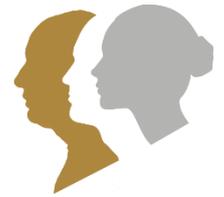# SPARKLING GREY

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

Organisational level

www.sparkling-grey.eu

Partners:

INOVA+	https://inova.business/
bitmedia	http://www.bitmedia.at/en/
E-Seniores	http://www.eseniors.eu/
INNOMOTIVE	http://www.innomotive.hu/
Fondo Formacion Euskadi	http://www.ffeuskadi.net/
CITEVE	http://www.citeve.pt/
FVEM	http://www.fvem.es/es/
FyG Consultores	http://www.fygconsultores.com/

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1 Introduction

Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don't like ambivalence. Your move.

Eric J. McNulty,2006

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).

Nowadays many organizations search for the right means to manage a multigenerational workforce. Managers are focused in the aging workers in issues related to the new paradigm of multigenerational employees. This new changing can create open conflict and managers must search for best ways to anticipate the potential problems by taking the initiative to minimize tensions.

Different generations need to work alongside with each other, and companies need to consider generational differences to manage workplaces successfully.

In the upcoming years, multigenerational management will be one of the great challenges for all companies. Issues such as raising the retirement age and longevity, as well as the entry into the labour market of younger people increasingly qualified, lead companies to gather 4 to 5 generations working together.

According Helyer and Lee (2012), a multigenerational workforce already are one of the current challenges and as despite this, there are still few measures and dissemination of practices to promote the same.

The variety of the resources in a period where the diversity of the knowledge and skills is a nuclear advantage, the companies can reach in the multigenerationality a way to promote the flexibility, adaptability and consequently improve the levels of competitiveness and innovation. Despite, this can only be achieved through procedures and mechanisms that promote collaboration, communication and relationship.

The gradual shift in demographics along with the advent of technology and globalisation has posed these and other challenges and opportunities for companies.

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In 2050 the global population aged over 60 will reach 2 billion, making this age group three times larger than it was in 2000.

Simon Biggs & Irja Haapala, 2015

Age-friendly environments foster health, well-being, and the participation of people as they age.

An important aspect of creating a healthy work environment is cultivating a workplace culture that embraces and values workers of all ages and abilities, and that includes older workers. Age-friendly workplaces are good for business, for employers and employees.

Main of the HR management policies towards aging workforce should include:

- Age awareness
- Flexible work organisation
- Flexible working time
- Diversity (equal opportunities)
- Career planning/promotion
- Lifelong learning
- Healthy and safe working conditions

Good practice in the employment of older workers consists of combating age barriers, whether directly or indirectly, promoting age diversity and providing an environment where each individual are able to achieve his or her potential without being disadvantaged by their age.

Walker (2005) consider age diversity one component of a broad approach of diversity that is imperative for companies. The benefits of diversity include improvements in organisational performance, motivation of staff and stimulation of creative thinking, attract talented staff, enhancing corporate reputation and reduce the absenteeism.

Companies and workers are closer than they think. The workers are the most dynamic and precious element of the companies, they define the success and competitiveness of the same.

Managing human capital becomes indispensable for the success of organizations (Chiavenato, 2004). Therefore, it is essential to companies to be able to capture, retain, apply, learn, create and share the knowledge and talent of employees, especially those with greater experience and age. People, knowledge, skills and competences are the basis of the companies (Chiavenato, 2004).

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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 Organisational 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.
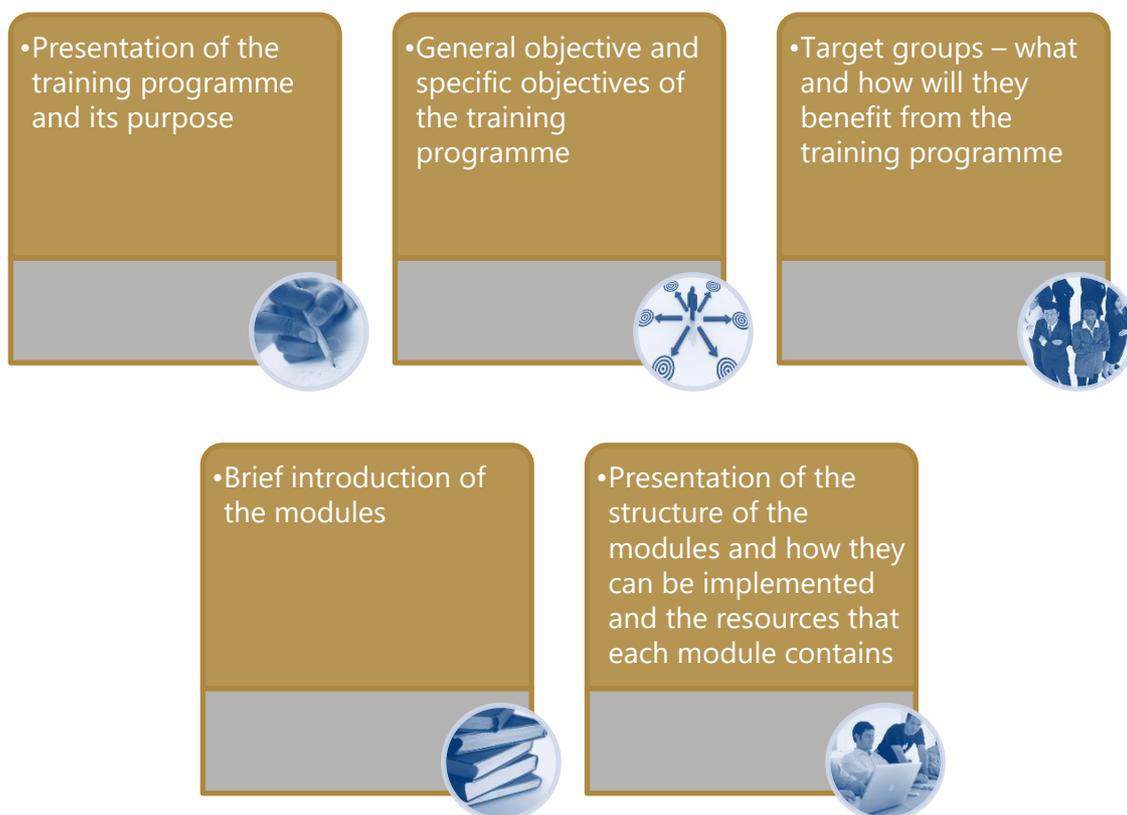
In this document, we describe the training programme.

- •Presentation of the training programme and its purpose

- •General objective and specific objectives of the training programme

- •Target groups – what and how will they benefit from the training programme

- •Brief introduction of the modules

- •Presentation of the structure of the modules and how they can be implemented and the resources that each module contains

Figure 1 – Training programme - Framework

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2.1 Training Programme – Framework

Table 1 Training Programme – Organisational Level

Organisational Level	
Target group	Employers (business owners), managers and HR managers
General objective	To support the implementation of effective age-friendly and multi-generational policies and practices in SMEs of the metal and textile sectors and to prolong the working life of senior workers while preparing retirement processes during which the knowledge transfer and intergenerational learning are promoted.
Specific objectives	Reinforcing the capacity of employers, managers and HR professionals to: ○ Better use the potential of their age and multi-generational workforce; ○ Integration of strategies that promote an intergenerational environment; ○ Implementation of training plans appropriate to the profiles of senior workers; ○ Retain talented seniors and to plan gradually retirement processes.
Timeline for implementation	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. The training programme is flexible in such way that can be implemented as a package or as individual modules independently. The modules were designed with the following timeline: ○ 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 designed to support companies in the textile and metal industries to improve/redesign or create policies and procedures that promote effective multigenerationality.

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.

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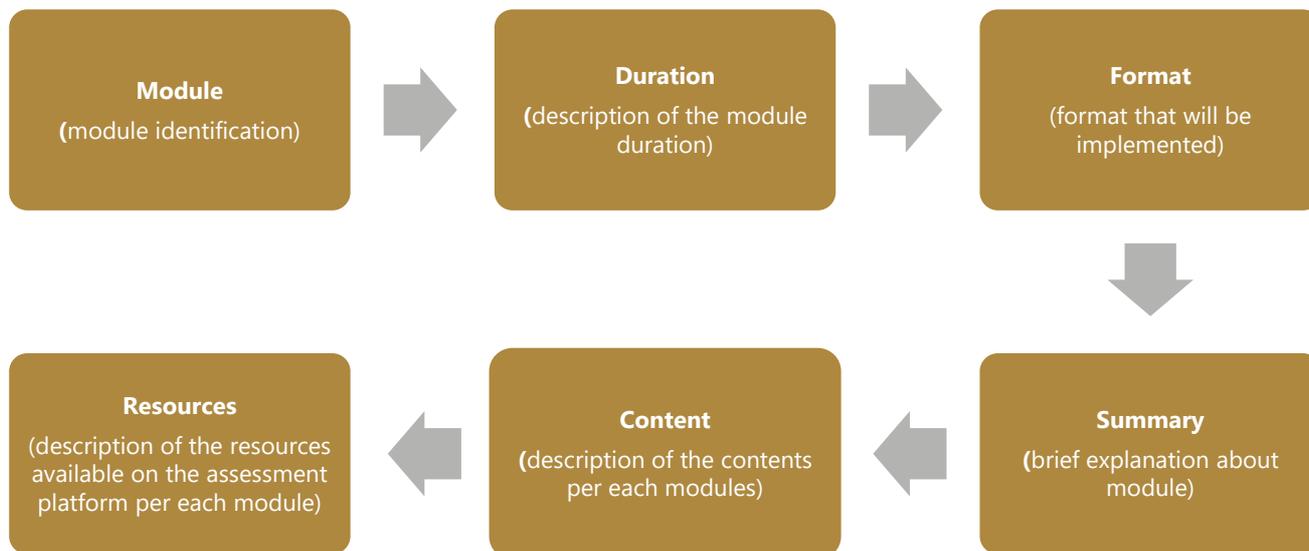The training programme contains the following information:

Figure 2 – Training programme - Structure

The training programme at Organisational Level comprises the following four modules that aim to supporting effective integration Human Resources strategies for age and multi-generational work environments.

Table 2 Training program – Modules structure

MODULE							
			Duration				Format
Nº.1	Attraction and Retention of talented employees	Face to face	7h	Self-study	13h		b-learning
Summary	The growth and development of an organisation is intrinsically related to the investment that is made in its human capital. The collaborators of companies have stood out as an important differential, bringing excellent results to companies that develop policies of valorisation of human resources. The valorisation of human capital is an investment, which will bring returns to the organisation through the results generated by employees. This valorisation is in the investments made by the organisations in programs of attraction of talents, development of the human capital and maintenance of the collaborators. It is intended that this module address the importance of people in companies, being the focus on senior workers. It is intended to sensitise the attraction and retention of talented employees in companies, explaining mechanisms and procedures to do so, as well as associated advantages. It is not only important to attract senior talent but it is also essential to retain senior						

Contents	workers and allow them to spread their knowledge and contribute with their experience. Here, the process of socialisation becomes determinant to guarantee the retention of the senior talented workers, but also a package of benefits, job (re)design measures and flexible work arrangements in order to increase satisfaction and engagement among them.

	♦ Introduction
	    - Ageing workforce
	    - Strategies to attract and retain talented senior workers
	♦ Attraction of talented senior workers
	    - Age-friendly recruitment procedures
	        ▪ Techniques to internal and external recruitment
	    - Age-friendly selection procedures
	        ▪ Techniques
	♦ Retention of talented senior workers
	    - Importance of social aspects for retention of senior workers: building age-friendly workplaces
	        ▪ Suggestion of social activities addressing workers' relational needs
	    - Benefits from building an age friendly workplace and the importance of intergenerational cooperation
	    - Adapting the working environment to senior workers specific needs
	        ▪ Internal policies for fostering an age-friendly workplace: definitions and implementations

| Resources | • List of Attendance
• Handbook
• PowerPoint presentation
• 2 case studies
    o BMW: Adapting the working environment for seniors - How BMW is defusing the demographic time bomb
    o Siemens AS: Career mobility and ageing employees
• 7 Practical Resources:
    o Face-to-face (offline)
        - Icebreaker: Who is my partner?
        - Group dynamic: Job interview
        - Group dynamic: Positive communication
        - Group dynamic: Blind confidence
        - Group dynamic: Welcoming duos
    o Distance learning (online)
        - Video: The advantages of hiring older workers
        - Video: 10 Employee retention resolutions
• Learning Assessment
• Training Assessment |

MODULE						
			Duration			Format
N°.2	Training and development of senior workers	Face to face	7h	Self-study	18h	b-learning

Summary	Within the module, you will find explanations, examples, dynamics, references and bibliography to help SME business owners/general managers/ HR Managers, trainers, consultants and guidance professionals, to support the implementation of effective age-friendly and multi-generational policies and practices in SMEs of the metal and textile sectors.

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Contents	In this module, it is proposed to address aspects related to: How to value the role of senior workers and encourage their participation in training and lifelong learning; by improving occupational safety and health, by measures aimed at reconciling professional, family and private life and by measures to protect senior's workers.

	♦ Introduction
	  - Benefits of training for organizations and workers
	  - Main training tools/methods for seniors
	  - Difference between: knowledge, know-how and know-how to be
	♦ How to identify training needs
	  - Training needs diagnosis
	  - Methods and techniques for assessment of training needs
	♦ How to evaluate the efficiency of training
	  - Evaluation in training
	  - Types of evaluation
	  - Techniques and tools to assess the efficiency of training according to the objectives and the different types of evaluation
	  - Selection of indicators: the transfer of learning to the working place and the level satisfaction
	♦ Informal training:
	  - Informal training in training at work;
	  - Senior workers can act as trainers or mentors internally

Resources	• List of Attendance
	• Handbook
	• Power Point presentation
	• 2 Case Studies
	  o KAKO as examples of mentoring
	  o American Express as examples of mentoring
	• 4 Practical Resources
	  o Face to face (offline)
	    - Icebreaker: Cross elevator
	    - Group dynamic: Pictures (to highlight the importance of building teams, especially seniors (experienced) with young (inexperienced), planning and communication)
	  o Distance learning (online)
	    - Job rotation
	    - One point lesson
	• Learning Assessment
	• Training Assessment

MODULE						
		Duration				Format
Nº.3	Prolonging work life	Face to face	7h	Self-study	18h	b-learning

Summary	The module explores strategies and ideas that promote workers active ageing through the creation of conditions and opportunities for senior workers to remain in the labour market for longer period, physically and mentally active and in good health. The module explores strategies and ideas that promote the necessary conditions so that each worker can perform compatibly with its skills, professional category and physical and psychic possibilities and, at the same time, creating conditions for a better balance between professional, family and private life.

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Contents	In detail, the module address aspects related to: how to value the role of senior workers; how to adapt the work to the person via job (re)design and so enhance the work experience for senior workers; what measures aimed at reconciling workers professional, family and private life can be implemented; which policies and activities may be introduced to create a healthy workplace to attain mental, emotional and physical well-being of employees and how organisations can enable longer careers for senior workers. The companies' benefits for prolonging seniors work life and promoting an age-friendly workplace are also presented.
	♦ Introduction
	- Active Ageing
	- Age-friendly workplace
	♦ Matching individual and organisation needs
	- Job (re)design
	▪ Types of job (re)design
	▪ Job (re)design process
	▪ Benefits for organisations
	- Flexible work arrangements
	▪ Process of implementing flexible work arrangements
	▪ Types of flexible arrangements
	▪ Benefits for organisations
	- Health and well-being programmes
	▪ Benefits for organisations
	▪ Implementing a health and well-being programme
	♦ Enabling longer careers
	- Career development
	- Companies' benefits for prolonging seniors work life: final balance
Resources	• List of attendance
	• Handbook
	• Power Point presentation
	• 2 Case Studies
	o Made in Inox: age friendly initiatives focused on flexible work and improvement of the physical work environment
	o Aquacultural FAME(S): from remembering overloaded data to an age-friendly bar-coding technology inventory system
	• 4 Practical Resources
	o Face-to-face (offline)
	- Icebreaker: ABC Trip
	- Group dynamic: Reflection on a case study
	- Video: Testimonials
	o Distance learning (online)
	- Learn and Play – Quizzes
	• Learning Assessment
	• Training Assessment

MODULE						
		Duration				Format
Nº.4	Intergenerational environment	Face to face	7h	Self-study	15h	b-learning
Summary	The module takes a closer look at the issue of the different generation's cohabitating right now in the workforce: from Baby Boomers to the future Generation Z. Through this knowledge, it is					

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	expected from users to be able to recognise their own generation, and to better understand the differences of each generation, not only as a source of information but also of competitive advantage.

Generational knowledge can be an interesting tool since it can allow employers and HR managers to boost the skills of each generation in order to increase their competitiveness and effectiveness. Also, it can become a source of learning and knowledge; a multigenerational environment can allow employees to learn from one another and increase their skills, improving even more the possibilities of the company.

Through the module, it will be explained not only the main differences among generations and how to help employees realise them, but also the benefits that come from a multigenerational environment, as well as how to help communication between parts increase and improve. It will be also discussed how to build collaboration among them to achieve that success.

The module will cover the importance of self-awareness as well as the generational level, and how this awareness can improve the multigenerational environment situation. Finally, several ways of knowledge transfer will be studied, since that is one of the main benefits that companies can obtain from a multigenerational environment; the share of knowledge and abilities. |
| **Contents** | ♦ Introduction
  - Understanding generations at work
  - Generational differences
  - Benefits of a Multi-Generational Workforce
♦ Strategies for communicating
  - Communicating across generations
♦ Building collaboration
  - Working teams
♦ Build self-awareness
  - Generation's self-awareness: where do I belong?
  - Generation self-awareness: hits and misses
  - Self-awareness: know what you want
♦ Transfer of knowledge
  - Strategies for knowledge transfer
    ▪ Job shadowing
    ▪ Communities of practice
    ▪ Mentoring
  - Mentoring/tutoring across workers of different generations |
| **Resources** | • List of Attendance
• Handbook
• Power Point presentation
• 1 Case Study
  o A day at the museum
• 6 Practical Resources
  o Face to face (offline)
    - Icebreaker: Choose one word
    - Group dynamic: Looking at the bright side of generational differences
    - Group dynamic: Understand generations at work
    - Create a communication map
    - Generational Mural
  o Distance learning (online)
    - Group dynamic: Understand generations at work
    - Create a communication map
• Learning Assessment
• Training Assessment |

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