



**Best Practice in
Age and Employment**

Training Guide

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Ageism is acknowledged as being the most widespread discrimination within the workplace across all of the European Union. This unacceptable situation continues despite the introduction of new laws and an ageing population.

Time to change

Bringing together our partner's expertise - **The Pan-European Older Person's Learning and Employment Network (P.E.O.P.L.E)** have produced a series of **P.E.O.P.L.E Best Practice** guidebooks that include: Employers, Research, Training, and 'Helping the Unemployed over 50s'.

Who are we?

P.E.O.P.L.E exists thanks to funding from the E.U's Leonardo Da Vinci programme to develop best practice and integrate work in relation to education and training, employment, research and campaigning on behalf of older working age people. Our members include: Wise Owls - UK, Association Chercheurs d'Emploi - France, CEOMO - Spain, Gender Studies - Czech Republic, Forum pre pomoc starším - národná sieť Slovakia, plus ATDAL Over 40 from Italy.

Training can become the solution

The government, employers and employees all need to play a vital role in training to bring about a permanent change to society and the workplace. It is crucial to be flexible and open minded throughout all employees life. Training to develop or acquire expertise can limit discrimination effectively. The purpose of this training guide is to help you in that respect.

For more information on PEOPLE and the work we are carrying out, please visit:

www.europeanpeoplenetwork.eu

Benefits of training older workers (50+)

For the worker:

- Training makes the worker more efficient and effective in their work
- Helps the worker keep their job, and stay competitive
- Provides the worker with more confidence
- Makes the worker feel they and their contribution matter to their employer
- Helps workers stay in touch with new changes, technological and in mindset
- Increases people's chances of finding employment

For the business:

- Increases productivity and quality
- Increases ability of workforce to offer customers the service they require
- Increases loyalty
- Improves the ability of your staff to adapt to business changes and needs
- Save money on recruitment and redundancy costs by retaining staff rather than losing them

Training older workers is well spent as older workers are more loyal to the company' younger workers are more likely to move on following training. Conducting training programmes allows the company to improve its employees understanding of the company, its aims, objectives, policies and procedures

In addition to these clear benefits, a trained workforce will be better for the economy as a whole. A higher trained population will be more productive, increase outputs, make for less unemployment, and less costs through care. People are living longer, so training seniors makes economic and social sense as well as being the morally right thing to do.

Training for 50+ in employment

Training available in the member countries/EU Government support

What we do (Wise Owls)

Overcoming Problems

During employment employers have a responsibility to train their staff; it is both a legal requirement but of course it makes complete sense to any business or organization to have well trained employees. It is also an obligation to not discriminate by age or other equality issues such as gender or ethnicity.

Across the EU training is provided by employers directly or using training providers, either government, employer or individually funded .

Training in professional and vocational subjects is offered by a range of providers such as Colleges, Universities, Professional institutes, private and voluntary sector recognized bodies.

Training is a right as well as benefiting business - Continuous Vocational Training (VCT) in PEOPLE partner countries.

1.2 In Spain – The Spanish system of continuous vocational training has developed in the framework of the social dialogue since its creation in the early 1990s. The last negotiated reform of the system in 2007 led to the recognition of the right to the continuing training for all workers, whether occupied or unemployed, through the integration of continuing and occupational training into a single system of vocational training for employment. Another objective of the reform was to promote the inclusion and treatment of continuing training in collective bargaining to guarantee the right to the training of less favoured groups of workers.

1.3 In Czech Republic – The Czech Republic has no functioning system for continuing vocational training (CVT), there is no conceptual or legal definition for its implementation, regulation, for the accreditation and certification of training programme.

1.4 In Slovakia Continuous Vocational Training is regulated by legislation as an integral part of the education system. CVT activities are funded from public and private resources. Representatives of social partners were involved in social dialogue on changes in legislation regulating CVT. Trade unions´ and employers´ representatives are involved in application of CVT initiatives in practice through sectoral and enterprise-level collective bargaining. Nevertheless, CVT is not a significant issue of the collective bargaining. Trade unions consider CVT is important for the employment security, but employers expect more engagement of the state, especially in financial terms, in CVT.

1.5 In France, DIF (Droit individuel à la formation, means Individual Training Right) It consists of a 20 hours a year of time credit (with a maximum of 120 hours) to be taken out of working time to go on training. In addition to this, it is also possible to benefit from a CIF (Congé Individuel de Formation, sabbatical period for training). This is a full time training period (with a maximum of 1 200 hours) possible for a specific project –to be presented and agreed with the company which must take you back.

To qualify, you must have been working in your firm for six years and have been in the same job for 36 months, consecutive or not. Also, you must not have taken leave to set up your own business (congé de création d'entreprise), or educational leave lasting six months or more, or another sabbatical, within the previous six years.

1.6 In the UK, the Equality Act covers age discrimination by highlighting that people seeking or undertaking vocational training should be entitled to receive training regardless of age. CVT has increasingly become a focus of government policy and intervention since the election of a Labour government in 1997. In response to a skills shortages, major reviews of skills and training have taken place over recent years and increases in funding secured. Current policy is targeted at improving the skills of low-skilled workers and younger workers. Unusually, this is an area where there is concerted effort to encourage

the social partners to work together with government to facilitate policy making. However, collective bargaining over CVT is somewhat patchy.

Case Study

An example of how this works in practice is where Wise Owls train workers through the Life Long Learning programme which is subsidised by the government to offer professionally recognised qualifications to staff in various areas useful to both employee and employer. These include training employees of all ages in vocational subjects such as Customer Services, Business administration, Team Leading and Management, plus basic skills such as English/Literacy and Maths/ numeracy plus I.T. both basic and for users (using the EU I.T. Driving Licence range of training in Microsoft programmes). In addition learners can obtain professional certificates in assessing (AI assessing) in training (PTLLS) and Advice and Guidance.

This range means that employers and employees can receive the training that suits their needs – whether it is basic literacy and numeracy (over 20% of adults require this) which is clearly required to provide a safe, quality delivery of service at work for employers and customers; vocational knowledge (including now apprenticeships for employees of all ages) which enhances their knowledge and ability in specific work related subjects and after assessment confers on the learner formal qualifications in their relevant area; or higher levels of professional expertise enabling already knowledgeable employees to be able to pass this on in training or assessment or advice or to change work direction.

The process involves the organisation involved in training people being set targets for the number and type of training that they provide and receiving payments for employees starting, continuing, completing and passing their learning. The employer is a key element in this and they receive a Training Needs Analysis which they agree with the training provider and then release the employee to be trained or assessed for a set number of hours per week/month, with an agreed timescale after

they have received formal Advice and Guidance and have signed a Learning agreement.

The reason behind the government providing money is it is far better to have a trained workforce which will increase the person's chances of staying in work and for innovation in self-employment.

There is government funding in the UK for employee training with heavy subsidies for under 19s, under 25s and over 25s getting the least subsidy.

Problems relating to training Older Workers

Less than 50 % of over 50 employees are offered or take up training compared to younger (under 50) workers, across the EU and also in the UK. The lack of subsidy probably contributes towards this, but so also do employer attitudes and those of older employees.

Often employers do not see the need or point of training older employees, who can face prejudice that 'they are too old to learn'. This has been shown to be untrue as levels of successful completion of vocational subjects is no different for older learners and the take up and success of mature and over 50s candidates up to degree level has been rising over the last decade.

Solutions to Training Problems

These employer attitudes need to be overcome by both statistical and anecdotal information plus reminding them that all employees need and have a right to training and that older learners are more likely to stay with the employer after upskilling, due to their loyalty and the limited possibilities of alternative employment.

Older employees themselves can require support and advice, to inform them of the benefit of training, the need to keep up to date, the benefits of learning and the advantages of having formal recognition of their skills. Objections raised by older employees because 'they know they can do the job so why bother with qualifications', the answer is, because

formal qualifications are of use when applying for jobs; staff now have to prove they are competent for employers to gain government and other contracts; plus it raises self esteem.

- Consider training not only to update technical skills but also to gain leadership and management skills
- Persuade learners and employers to revisit training needs on a yearly basis

Skills Assessment

The assessment of staff skills is a first step in building a professional approach to maintaining use of your Human resources. It allows you to take stock and develop the organisation into the future.

Any skills assessment can take some time but should be seen as a necessary way to improve the efficiency of an organisation. This assessment can be provided for free and will identify the motivations, interests and skills of the employee, and bring up their skills that match them to the project requirements of the business or organisation. This process should be done a periodic intervals that allow staff to keep up with new technology and trends that are entering the market.

Case Study - mentoring

Why remove all the experience and knowledge that older workers have before passing this on to younger staff.

Case summary

Epping Forest College Further Education case study – working without a fixed retirement age– recruitment and retention of older workers.

Project: Removing the fixed retirement age - retaining the knowledge and skills of older workers whilst helping the college to avoid facing skills shortages in key areas of the business.

Profile: The workforce has an older age profile - nearly 40 per cent of staff are over 50; with more than 10 per cent over 60 years of age and

some people working into their 70s; a combination of high retention rates and recruitment of people over 50.

Approach: Recruiting older staff from other industries complements the workforce by adding industry practice and experience, especially in vocational areas; encouraging line managers and supervisors to treat staff fairly and ensure age is not used as a reason for getting rid of older employees.

Impact: Avoiding skills shortages and gaining up-to-date industry experience; retaining the best staff and those in areas where it is hardest to recruit; benefitting from older workers as mentors.

Training for the unemployed (Employability)

If training is important for those in employment, then it is equally important for those who find themselves unemployed. The longer an individual is unemployed, the harder they find it to gain re-employment, this in turn threatens the individual with poverty, and their family. In an increasingly tough and competitive job market, having qualifications, being trained and skilled becomes another selling point for the applicant

It is imperative therefore that any training programmes that are available are able to reach all the unemployed regardless of age, and surmount the barriers to regaining employment, barriers which are additional for older working age people.

Reaching out

At present communication is through government employment offices, promotional materials and use of I.T. Lack of communication means access is restricted to training for people over 50 because of a lack of I.T. skill and I.T. literacy.

Training for the unemployed must be relevant to the market. Both government and the unemployed must keep on top of the changing market.

The government should release programmes on TV and the radio for this – as many seniors without Internet access will receive the information.

Legal literature sent to homes, put on media, especially T.V, radio and into the Labour office, libraries and places where seniors visit will help reach out to older people.

Training in Self Employment

Business start up

Wise Owls Business Start-Up Support

How we help?

If someone contacts us who is interested in becoming self-employed, starting a business or a social enterprise, we provide them with:

- On-line support in the form of a customised template to help them Research and prepare market research, marketing, business and financial plans. This is the first step towards applying for finance/ funding and is also essential if your business is to survive
- If you are a client who is eligible for funded support (recently unemployed and registered for employment in south London, or over 50, out of employment and living in Croydon) we can offer free face- to- face support for entrepreneurs, and those just made redundant including practical business start up advice and guidance/templates plus introduction to sources of finance
- If you are prepared to pay for our expert and professional support we can offer a personalised support package drawing on our 13 years of professional success in helping start up and grow small and medium businesses plus introduce clients to potential investors; this would include helping to develop - a practical marketing strategy and assist them to create publicity material and website for their business. We could offer a bespoke package depending on your needs and situation

Social Enterprise and CVS Start up and Development Support

As part of our Business start up and development support we have considerable specialist expertise in providing marketing, research, business and financial planning support to Community and Voluntary Sector organisations and social enterprises – with customised support programmes and templates geared to the particular needs of the not for profit sector – drawing on the expertise of our director who was the founder of the Chartered Institute of Marketing’s Not for Profit training and certificate programme. We are able to offer this support at our discounted rate of £250 per day.

SECOT: AN EXAMPLE OF GOOD PRACTICE AND ACTIVITIES FOR PEOPLE OVER 50

In 1989 was founded a not profit making association to channel the experience and the wishes of retirees, early retired and young retired professionals for the solidarity with unprotected youth and groups wishing to create and save business or enterprises.

In 2001, His Majesty the King of Spain, accepted the Honorary Presidency of the Board.

Aims and Objectives

- To promote job-creation, providing assistance and advice to young entrepreneurs, small and medium-size enterprises in difficulties, not profit making entities, companies in developing countries, those at the risk of exclusion with social difficulties and most vulnerable groups
- To collaborate with public and private organizations, government bodies and financial institutions
- To promote training and technical-professional instruction for the entrepreneurship in Universities and High and Professional Schools

- To collaborate on international co-operation programmes for development (Latin America, Africa, Central and Eastern Europe...)
- To provide a think-tank, discussion and debate panels, and prepare studies and publications on matters connected with volunteer works, the elderly and active ageing, prolonging labour life, etc
- To offer possibilities to those professionals and former executives to continue active undertaking volunteer tasks related to entrepreneurial assessment and favouring social and labour integration and intergenerational relations and cooperation.

How does it work

The Seniors participate in the Association activities in different ways according to their experience, knowledge and preferences. Actually SECOT counts with more than 1,300 partners. One thousand of them are active members distributed in 44 Delegations all over the country. These Seniors are professionals and specialists from more than 15 careers: engineers, lawyers, economists, sociologists, teachers and lecturers, marketing and commerce experts, journalists.... There are different fields in which they can freely compromise themselves, in the frame of a previously organized plan of programmes and schedules.

Here are some:

1. Assessments to future entrepreneurs which can be made either personally in the SECOT offices or on line. They can also, if required, assess in the local Chambers of Commerce, City Councils, enterprise “farms”, etc. The subjects generally treated are: Creation of enterprises, Diagnosis and strategic plans, Business in crisis, Project managements, Coaching/Monitoring of new enterprises and business, Sharing of commercial experience...

The Seniors also advise enterprises to make structural changes and develop new business skills helping them to thrive and compete in

market economies, and can transfer management and technical know-how to enterprises.

2. Formation: Regular courses in High and Professional Schools, Universities and Business Schools. Subjects: Preparation of Business Plans, Enterprising, Marketing, Finances, Consultancy, Management experience, etc.

At the same time, the Seniors can take part regularly in the Internal Formation Programme that allow them to be update in all the subjects (legal, economical, technical, administrative) in which they are involved in their compromise with SECOT.

3. Specific projects derived from Agreements, Contracts and Public tenders/procurements.

4. Seminars, conferences, lectures addressed to diverse entities, associate members organizations, patrons and collaborators. Subjects: Social dialogue, Preparation for retirement, Extension of active professional life, Volunteer and social activities and services, New technologies, Active ageing...

5. Participation in publications, conferences, debates, seminars, think tanks, researches and other activities derived from the activities of the Association.

What are its results?

Since its foundation SECOT has provided consultancy to nearly 13.000 projects presented by individual entrepreneurs, small and medium-sized enterprises or NGO's. In the Tertiary Sector, has given services to more than 500 non-for-profit bodies in need of technical or management advice.

Case study Slovakia – organization E-zeny

Basic information about Civil association called E-ženy

Civil association E-ženy (english translation is E-women)

Women in Slovakia have more problems applying for work in the

labour market. To counter this, an organisation called E-ženy (english translation is E-women) was set up to aid women Over 45 who are keen to start up their own business online.

Main idea: support of women in on-line entrepreneurship

What is our aim: Offer inspiration, support, advice and technical information to women which they can use for their online entrepreneurship.

Who is the target group of the portal E-zeny.sk

All women who:

- Consider entrepreneurship on internet,
- Have own online entrepreneurship and want to improve it,
- Mothers after maternity leave and unemployed women looking for possibilities of work
- Women looking for alternative solutions to their current work activities (along with their job, other business, etc...)
- Women who want to fulfil themselves through internet business (regardless of age, so it concerns also women who want to be active after retirement)

Form of education:

- We offer a number of articles that are created and designed towards providing answers to issues in the world of internet business) which are only available to members E-ženy
- Workshops and seminars (in the field of entrepreneurship, motivation and personal development)
- Personal meetings with readers of the E-ženy portal once a month: breakfast with e-women, lasting two-hours offering free advice.
- Personal once a month meetings with members of the E-ženy civil association providing an inspiring meeting to deal with questions of members and discuss issues they are interested in.
- Individual consultations personal or online (email, skype)
- We have several thousands of registered readers who were trained online or at our off-line activities.

Philanthropic focus

In addition to the education activity E-ženy provides financial support through our fund to projects that pass a criteria that looks like they will work. E-ženy have already offered money to three charitable projects and are planning to support other attractive activities with charitable intent in the future.

Contact:

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What we would like to see available for over 50s

Government should subsidize training employees.

Train older staff for mentoring.

Training in companies and of all employers, should be audited by age and gender to see if there is discrimination.

Training is often done through large companies, it is important to focus more on subsidizing the small to medium size companies for all staff including seniors. This should include part-time and freelancers.

France – at 45 to 50 it should be a legal requirement of Employers to make an appraisal of the employee to set up a training plan.

Another tool is to get a diploma (nationally recognised) without going through a training phase but through the experience gained through work – as evidence of the skills.

In France you can make a demand of a sabbatical for training paid for by the Employer, or subsidized by the government (it varies) – the employees must return to the employee for a duration so that the Employer gains from the payment of training.

www.infovae-idf.com – diploma

Training example snapshot of companies best practice:

The company: The Co-operative Group

Country: UK

What? Mandatory training for managers on the benefits of age diversity and anti-age discrimination measures and changes to recruitment practices to ensure older applicants have equal opportunities.

The company: BMW Group:

Country: Germany

What? With “Today for Tomorrow,” BMW Group has created a holistic and cross-cutting approach to addressing demographic change at the workplace. This program comprises innovative initiatives in the areas of health promotion, training and knowledge management.

The company: DB Services

Country: Germany

What? DB Services, a subsidiary of Germany’s railway system, promotes older workers through DB Services Academy, a training camp designed to help older job applicants and the long-term unemployed re-enter the workforce. In addition, DB Services maintains an administrative business unit specially designed to employ workers who are no longer able to work in their physically demanding original positions.

The company: National Australia Bank

Country: Australia

What? National Australia Bank’s MyFuture initiative helps 50+ workers extend careers and plan their futures through education. The initiative also includes training and education for managers to help them retain older workers.

Aarp: Best employers for workers over 50 international

Statistics

The European Labour Force Survey is a data source for the EU benchmark indicator on adult participation in lifelong learning. The benchmark is set at 15 % which is to be reached by 2020.

According to the results of the survey, in 2009, almost 10 % of the European adult population participated in formal or non-formal education and training during the four weeks prior to the survey.

The situation at country level shows that the Nordic countries, the Netherlands and the United Kingdom have already attained the agreed European objective for 2020 while Austria and Slovenia, are close to the target.

However, the participation of adults in education and training lags far behind the EU benchmark in Bulgaria and Romania (where less than 2% of adults participate in education and training) and also in Greece, Hungary, Slovakia and Turkey (where the level is below 4 %).

Adults in Formal Education: Policies and Practice in Europe

On average, across the EU, 13 % of those who are aged between 25-34 years take part in formal education, while in the age groups 35-54 and 55-64 it is only 5 % and 2 % respectively. Adults in Formal Education: Policies and Practice in Europe

The UK government produced excellent research in a publication titled: **'Training and Progression in the Labour Marke'**, which was published in 2010.

Here are some of the key findings:

The proportion of workers aged 16-691 in training rose from about 20% in 1994 to reach a high of around 28 per cent in 2003. This trend has been flat or on the decline since then, and particularly from 2005 onwards. *Training and Prgression in the Labour market 2010* For most age groups, except those under age 20, the rate of wage increase was raised if they had undergone a period of training. For most age groups –

though not all – the rate of wage increase was raised if they had undergone a period of training. Over 55, failed to see any wage premium through having training. The Training and Progression report does find a small improved effect on wages of undergoing training, and also increases in the rate of retention and moving into paid work. Between 2009/10 there was a 900% increase in the number of apprenticeships begun by those aged 60 and over.

Further education week

Loyalty does pay off as 71 per cent of respondents with 20 years or more with their current employers (Table 2.7) had their training paid for whereas only 42 per cent of newer employees (less than three months) had this privilege.

44 per cent of 56-59 year-olds and a third of 60-64 year-olds have undertaken training in the past three years. 21 per cent of the over 50s had trained to improve their job prospects. -

equalityhumanrights.com/uploaded./workingbetter_over_50s.pdf – January 2010

