line Managers and Workers (78%).	Workers (84.7%), Line Managers (69.4%), HR Managers (65.9%) and Managers/Board (45.9%).
TOPICS	1. Multigenerational teams and mentoring (94.8%); 2. Retention of talented senior workers (93.5%);	1. Practices for effective knowledge transference/retention inside the company	1. Retention of talented senior workers (91.7%); 2. Training & Development of senior workers (90.6%);

	3. Mentoring, tutorial programs for hosting new employees (92.2%); 4. Practices for effective knowledge transference/retention inside the company between workers of different ages (92.2%).	between workers of different ages (94.9%); 2. Retention of talented senior workers (93.2%) 3. Job-design targeting senior workers (93.2%); 4. Multigenerational teams and mentoring (93.2%).	3. Multigenerational teams and mentoring (90.6%); 4. Recruitment and selection of senior candidates & career plans of senior workers (87.1%).
METHODS	- Case studies (67.5%); - PowerPoints (64.9%); - Group dynamics & Team work (62.3%).	- Team work (79.7%); - Case studies (74.6%); - Group Dynamics (72.9%).	- Practical tips/ instructions (81.2%); - Best practices (71.8%); - Exercises (40%).

5 Interviews

The interviews carried with employers'/employees' representative organisations aimed at supporting the research analysis on the needs of the companies (employers and employees) and training providers in the metal and textile sectors in what regards to policies, practices and procedures related to age management, intergenerational and knowledge transfer. It was discussed the main challenges both target sectors would be facing in a near future as well as the level of experience of companies in dealing with age-friendly management strategies. Additionally, national trends were identified and thus, exposed in the following summary table.

Table 8 – Comparative Analysis – Interviews to employers/employees' representative's organizations

INTERVIEWS TO EMPLOYERS/EMPLOYEES REPRESENTATIVE ORGANISATIONS	MAIN FINDINGS	NATIONAL TRENDS
CHALLENGES	There is no doubt that the **main challenge** across participant countries is **how to transfer self-made knowledge from older to younger generations**. Mostly when traditional sectors, such as textile and metal sectors, are not popular among younger generations, thus undermining the replacement of senior workers when they retire. At the same time, **senior workers in late career lack of motivation to put bigger efforts on their tasks**. Due to the increasing ageing of the workforce, there is an urgent need to requalify in-house workers, especially senior workers, to face new market demands, as such from industry 4.0. For that, **a challenge related to lifelong learning and retraining remains**. When senior workers in late career retire without gathering valuable knowledge, feedback and appreciation to the senior worker might produce loss on companies' tacit knowledge. Most of the employers/employees' representative organisations have stated that **companies are not prepared to face the abovementioned challenges**.	Austrian organisations would say that these challenges are not only from textile and metal sectors but are challenges occurring across all sectors. Worth to mention is the fact that in Austria seems **not to have enough VET offer to younger generations**. French interviewees are more concerned with the ageing of the population in general but also of the workforce. They advocate that **companies lack age management policies and strategies** likewise lack synergies between new ICT tools and old conceptions of work. In Spain, **the main challenge is the coexisting of two different generations**, since the younger needs a tight work schedule while senior workers need more flexible work options. Employers/employees' representative organisations from Portugal state the **industry 4.0 as a main challenge, which is underpinned to the workers' low qualification levels**. Requalification and retraining are key actions. In Hungary remains the **need of assessment tools and training** to foster an efficient knowledge transfer/retention.

PROMOTION OF AGE-FRIENDLY ENVIRONMENTS	**SMEs of the metal and textile sectors are, generally, interested in/committed with the promotion of age-friendly environments**. Still, some of them are interested only in informal ways, **lacking internal procedures, tools or protocols** to address this topic effectively. It's agreed that the promotion of age-friendly environment is more formal in large companies since **SMEs often doesn't have HR structures to support human capital, training or career development**. Government should stimulate companies for this matter. The focus of many companies is on production and sales and not on human resources, even though they are aware of the difficulties to replace mature/senior workers.	In Austria, there are clear and well stablished regulations between the Government and the social partners such as Chamber of Commerce and Chamber of Employees. However, some organisations mentioned that **companies are not aware of the ageing consequences** and they are only concerned with production issues. In some regions of France, there are initiatives such as access to **support that allows SME to recruit senior candidates and development of youngers through partnerships with older workers**. In Spain, some organisations state that **SMEs are not interested nor committed to promote age-friendly environments**. In Portugal, there is who state that this issue has been already solved on the metal sector.
PROMOTION OF INTERGENERATIONAL LEARNING OPPORTUNITIES	Overall, **SMEs are interested in promoting intergenerational learning opportunities but only in informal ways**. Initiatives such as **mentoring, mixed teams** with young and senior workers as well as **dual training** comes to surface in several interviews. It's often stated that companies have been surviving from the natural process of the knowledge being passed from one generation to another. This is in line with the fact that **companies only promote inter-generational learning when they need to replace a worker**. Since the low attractiveness of these sectors close to the youngers, companies must recruit low skilled workers and put them learning with more experienced ones. **Training sessions to raise awareness and to promote intergenerational learning opportunities are of great need.**	In Austria, it seems that **there are no policies addressing this topic** nor open debate to discuss this. It seems that in France this topic is a priority since there is already a national organization playing on this field. The Spanish perception is that the **interested/commitment on promoting intergenerational learning opportunities is bigger on large companies**. In Spain and Portugal, most of the **senior workers are less skilled and have difficulties to maintain their productivity and thus, their ability to learn is put in check**. It was often mentioned by Portuguese organisations that companies only promote these opportunities when they need and have difficulties in allocate time for their workers' training. In Hungary, not only learning opportunities should be exchanged from older to younger workers but also youngers can transfer knowledge to senior workers.

PROMOTION OF KNOWLEDGE TRANSFER/RETENTION	**Promotion of knowledge transfer/retention seems to be of most interest for European SME**. Once again, SME commitment is reflected on **informal practices, but there is an increasing awareness of its importance for companies' core knowledge**. Initiatives such as **dual training, mentoring and mixed working groups helps to diminish the potential "knowledge gap"**. Companies are starting to adopt digital channels to promote their sectors amongst younger generations and increase their attractiveness level. **The point here is not the transfer of the knowledge but if this knowledge is effectively transferred and retained by the knowledge receiver.**	In Austria, the **dual VET system seems to be the starting point for knowledge transfer/retention**. This system comprises 80% of time in company and 20% in school, so companies have the chance to put younger generations close to senior workers. Apart of this, only technical solutions to store knowledge. In France, **companies are starting to follow-up their senior workers** and listening their needs while in Spain, this practice is happening only in **informal mixed working groups**. The Portuguese perception is that companies only do it upon necessity and there are a **huge technical skills gap between generations** due to the decrease of VET offer for 30 years after revolution. The question regarding the knowledge transfer effectiveness is a priority in Hungary.
SENIOR EMPLOYEES PRIORITIES	**Senior employees' priorities are perceived to be related with knowledge transfer/retention or age-friendly environments.** The combination most mentioned is 1) knowledge transfer/retention; 2) Intergenerational learning; 3) Age-friendly environments. Intergenerational learning is mostly referred in second place while knowledge transfer/retention and age-friendly environments are mostly in first or last place.	France raises the question of **communication between younger and older generations**. Even if companies provide all necessary means to transfer knowledge and promote intergenerational learning, they will never happen effectively if youngers don't understand older, or start acting with the premise of disrespect to senior workers, or if older workers start to devaluate younger workers because they don't know nothing. In addition to this, in Hungary is also mentioned that assessment of expertise on past periods should be a priority. Spanish representative organisations mentioned an additional topic: management of diversity.
USEFUL/RELEVANT RESOURCES	At this question, all the employers'/employees' representative organisations across participant countries have answered positively, except for one from Portugal that advocates that isn't useful/relevant to develop assessment tools, guides, handbooks, toolkits or training programmes.	For Austrian representative organisations, **younger generations should also be targeted by some awareness-raising materials** and training providers should play as multipliers. Insurance companies should be also targeted, according to French perspective.

	The **target group of these resources should be HR managers, followed by employers and employees**. In third comes employers/employees' representative organisations as well as trainers, consultants and guidance professionals. Policy-makers not gathered significance among the interviews.	In Spain, **employers are the preferred target group**s of any useful/relevant resources. Portuguese representative organisations insisted that **Government and public bodies should be involved** despite they are aware of these issues, they are not acting accordingly. HR managers are preferred in Hungary.
USEFUL/RELEVANT COMMON FRAMEWORK	Overall, **it's useful/relevant to build a common framework to support/guide companies towards the promotion of successful age management, intergenerational and knowledge transfer strategies to flourish**. However, there are some employers/employees' representative organisations that did not consider useful/relevant, advocating that each company has its own system or it will not reach the right people. For sure, **policy-makers should be involved, in addition to employers, HR managers and employees,** to develop common approach, policies, and practices.	From the Austrian point of view, **these topics should not be overregulated**. It should have the necessary set tools but let it flexible for companies manage on their way. There are too many local and regional differences between French regions that it will be **very hard to build a common framework, even at EU level**. Spanish representative organisations mentioned that **the policy-makers should be involved** since they hold an extensive knowledge on this matter. There are, in Portugal, **a need for policies on employment, training, education and lifelong learning**. Hungary, in turns, state that should be focused on **collecting and spreading best practices rather than descriptive documents.**

6 Conclusions and Recommendations

6.1 Conclusions from Desk Research

Final conclusions are now disclosed. Companies should implement initiatives towards an age-friendly work environment at several levels. At the recruitment level (Appannah & Biggs, 2015; Noorani, 2014; Broughan, 2013; ACT Government Community Services, 2013); at staff training and re-skilling level (Appannah & Biggs, 2015; Noorani, 2014; Broughan, 2013; European Foundation for the Improvement of Living and Working Conditions, 2006); in job re-design through the design and implementation of more flexible work conditions (Appannah & Biggs, 2015; Broughan, 2013; ACT Government Community Services, 2013; European Foundation for the Improvement of Living and Working Conditions, 2006); support in the development of adjusted retirement plans (Andersen, 2015; Broughan, 2013; Sohail, Muneer, Tanveer, & Tariq, 2011); and mostly, age-neutral policies and behaviours (Appannah & Biggs, 2015; Noorani, 2014; Broughan, 2013). However, age management policies are often out of the companies' priorities (Armstrong-Stassen & Ursel, 2009).

It is found that employers dealing with multigenerational human resources do not understand how to do it effectively (Armstrong-Stassen & Ursel, 2009) due, perhaps, to a lack of demographic literacy that exists across several European organisations (CEDEFOP, 2012). Project partners are on the track to enhance the advantages of implementing strategies that affectively address an ageing and multi-generational workforce and to follow the recommendation by Armstrong-Stassen (2008) that it's needed to convince employers that senior workers want to be engaged in age-friendly human resources practices.

Several practices were encountered on how to retain older workers and save costs in recruitment among literature, while the process of retention and transfer of knowledge is not so intensely debated alongside with prolonging work life and preparation to retirement. Retaining employees is also a way to retain knowledge in the companies, mostly the intrinsic one (Limongi-França & Arellano, 2002). It is disclosed key reasons to companies retain its employees (Armstrong-Stassen, 2008; European Foundation for the Improvement of Living and Working Conditions, 2006) but also on why they should recruit workers at late stage career (Mulders, Henkens, & Schippers, 2016).

Senior workers value the most the social aspects of the work such as respect, recognition and working in collaboration with others (Armstrong-Stassen, 2008; European Foundation for the Improvement of Living and Working Conditions, 2006). They also pay attention to informal learning more than the formal one and career path (Sohail, Muneer, Tanveer, & Tariq, 2011; Armstrong-Stassen & Ursel, 2009).

6.2 Conclusions from Field Research

The promotion of knowledge retention/transfer inside the companies is the topic most appointed as a priority by employers, managers and HR managers while the dimension considered as less priority is the promotion of a working age-friendly environment. Employers, managers and HR managers have also considered the retention of talented senior workers as extremely relevant topic for companies. Concomitantly, this topic is being addressed by formal ways together with training and development of senior workers and flexible work options for preparing retirement of senior workers. Whether it's assessment tools, guides, handbooks, toolkits or training programmes, the top management level is not aware of the existence of these useful resources concerning topics such as knowledge retention/transfer and intergenerational learning environment, even though they are interested in knowing them.

On the other hand, trainers, consultants and guidance professionals indicate as top priority the promotion of knowledge retention/transfer inside the companies while the dimension considered less priority is the promotion of an intergenerational learning environment. The latter is not a priority perhaps since trainers, consultants and guidance professionals show to have enough knowledge and experience to deal with the development/promotion of intergenerational learning environments and with the development/promotion of an active ageing of the workforce. Despite their experience, there are professionals who are interested in knowing more about topics such as provision of training and development opportunities for senior workers, development/promotion of working age-friendly environments as well as active ageing of the workforce. Regarding trainers, consultants and guidance professionals' perception on what topics are most relevant for companies, they appointed retention of talented workers and training and development of senior workers. Both topics are being addressed by companies through formal policies, practices and procedures – a fact already spotted on employers, managers and HR managers. However, the least addressed topics seems to be job-design targeting senior workers, career plans for senior workers and recruitment and selection of senior workers.

Workers state that knowledge retention/transfer and intergenerational learning environments are topics that seem to be priorities for the companies they work for, which is in line with the perception of the other respondents. At the same time, workers also confirm that retention of talented senior workers is a current priority addressed formally within companies. Relevant topics for workers are the retention of talented senior workers and both flexible work options, namely for preparing retirement of senior workers and to prolong their work life. Guides, handbooks and toolkits are the type of resources pointed out as suitable to address the topics of active ageing of the workforce, age-friendly environments and intergenerational learning environments while training programmes are more accurate to approach knowledge retention/transfer.

At the same time, challenges prevail amongst the metal and textile industry. One of them is the effectiveness of the tacit knowledge transfer to younger generations, mostly when retirement of senior workers is not planned and when both sectors' level of attractiveness for younger workers is

low. Formal procedures and protocols on this issue are confined to large companies while SMEs only stimulate knowledge transfer when the worker that has that knowledge leaves. Companies are now adopting digital channels to reach younger workforce while the senior workers need urgently to be requalified to face the new demands derived from the Industry 4.0.

Remains the suggestion from the employers/employees' representative organisations that the Governments should stimulate and support such practices to raise employers' awareness on the underpinned benefits of addressing this topic conveniently. SMEs current mindset holds on daily operations rather than in human resources management or planning, but some of these companies are starting to adopt practices to foster intergenerational learning environments and knowledge transfer/retention such as mentoring, mixed teams with young and senior workers as well as dual training.

Senior employees' priorities are perceived to be related with knowledge transfer/retention in first place, then intergenerational learning and in third age-friendly environments. Employers/employees' representative organisations should be involved in the development of useful resources such as assessment tools, guides, handbooks, toolkits and training programmes while policy makers should be engaged when building a common framework. Employers, HR manager and employees must participate in both processes.

Assessment tools should be held both online and offline and have short duration (30 minutes' maximum) enabling users focus. It should target lower to intermediate level of hierarchy such as Workers, HR and Line Managers. Main relevant topics to be included in such tools range from retention of talented senior workers; multigenerational teams, mentoring and tutorial programmes for hosting new employees, practices for effective knowledge transference /retention inside the company between workers of different ages; to training and development of senior workers; by using methods such interviews, surveys, observation and checklists.

Guides, handbooks and toolkits should follow a mixed format – online and offline – with a full length of 20 pages (thus short and strait to the point), addressed to workers, HR and line managers. The content to be developed shall approach the following topics: retention of talented senior workers; multigenerational teams, mentoring and tutorial programmes for hosting new employees; flexible working options for prolonging work life for senior workers and training and development of senior workers through best practices, practical tips/instructions and exercises.

Training programmes, in turns, should be structured on a blended basis as well (online and offline), and in very short and focused sessions (from 1 to 10 days). They must address workers, HR and line managers' needs in terms of multigenerational teams, retention of talented senior workers and practices for effective knowledge transference/retention inside the company between workers of different ages. Managers, employers and HR managers suggest that mentoring and tutorial programs for hosting new employees should also be included, while trainers, consultants and guidance professionals rather prefer job-design targeting senior workers. Workers present needs on topics such

as training and development of senior workers, recruitment and selection of senior candidates. Training programmes should be delivered by group dynamics and team work, case studies, videos and PowerPoints.

In conclusion, each target group have preferences for the same topics regardless of the supporting resource. Managers, employers, HR managers, trainers, consultants and guidance professionals have preference for topics related to retention of talented senior workers and multigenerational teams while workers are interested in retention of talented senior workers and training and development of senior workers, as the following table shows.

Table 9 - Summary table of the preferred topics for the resources to be developed by target group

TOPICS FOR THE RESOURCES TO BE DEVELOPED	MANAGERS, EMPLOYERS, HR MANAGERS	TRAINERS, CONSULTANTS/ GUIDANCE PROFESSIONALS	WORKERS
ASSESSMENT TOOLS	1. Retention of talented senior workers; 2. Multigenerational teams; 3. Mentoring and tutorial programs for hosting new employees; 4. Practices for effective knowledge transference/retention inside the company between workers of different ages.	1. Training & Development of senior workers; 2. Retention of talented senior workers; 3. Multigenerational teams; 4. Mentoring and tutorial programs for hosting new employees.	1. Retention of talented senior workers; 2. Training & Development of senior workers; 3. Multigenerational teams; 4. Practices for effective knowledge transference/retention inside the company between workers of different ages.
GUIDES, HANDBOOKS AND TOOLKITS	1. Retention of talented senior workers; 2. Multigenerational teams; 3. Mentoring, tutorial programs for hosting new employees; 4. Flexible working options for prolonging work life for senior workers.	1. Retention of talented senior workers; 2. Multigenerational teams; 3. Mentoring, tutorial programs for hosting new employees; 4. Training & Development of senior workers.	1. Retention of talented senior workers; 2. Training & Development of senior workers; 3. Multigenerational teams; 4. Mentoring, tutorial programs for hosting new employees.
TRAINING PROGRAMMES	1. Multigenerational teams and mentoring; 2. Retention of talented senior workers; 3. Mentoring, tutorial programs for hosting new employees; 4. Practices for effective knowledge transference/retention inside the company between workers of different ages.	1. Practices for effective knowledge transference/retention inside the company between workers of different ages; 2. Retention of talented senior workers; 3. Job-design targeting senior workers; 4. Multigenerational teams and mentoring.	1. Retention of talented senior workers; 2. Training & Development of senior workers; 3. Multigenerational teams and mentoring; 4. Recruitment and selection of senior candidates & career plans of senior workers.

The resources to be developed must have a blended format, i.e. both online and offline versions and designed on a short and focused basis. The methods to be included depend on the resource, i.e.

interviews, surveys and checklist should be included in the assessment tools to be developed, best practices, practical tips and exercises should be integrated in guides, handbooks and toolkits while training programmes should encompass case studies, group dynamics and practical tips/instructions.

Table 10 - Summary table of the preferred features for the resources to be developed by type of resource

FEATURES FOR THE RESOURCES TO BE DEVELOPED	ASSESSMENT TOOLS	GUIDES, HANDBOOKS AND TOOLKITS	TRAINING PROGRAMMES
FORMAT	Both online and offline.	Both online and offline.	Both online & offline.
EXTENSION/LENGTH	Short/Focused (between 10 and 30 minutes).	Very short/Focused (less than 20 pages).	Short/Focused (between 3 and 10 days).
METHODS	- Interviews; - Surveys; - Check-lists.	- Best practices; - Practical tips/instructions; - Exercises.	- Case studies; - Group dynamics; - Practical tips/instructions.

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8 Annexes

Please consult the Annexes that are in a separated document.

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This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein. Project Nº.: 2016-1-PT01-KA204-022852