

SPARKLING GREY



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

IO3 - Turning Silver into Gold Toolkits for Employers and Employees

Training Programme Individual level

www.sparkling-grey.eu

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1 Introduction

The trend among the active population in the European Union points to a growth of about 16.2% (9.9 million) in the 55-64 age group between 2010 and 2030.

In many countries, senior workers (55-64 years old) will account for 30% or more of the active population (European Agency for Safety and Health at Work).

According to Pupo (2006), for a professional who is currently employed it is not enough to depend on the investment made by the company in its capacities, they must seek new knowledge to enrich their work, because only in this way can guarantee their employability.

Lifelong learning is considered to be important throughout the European Union to support economic growth, social inclusion and active citizenship, as well as personal development. Lifelong learning can bring benefits to digital and social inclusion, active aging and intergenerationality.

Transfer of experiences, knowledge, know-how and memories are one of the different type of activities that can be defined for intergenerational learning. Individual experience can be transmitted from one person to another, regardless of age, from the very young to the very old, and vice versa. The challenge is to build bridges between the generations and to create a continuous and interactive experience.

Intergenerational learning workplace can be informal such as the transfer of knowledge in job tasks between senior workers and newer younger workers. For example, it can be a means to address challenges in civil society, such as developing a better understanding between generations, reducing discrimination and increasing social inclusion. Intergenerationality brings several benefits to an organization. Flexible and responsible employees without fear to facing challenges are fundamental in any company.

Labour market laws are harsh and require constant updates and continuous improvement. It is the responsibility of each employee to plan their career, adapting to new requirements and evolution. The lack of expectations that can result in the senior workers, given the nearness of the end of their career is a reality that must be prepared and oriented in advance.

The importance that society attaches to work leads to the reform often associated with the loss of social relations, since the person moves from the role of worker to the role of retired. However, the importance of the reform cannot be dissociated from the importance that the job plays in life of the people.

Retirement is often characterised by changes, which in turns, brings challenges. The first years are associated to a transitional period that has begun or must began with preparation.

Preparing for retirement is fundamental to all people as a continuation of life planning, and such an attitude should be encouraged in organizations (França, 2010; Neto, 2012). According to Neto (2010,





2012) organizations should facilitate the adaptation of those who wish to retire themselves, by promoting a space for reflection before retirement, based on research, diagnosis and partnerships in order to know the attitudes of the population in relation to the reform.

The transition from working life to retirement is only possible through the development of programs and strategies capable of raising the awareness of future pensioners about the upcoming situation and possible difficulties.



2 Methodology

Based on the results of the O1 - State of play, scenarios and guidelines towards a common framework for age-friendly and multi-generational management strategies – it was designed a toolkit for Individual Level. The toolkit comprises two main documents:

- ◆ Training Programme
- ◆ Training Package

The training package is available in the assessment tool platform and includes a set of training materials and resources.

In this document, we describe the training programme.

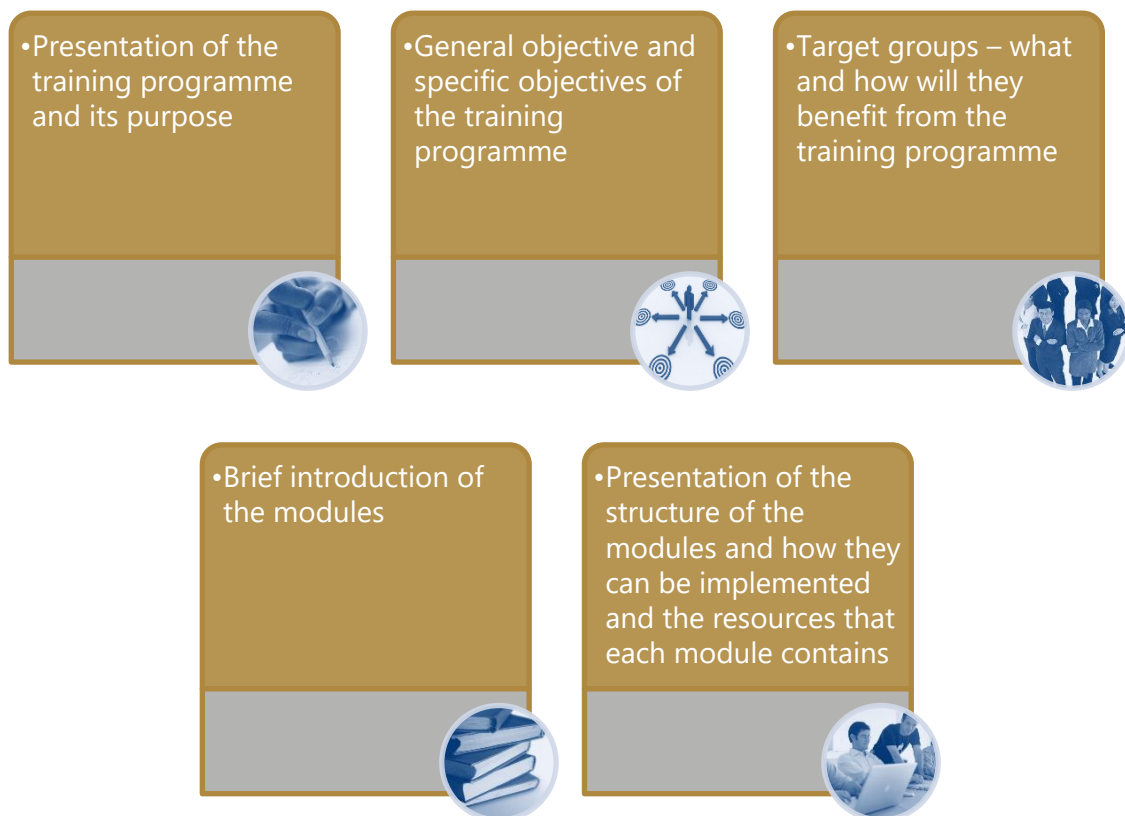


Figure 1 – Training programme - Framework



2.1 Training Programme – Framework

Table 1 Training Programme – Individual Level

Individual Level	
Target group	Seniors workers (+45)
General objective	To encourage lifelong learning, support career decisions, skills development and retirement processes.
Specific objectives	<ul style="list-style-type: none"> ○ Improve the quality of work, extend working lives and discourage early withdrawal; ○ Promote knowledge through flexible and adjusted learning; ○ Encourage intergenerational learning; ○ Increase self-esteem and satisfaction; ○ Clarify and raise awareness of retirement processes.
Timeline for implementation	<p>Concerning temporal milestones, the implementation of the toolkit depends on the maturity of the companies, the experience of trainers and on the complexity of skills to be developed.</p> <p>The training programme is flexible in such way that can be implemented as a package or as individual modules independently.</p> <p>The modules were designed with the following timeline:</p> <ul style="list-style-type: none"> ○ Face-to-face session: 7hours – this session could be divided in two face-to-face sessions, one in the beginning of the module (e.g. 4,5h) and the second in the end of the module (e.g. 2h); ○ b-learning sessions: 15-20 hours of self-study.

The training programme was built to motivate and support senior workers from the textile and metal industries to understand the benefits of a lifelong learning and how they can prolong their work life and career. They also clarify and present different ways and practices for preparing their retirement.

The training programme is a central element of the Sparkling Grey project. It can be assumed that the training programme can only be successful when all participants are engaged and achieved the foreseen learning outcomes. Furthermore, a training programme should encourage self-reflection and set opportunities for participants to actively participate and learn.

The training programme contains the following information:



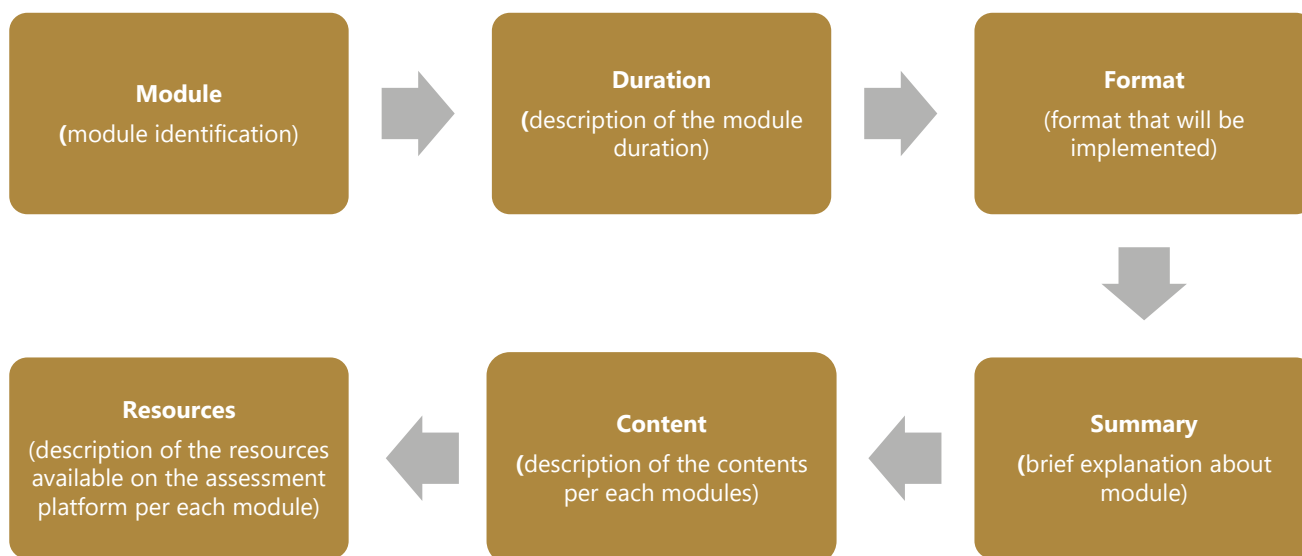


Figure 2 – Training programme - Structure

The training programme at individual level comprises the following three modules that aim to help seniors’ workers to develop new competencies.

Table 2 Training program – Modules structure

MODULE					
Nº.1	Non-formal learning at the workplace and intergenerational learning	Duration			Format
		Face to face	7h	Self-study	15h
Summary	<p>Intergenerational learning involves people of different generations becoming engaged in learning from each other and learning together. Non-formal learning in the workplace as a relevant shared site for intergenerational transactions. This module intends to address the intergenerational learning as a mean for skills, values and knowledge to be passed between generations, as well as an opportunity to foster mutual understanding to support wider objectives.</p> <p>The module also aims to address the relevance of non-formal learning and intergenerational learning, such as the learning with peers and teams.</p> <p>It is intended that strategies to identify the importance of mentoring and tutoring procedures for non-formal and intergenerational learning will be presented.</p>				
Contents	<ul style="list-style-type: none"> ◆ Introduction: <ul style="list-style-type: none"> - Non-formal learning and its relevance; - Intergenerational learning and its relevance. ◆ Non-formal learning as a tool for knowledge transference and intergenerational learning: <ul style="list-style-type: none"> - Seniors teaching younger workers; 				





Resources	<ul style="list-style-type: none"> - Seniors workers learning from younger workers. ◆ Peer learning: <ul style="list-style-type: none"> - Learning with peers and teams. ◆ Mentoring and tutoring: <ul style="list-style-type: none"> - Mentoring; - Tutoring. ◆ Knowledge transference: <ul style="list-style-type: none"> - Transfer of values; - Sharing experiences. ◆ Building corporate culture.
	<ul style="list-style-type: none"> ● List of attendance ● Handbook ● Power Point presentation ● 2 Case Studies <ul style="list-style-type: none"> ○ Japan hires senior workers: advantages to hiring senior workers in a team ○ Deloitte develops mentoring program with the involvement of senior workers ● 7 Practical Resources <ul style="list-style-type: none"> ○ Face-to-face (offline) <ul style="list-style-type: none"> - Icebreaker: Name game - Self-assessment for working in multigenerational - On the job - Building bridges - Vlogging - Online tutoring ○ Distance learning (online) <ul style="list-style-type: none"> - Self-assessment for working in multigenerational - Vlogging - Online game - Online tutoring ● Learning Assessment ● Training Assessment

MODULE						
Nº.2	Prolonging work life and career plans	Duration				Format
		Face to face	7h	Self-study	15h	b-learning
Summary	<p>This module intends to approach the notion of education and training and its benefits for both workers and companies. Different learning models will be exposed, in order to cover the broad meaning of education and training and underline its importance. The concept of lifelong learning will be also stressed, as a mean to enlarge work-life, stay mentally active as well as retain and transfer knowledge.</p> <p>The benefits of having a training plan inside the company both for workers and companies themselves will be explained. Additionally, job re-design will be presented as a strategy to help senior workers prolonging their work-life, showing a broad range of opportunities that facilitate keeping them at work.</p> <p>Finally, the roles of tutor and mentor will be introduced, as a mean to transfer tacit knowledge from senior workers to less experienced workers and thus, this will help to keep the talent and know-how inside the company. The main skills required for becoming a mentor/tutor will be illustrated, as well as other facilitator and inhibitors that can influence the learning process inside the company.</p>					





Contents	<ul style="list-style-type: none"> ◆ Introduction: <ul style="list-style-type: none"> - What is training? - How to understand the education and training concept? - Benefits of training for organizations and workers; - Difference between: knowledge, know-how and know-doing; - Main training methods and procedures; - Lifelong learning. ◆ Training plan: <ul style="list-style-type: none"> - Attending training outside the company – workers’ own initiative and inside the company. ◆ Job design: <ul style="list-style-type: none"> - What it is and benefits for senior workers. ◆ Tutoring and mentoring <ul style="list-style-type: none"> - How can I be a tutor or mentor? - Communication skills required from mentor/tutor; - Facilitators and inhibitors of learning.
	<ul style="list-style-type: none"> ● List of Attendance ● Handbook ● Power Point presentation ● 1 Case study <ul style="list-style-type: none"> ○ Case study: Senior workers training ● 5 Practical Resources <ul style="list-style-type: none"> ○ Face-to-face (offline) <ul style="list-style-type: none"> - Group dynamic: Icebreaker - Group dynamic: Brainwriting - Challenge Cards - Video: Workplace Learning ○ Distance learning (online) <ul style="list-style-type: none"> - Video: Older workers welcome - Video: Workplace Learning ● Learning assessment ● Training assessment

MODULE					
Nº.3	Preparing retirement	Duration			Format
		Face to face	7h	Self-study	15h
Summary	<p>Nowadays people are living longer and thus, it is important to promote an active healthy ageing for people to enjoy all stages of life.</p> <p>In line with this, the module presents different techniques to be active and healthy as people get older. Besides, benefits of planning retirement in advance will be underlined for people close to this age.</p> <p>To prolong work-life and facilitate a smooth transition from work to retirement, different strategies and procedures will be presented, focused on flexibility and security.</p> <p>Finally, the benefits of planning the future and retirement will be stressed as well as the need to share those expectations with close friends and family.</p>				





<p>Contents</p>	<p>The importance of proper time management will be highlighted too as well as to make the senior workers aware of the available options, different possibilities such as university for seniors will be presented.</p>
	<ul style="list-style-type: none"> ◆ Introduction: <ul style="list-style-type: none"> - Active aging; - Planned retirement. ◆ Flexibility and security: <ul style="list-style-type: none"> - Working conditions; - Healthy ageing. ◆ Working family conciliation ◆ Plan the future: <ul style="list-style-type: none"> - Changes that retirement brings in key areas of life and strategies they can use to deal with them; - Time management; - Hobbies, university for seniors, volunteering, etc; - Lifestyles that contribute to physical and psychological health.
<p>Resources</p>	<ul style="list-style-type: none"> ● List of Attendance ● Handbook ● Power Point presentation ● 1 Case Study <ul style="list-style-type: none"> ○ Hazenberg Building Company: range of measures to improve the quality of work of senior workers ● 5 Practical Resources <ul style="list-style-type: none"> ○ Face-to-face (offline) <ul style="list-style-type: none"> - Group dynamic: Icebreaker - Group dynamic: Future is now - 100€ test - Breaking the myths of ageing ○ Distance learning (online) <ul style="list-style-type: none"> - Breaking the myths of ageing - Video: How to live to 100 ● Learning Assessment ● Training Assessment





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