



Talent4LIFE

GREEN PAPER



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Talent management for staff retention processes in European Business to tackle the challenges of the future of work

GREEN PAPER



IHK-Projektgesellschaft mbH
OSTBRANDENBURG



Co-funded by the
Erasmus+ Programme
of the European Union

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Talent4LIFE

Talent4LIFE Green Paper Foreword

Older workers are at the heart of many companies. With the knowledge they have acquired through many years of experience and their wealth of experience, they make a significant contribution to our successful existence.

We can clearly see how the skills shortage is already affecting the economy. There are more and more shortage occupations, across the bank there is a lack of employees. It is all the more important to value the existing workforce and keep it in the company. Appreciating older employees should be a matter of course, as they can contribute to the fight against the shortage of skilled workers.

Whether as a specialist or in the role of teacher for the training of future specialists - there are many ways to actively involve employees 45+ in the company and to pass on their enormous wealth of knowledge to future specialists. There is a lot of potential in this age group that should be brought out in front of the curtain.

We must act now to keep these valuable employees in the company and thus to curb the shortage of skilled workers. The implementation of this European project is therefore particularly important to me. We are on the right track and hope that companies will make more use of their potential and thus remain fit for the world market.



Senator hc Ing. Josef Herk
President of the Styrian Economic Chamber

Introduction

Talent management as a coping strategy for the future challenges of the working world

The world has changed drastically in recent years. The COVID-19 pandemic in particular has resulted in dramatic short- and long-term changes. The workplace suddenly had to be partly re-located to the home office and fundamental questions about work-life balance have arisen. Above all, further technological development and the mobility of people has an influence on the workforce. For companies, this has a particular impact on corporate culture and how changes in leadership, hiring and retention are dealt with.

In addition, demographic change and digitization in particular have been enormous challenges in recent years, which the European economy and, above all, European small and medium-sized enterprises (SMEs) have to face. Due to demographic change, the workforce is aging steadily and younger professionals are hard to find (Statistics Austria, 2021). Digitization requires new skills to be learned. These digital skills are indispensable in almost every area of a company (World Economic Forum, 2020). SMEs in particular must consciously accept these challenges and react appropriately in order to continue the company successfully and remain competitive.

Throughout Europe, you can see a shortage of skilled workers. Due to a lack of qualified workers, key positions in companies often remain vacant. We are talking here primarily about demographic change as the cause. Baby boomers are retiring, while at the same time the birth rate has fallen sharply. It has become increasingly difficult to find young talented employees. The

existing knowledge and the already qualified older workers in companies should be used and promoted effectively in order to react positively to future challenges. Above all, from a political point of view, incentives should be created in order to be able to withstand these challenges from an economic point of view.

Based on these findings, The Talent4LIFE project group concluded that talent management is a coping strategy to meet future challenges. We see talent management as a holistic organizational approach. The strategy, culture and HR practices of the organization are taken into account in order to use the full potential of the employees. A talent management system considers all hired employees as talents (Hehn, 2016).

With our Talent4LIFE project, we want to increase the development and retention of employees with a special focus on employees 45+. A model with tools for employee retention in European companies based on talent management was therefore developed. With our project, we want to ensure that SMEs in particular adapt to changes in an adaptable and agile manner because this is a key competence for overcoming the future challenges in Europe. To ensure this, managers and HR managers must get the greatest possible benefit from their employees. You must be familiar with the development processes of all generations and plan ahead in order to build and maintain a strong workforce. This is the only way companies can remain resilient and successful.

In the long term, this Green Paper should help to embed the results of the project in political decisions and discussions. It is intended to contribute to networking between different actors in connection with mastering future challenges and talent management. It is also important to us to share knowledge and learn from each other. We also attach great importance to the dissemination of projects that have already been carried out in order to be able to build on existing knowledge. Above all, we want to draw the attention of political decision-makers and stakeholders so that the importance of support options for SMEs is consciously perceived at the various decision-making levels. Relevant topics such as the future of work, requirements/challenges of modern HR departments in relation to employee retention and talent management.

In the first part of the Green Paper, you will be presented with solutions developed by the project group for future challenges. Based on the written keynotes, the project results for different national, cultural or organizational contexts, definitions and recommendations to political decision-makers at all political levels are presented. You will find general introductions to the

methodological approach of the project, but also articles on selected instruments and methods of talent management and finding talent that are relevant for staff retention programs in SMEs across Europe. Feedback, recommendations and advice from the project group, associated partners and stakeholders involved in this project will be offered at regional, national and European level.

The second part provides insights into initiatives and good practices from across Europe that focus on supporting SMEs. Topics related to demographic change, talent management, employee-oriented HR practices, aging workforce, etc. will be presented.

In the third part of the magazine, selected appropriate authorities and stakeholders at regional, national and EU level have their say. You will find articles from chambers of commerce, the Federal Association of Personnel Managers, HR experts and company networks, among others. Aspects such as general challenges for SMEs in Europe, demographic developments, labor shortages, digital challenges for SMEs and (older) employees are discussed here.



KEY NOTE ARTICLES

**by official authorities
and stakeholders**





Talent4LIFE

Room 466
by WKO Steiermark

The importance of qualifying employees 45+

— Dr. Martin Neubauer —

The Talent4LIFE project supports companies across Europe in their employee development by providing guidance and materials such as the Personal Development Plan. In times when there are not enough workers for all companies, they not only have to attract the right employees, but also retain the talent they already have. Companies must strive to develop and retain their em-

ployees - a new challenge that has emerged as a result of the rapidly changing environment. Beside the importance of soft-skills, there is the increased use of technology in companies – and the fast-changing world of work is becoming even more complex. Companies need to adapt or they will sink, and in the process lose the employees who leave the sinking ship. The Tal-



ent4LIFE project and its results will support all companies facing the challenge of surviving in this difficult environment. The project aims to help SMEs not only to survive, but to thrive.

We see that companies are starting to realise that they cannot persist without investing in the development of their experienced workers. Although changes have already begun, too many companies still fail to recognise the potential of over-45-year-old employees, and neglect their role in addressing external influences such as demographic trends and skills shortages. Experienced employees are still able to perform. This ignorance poses a considerable risk for companies. On the one hand, older workers will retire without passing on their extensive experience, taking their knowledge with them and out of the company. On the other hand, there are not enough young, qualified workers who can be recruited to replace the retiring employees. We must strive to integrate the 45+ employees into the development process.

The 45+ employees are highly experienced. They have a lot of knowledge and skills with which they can support and even drive the development of their company and colleagues. However, the participation rates of adult education are alarming. If we look at the participation rates in adult education, we can see that many of the younger generations participate in professional training schemes, conversely participation among generations of the 45+ bracket is much lower. After experienced workers reach the peak of their careers as experts in their fields and in leadership positions, companies face the challenge of enabling their further development and extending the peak of their careers. In a well-established company system, these experienced employees are offered opportunities to develop further and the transfer of skills and knowledge within the company works well. Mentoring is a good concept in this regard.

Currently, the 45+ workforce is mainly made up of Generation X, who are very eager to learn. Curiosity is a feature of this generation, which is important in opening doors for innovation. For the development of 45+ employees, it is essential to provide a suitable environment. It is crucial that companies recognise their experience. If this large group of employees is motivated and well trained, they can keep up with recent developments such as digitalisation and automation. The skills needed are constantly changing, some disappearing, others becoming more important.

Two relevant phenomena are currently posing a challenge to companies across the EU: the skills shortage on the one hand, and the ageing of the workforce and the impending retirement of baby boomers on the other. Especially under the influence of the latter factor, leading to an ageing workforce, 45+ employees are a key resource. This is why we have chosen the title Talent4LIFE. Companies that master these challenges will most likely be successful in the global market.

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Onboarding experienced talent remotely

Key recommendations and advice

— Sheila O’Keeffe —

Onboarding is one of the core chapters in the Talent4LIFE Handbook and as we have witnessed a growing trend towards e-working and blended-working set ups, remote onboarding can be quite complex when compared to a more traditional office-based implementation. Remote onboarding can be further complicated when you are onboarding an experienced new hire or executive-level employee. Careful thought needs to be placed on how each of the Cs (within the 6Cs of Onboarding) will work and how the new employee will be successfully integrated into the

team. Typical onboarding strategies and approaches will need to be tailored in order to leverage the experience that the 45+ new employee brings and how they can “unlearn” anything that is not a fit for their new role and the new corporate culture.

For experienced new hires aged 45+, it is important that one considers the following: the skills and experience they are bringing to the role, and your ability to help them translate that experience into the objectives of their new role, team, company. It is important that the





“buddy” for general day-to-day questions and also a mentor so that they can learn from a more senior employee and in turn be encouraged to share their experience in a cascading mentoring system. Conduct regular check-ins, empowering the new hire whilst also making sure they remain aligned to the objectives of the role. During the regular check-ins set out a training plan trajectory, outlining milestones in their de-

onboarding manager helps them find commonality and highlights any important differences comparing the new company to previous workplaces.

Information and training gaps should be identified early in the onboarding process, by taking time to gain an understanding of their "experience" and what that means practically in real terms for the company, as the misalignment of qualifications, key terms, use of tools, etc. can come to the fore as these elements may have a different context in the new company compared to their previous employments. This misalignment can result in down-time, loss of productivity, undue stress, and frustration. It is vitally important that the company understands the soft skills and life experiences that the new hire brings to the role and the team, and how best to appreciate what is present and maybe what is lacking.

As most employees are seeking connectedness within the workplace, it is crucial that the new hire builds new relationships with peers, managers, and key stakeholders within the company. Through the onboarding process, help experienced new hires to build and navigate key networks within the company's ecosystem providing them with a list of useful contacts, making introductions where possible. Support them to build their networks so that they can integrate successfully into the team. Consider assigning a

development that they can aim for after 30, 60, 90 days with tangible outputs to be achieved. In addition to the milestones, also set goals to be attained for the same period – 30, 60, 90 days, balancing professional and personal development over this period. Finally, throughout the onboarding process for senior or experienced hires, provide them with opportunities to observe the company culture in action, by attending meetings, scheduling time with senior managers or the SME business owner. These interventions are important so that the new hire begins to understand the mission of the company and also how the company conducts its business on a day-to-day basis. Setting the tone early on for how you wish the new hire to act, behave, and represent the company is a positive outcome for onboarding.

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Bizkaia Talent: Positioning a territory

from the perspective of talent management

— Leire Lagunilla Ramos —

Talent mobility management should be high on the agenda of all the stakeholders in a region. Precisely this is how Bizkaia Talent emerged in 2005 as an instrument to harness the drivers and overcome barriers for an adequate ecosystem for talent in the Bilbao area. This non-profit association is promoted by the Provincial Council of Biscay with the involvement of a group of major and cutting-edge Basque organisations. Its objectives go from developing the skills of Basque university students to attracting and engaging highly qualified people with international experience to the Basque Country, fostering innovation and advanced knowledge in organizations in strategic fields for the region. On top of that, Bizkaia Talent has the largest network of highly qualified professionals who are or want to be connected to our land, with almost 18,000 professionals in more than 110 countries who can connect with over 520 Basque organisations.

This keynote shows some of the solutions Bizkaia



Talent has developed to position Biscay and the Basque region as a leader in talent management and competitiveness from a territorial point of view, by connecting local stakeholders to international talent.

A successful strategy for talent mobility management needs to identify the existing barriers in the regional system and focus on how to create better conditions for the professionals, rather than always trying to increase/decrease the flows of certain kinds of workforce. Hence, discussing talent mobility management means managing a regional ecosystem where talent grows, moves, and develops.

In the case of Bizkaia Talent, the positioning of the Basque Country as an attractive region, both to live and to develop professionally, continues to be key despite the pandemic. In a globalised world, places are increasingly battling to make themselves known as attractive locations to live

and work. In such a vying environment, a successful place branding strategy helps to build a shared identity that impacts positively on the perception that highly skilled professionals have of a certain location as an important hub. The aim is to create a sustainable competitive advantage by building brand value in relation to the identity of a geographical area.

Unfortunately, Basque SMEs (as is the case with so many SMEs elsewhere as well), are not known outside our borders and sometimes it is difficult to transmit the differentiated value that both a company and the Basque Country provide to a professional when we show ourselves to the world.

To this end, Bizkaia Talent has been organising international events since 2008. After being interrupted in 2020 due to Covid-19, they will probably be taken up again from 2023 onwards. However, the pandemic has also provided an opportunity to enable digital programs such as the online Be Basque Talent Meetings or the Be Basque Talent Program.

In any event, whether we are a company that wants to incorporate someone who lives abroad, or we are professionals looking for a new professional adventure outside the country in which we currently work, there are a couple of issues that often go unnoticed and which, unless handled correctly, can cause us big headaches: administrative-bureaucratic procedures and family issues.

Paperwork doesn't have to be complicated, although each case must be analysed individually. The casuistry depends not only on the typology of the hiring organisation, but also on the characteristics of the professional to be incorporated.

As for the family questions, along with housing, schooling for the children, etc., will sooner or later undoubtedly tip the balance towards a longer or shorter period of stay in the region.

To address these two factors, Bizkaia Talent offers a Relocation Service and the Be Basque



Dual Career Centre in support of companies as well as relocating professionals and their families.

All in all, simply offering a job will not be enough anymore. By all means, understanding the needs of employees and designing a robust strategy, a value proposition, accompanied by a series of concrete actions aimed at understanding and satisfying the needs resulting from the employee experience, is essential. The coherent international positioning of both the Basque Country and the employer branding of Basque organisations (not from a merely advertising perspective but based on the experience of the -potential-employee) will make all the difference in the future scenario.

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Training in the field of digital challenges

Highlighting the situation of 45+ employees

— Sulyok Tamás —

Today, the world of work is undergoing significant transformation. Digitalization is no longer a new phenomenon – robotization is the next level of it, which significantly permeates workplaces. During work, digital solutions, interfaces, and digital communication significantly determine not only the relationship between people, but also the activity between man and machine (robot). However, this work requires increasingly complex knowledge, new competencies and high-level use of tools. The global pandemic that defined the recent past and the resulting changes also highlighted that thirty years ago, digital action, learning, which has been present in everyday life, and digital development, which has been dominant in the scientific world for more than half a century, still could not bring about a breakthrough that would create a properly prepared social and labor situation.

In addition, it must be acknowledged that the global processes and the geopolitical aspirations behind them are increasingly rewriting the conditions of the future, the basis of which is the complicated and unknown world of digital devices. The world of work requires new competences, which are partially reflected in the developments. The current transforming vocational education in the school system already places special emphasis on the measurement of digital competence,

incorporating so-called digital competence level measurement, which also adapts to the requirements of individual professional fields.

Both public education and higher education are trying to adapt to labor market requirements, the former preparing professional learning, and the latter preparing high-level digital work. In the field of adult education, digital developments have also come to the fore. Primarily, the special needs within the company and job, but also the leveling of general competences appear as goals in the training programs.



The above ideas put training processes on a new foundation. Digital platforms and solutions are only one aspect of today's learning. Community action, typical behaviors of the younger generation, learning through digital tools require not only new techniques, but also new actions and thinking. Of course, this also means that the support of learning and teaching processes must be put on new foundations as well. In addition to the rising generation, keeping up with digital changes is a significant challenge for older workers. In addition to everyday actions, working actively and keeping one's job also depends on this knowledge in many cases. This situation creates a new relationship between the generations.

In Hungary, one of the tasks of retaining the workforce over the age of 45 is updating existing knowledge and competences in connection with training. In addition to updating the available knowledge, this is done with more experience that older employees have gathered during their years of active work. The flexible and often fresher knowledge of young people can be adequately compensated by the experience and knowledge of processes of the elderly. One of the good practices of this development is the creation of workplace mentoring and generational cooperation processes. In this way, the experiences can be transferred to the younger employees starting their careers during the joint action, while the young people in return can show the techniques of digital and modern actions embedded in their joint work.

It is definitely important for the decision-makers



to take into account that, in addition to the competences required for work, the developments based on the cooperation of the generations are emphasized. In addition to this, the training should also point to the identification and handling of the change and the resulting situations, especially the often unknown dangers arising from digital solutions. It is no longer just professional competence, but a new, digital culture is also emerging in the world of work, the challenges of which, in many cases, are difficult to control, require continuous adaptation and the search for new solutions, but also partially create a new, trusting situation in digital work.

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Labour Shortages

— Emilios Michael —

In the last two years, the economy has been operating at an increased rate of growth, resulting in labour market shortages in several professions and in all sectors of economic activity, especially in the hotel and food industry.

The lack of labour force is beginning to have a negative effect both on the smooth operation of businesses and on the upward trajectory of our economy. Also, this lack will have the effect of discouraging the productive investments of the private sector, reducing productivity, halting our export efforts and degrading the quality of the services provided.

The acute labour shortage is observed in unhealthy and low-quality occupations, where Cypriots or Europeans (unskilled workers, production workers, shift workers, porters, cleaners, kitchen assistants, waiters, maids, etc..) are not available or are unwilling to work, preferring to remain unemployed to benefit from social rights or unwilling to move from one province to another where there is a shortage.

The appeal of studying in higher educational institutions and the increase in the supply of low-quality work are not in line with the development course of our economy, especially in the tourism sector (hotel and catering industry),

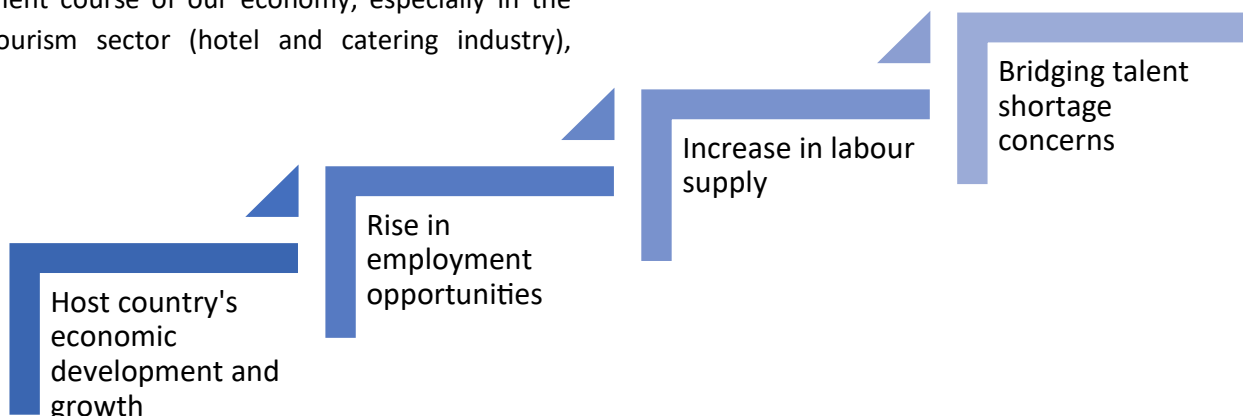
where there is a great demand for low-quality work and in particular professions that concern unskilled workers.

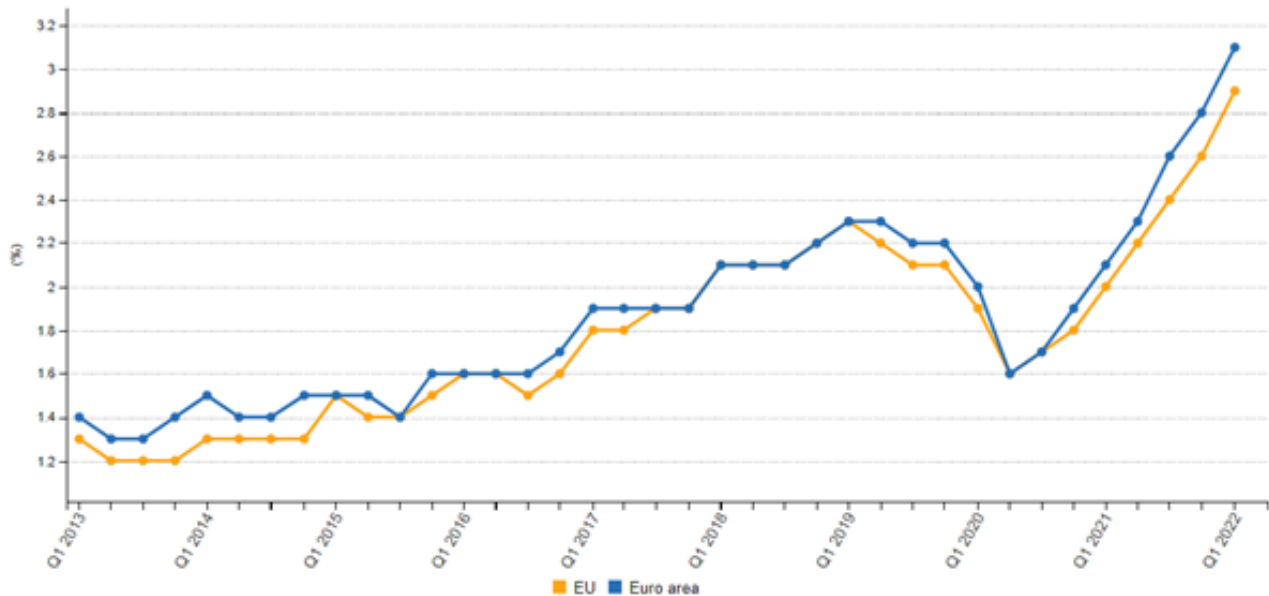
Therefore, there is a skills gap of the available labour force in relation to the real needs of businesses, resulting mainly from the mismatch of skills with the labour market, low participation in vocational education and training and the lack of a close relationship between businesses and universities.

Inevitably, in order to meet companies' need for suitable personnel, the policy for granting foreign labour import permits should be continued, and, at the same time, it is necessary to modernize both the employment strategy and the criteria for granting permits for foreign workers in a way that meets the real needs of businesses.

To this end, the CCCI submitted a detailed memorandum to the Ministry of Labour, Welfare and Social Insurance.

This issue is very important for the CCCI, as foreign workers coming from third countries were and still are very useful for the local economy and provide solutions to businesses that cannot





Note: data for NACE Rev. 2 Sections B to S.
Source: Eurostat (online data code: jvs_q_nace2)

eurostat

function properly due to a lack of local workforce. At the same time, the presence of foreign workers helps to create more jobs for Cypriots in higher level professions.

Other measures to address the problem are the intensification of actions for the integration of students from third countries into the labour market, stricter monitoring of “guaranteed minimum income” beneficiaries and the re-announcement and redesign of the HRD employment support plans.

The CCCI emphasizes that it does not, under any circumstances, support the bringing in of workers from third countries, provided we can actually secure a local workforce. It has no intention of affecting the rights of Cypriot workers, which is why it has accepted the application of strict criteria and safeguards included in the plan to import foreign workers. The fears of trade unions that social problems may arise or the rights of Cypriot workers may be affected, are neutralized due to foreign workers’ temporary stay in Cyprus and the strict criteria and safeguards that have been introduced in this plan.

The CCCI welcomes the issuance of the decrees of the Minister of Labour, Welfare and Social Insurance regarding the employment of foreign

students and asylum seekers as this will alleviate the problem.

Graph: Quarterly job vacancy rates, not seasonally adjusted, 2013-2022 (Q1-2022)

2.9 % of jobs in the EU and 3.1 % of jobs in the euro area were vacant in the first quarter of 2022.

5.3 % of jobs in Czechia were vacant in the first quarter of 2021, the highest value in the EU, followed by the Netherlands (4.9 %), Belgium (4.8 %) and Austria (4.7 %).

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Fair Payment and Modern Application Processes

The Contemporary Way to Safeguard Your Company's Future

— Dr. Monika V. Kronbügel (PhD.) —

In January 2022 Statista published the latest findings of a study exploring what issues employees consider most important regarding their employers. The Number #1 issue was 'Job Security', followed by 'Attractive Salary and Welfare Benefits' (#2) and 'Pleasant Working Atmosphere' (#3).

fair salary opportunities enables companies to radically improve their level of attraction for young workers – who are in high demand throughout the labor market. How? By establishing consistent, fixed, fair payment structures that are based on professional analyses. This will ensure that the issue of diversity takes care of

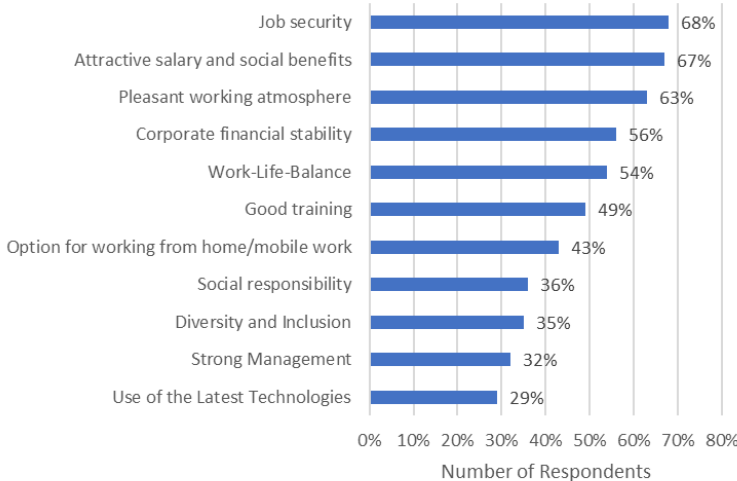
itself, with no additional time- and resource-intensive investments required. Because what better benchmark could there be to prove that genuine equal opportunities exist than fair payment?

In other words, to stay ahead in today's employer environment and thus reduce the impact of shortages of skilled workers to a minimum, companies must ensure that they are sufficiently attractive to job applicants. A good reputation on job, product, and service portals is key to winning the "War for Talents".

This modern version of equal opportunities is resulting in corresponding changes in the world of application processes.

Instead of photos, gender, age, and consistent, unchanging resumés, the focus is now on a very different set of criteria. Old formats are increasingly making way for new ones. Video applications and even applications via social media and messenger services such as WhatsApp are becoming increasingly common. And in Germany the good old "Arbeitszeugnis" (employment reference) has also become more or less obsolete.

Survey: Factors in Choosing an Employer



Statista: <https://de.statista.com/statistik/daten/studie/1279351/umfrage/umfrage-zu-ausschlaggebenden-faktoren-bei-der-arbeitgeberwahl>

So what exactly do people mean when they talk about "attractive salaries and welfare benefits"? If you think it's all about how the figures stack up, then you're completely wrong. Another fallacy is that fair payment is an expensive luxury for the employer. Today we know that employees who have equal opportunities – no matter what their gender, origins, or time spent with the company – are much more satisfied. Providing

As we all know, German labor law dictates that employment references must always be formulated favorably and, in the worst case, employees can even sue their employers to ensure this. As a result, personal letters of recommendation or references are becoming ever more influential because, in contrast to the traditional employment reference, there are no legal stipulations regarding their content. The referee provides the information because they WANT TO and guarantees its accuracy with their good name and reputation. The entire process is voluntary!

Workers over the age of 50 used to find it virtually impossible to switch jobs and the number of unemployed older people climbed steadily. The early stages of the pandemic even saw this situation get worse. Parallel to this, however, CoVID-19 has made many people stop and reflect on where they are in their lives. What do they want from life, their jobs, their work-life balances? What makes them happy and fulfills them?

The new fair labor market brings with it good opportunities for the older generation of over-50's in particular to make career changes. Many of their anxieties about possibly having to take a big pay cut if they move to a new company have been allayed. After such long careers most of them have more than enough people in their personal environment, such as co-workers, customers, employees, network partners, etc., who are only too happy to provide a recommendation or a reference.

There can be no doubt that a certain degree of courage is required to make an application video or to reach out to an HR department via a messenger service. Ignoring the fear of trying something new because it is "unknown" can, however, bring big rewards. Older workers have a lot to offer that modern companies need and value.

On July 6, 2017, Germany introduced the "Act to Promote Transparent Payment Structures", whose goal was to ensure greater pay equity. Under the current provisions of the act, the burden



of proof to prove discrimination is on the employee, making the process difficult and time-consuming for them. A planned new EU directive is much clearer in this regard, aiming to reverse the burden of proof as well as provide victims with the right to claim compensation.

So if we want to respond to the need for job security identified by the study mentioned above and create genuine equal opportunities for all, then this law must be passed quickly. It will provide the support needed to overcome shortages of skilled workers in a meaningful and fair way.

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European Perspective on Talent Management

— Fernando Benavente —

In the EURORESO network, we have set ourselves the goal of building a network of natural and legal persons advancing the development of strategies that promote economic development on the one hand and the improvement of living standards on the other. Programs are developed to facilitate access to work and social integration. Funds necessary for facilitating the implementation of the projects, programs and measures supported by the members are collected. There is a constant exchange of methodology and techniques. Projects as well as programs and results of the measures taken are disseminated by EURORESO.

Across Europe, we are all faced with the challenges of the future. With demographic change, the population is aging and life expectancy is increasing.

Since EURORESO supports the sustainable development goals in Europe, talent management is a topic that concerns us more and more. Clear definitions and methods often prevent the implementation of talent management.

Companies are faced with the challenge of staying competitive and at the same time responding more to the needs of their employees. In the European context, it can be assumed that this represents one of the major challenges for the human resource department and for managers. In order for companies to be successful, employees must be strategically involved. This takes resources and time, but it can be essential to adapting a company to the challenges of tomorrow. Employee retention, further development in the company and the attractiveness of companies for new employees are important factors in





SUSTAINABLE DEVELOPMENT GOALS



order to achieve a sustainable competitive advantage. An insight into the entire life cycle of an employee and an overview of current trends and developments must always be considered.

Across Europe, more and more work is being done to create a growing economy by reducing trade barriers and facilitating the general mobility of people, goods and services within the European Union. Above all, the facilitation of EU citizens being able to work in any EU country means that many talents are spread throughout Europe. As a result, the topic of talent management should always be viewed in an international context. Talent Mobility has different effects on individual EU countries. Member states react differently to the conditions that pose the challenges of the future. Therefore, a regional and global perspective must always be considered.

Above all, however, the individual states also have a significant role to play in terms of funding and legislation in relation to the implementation of talent promotion in companies.

Years ago, warnings were given about demographic change and that there would be less talent overall. Many companies are now overwhelmed with the challenges. The needs and demands of the working world have changed from generation to generation. New corporate strategic measures must be taken in order to be seen as an overall attractive employer and thus to remain competitive in relation to other competitors. I see the courage to change as a prerequisite for future challenges.



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KEY NOTE ARTICLES

**by the
project consortium**





Talent4LIFE

Room 466
by WKO Steiermark

Talent management in European companies

Empirical research results in the context of the Talent4LIFE project

— Natalie Horn —

The Talent4LIFE project started by conducting an empirical research study involving 190 companies from European countries. The study, which examined the current state of talent management, staff development and employee retention in European companies, showed that many companies are not prepared for future developments which may make it difficult for them to survive. Challenges such as the increasing shortage of skilled workers will make it impossible to be successful without a well-developed staff retention strategy.

Looking at employees aged 45 and older, some of the findings are alarming. 40% of the compa-

nies surveyed have a young staff structure, with at most one in four employees over the age of 45. This is alarming because the number of over 45s in the labour market is set to rise, in contrast to the overall employment rate.

While it is not a surprise that larger companies are more likely to have a talent management system in place than SMEs, a key finding is that the future-proofing of a company does not depend on its size, but on the number of talent management practices it implements, such as mentoring, coaching, job rotation and so on.

What does this mean for SMEs?





Firstly, it means that being a small company is no excuse for a lack of employee development strategies. Talent management practices can be implemented even in smaller companies. It may be tedious and time-consuming, but it pays off when it comes to staff retention and the lack of skilled workers. Proper staff development is not just a series of trainings. It is also not only about offering higher positions, but to a large extent about appreciation. Companies that value their employees regardless of age will be the winners in the war for talent.

Secondly, it means that not every strategy that calls itself "talent management" actually works as such. Whether you call it talent management or not, the core element that makes a company future-proof is valuing its employees, creating a work environment that is appreciative and fostering a system and culture where knowledge is shared within the company.

Companies usually develop an HR and talent management strategy when required by external factors such as addressing the lack of skilled

workers or digitalisation. If companies do not manage to adapt to changing circumstances, they will fail. Many companies are just beginning to realise that their employees are their most valuable resource. Employee retention through development and an appreciative company culture is widely underestimated, even though these could be the best reasons for employees to stay and the company to persist.

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Aging and Talent Management

Promotion of older employees

— Marianne Ochsenhofer —

Companies are facing major challenges due to demographic change and digitalization. Demographic change is leading to an aging workforce and at the same time to fewer younger, qualified workers that companies can hire (Statistics Austria, 2021). As a solution in the Talent4LIFE project, employee retention through active talent management and development in the company is suggested. This article takes a close look at the importance of retaining and nurturing older workers in particular.

From the IO1 research report it became clear that across Europe older workers are working longer and the employment rate of older workers is increasing. It is therefore particularly important to actively integrate their knowledge

and experience in the company.

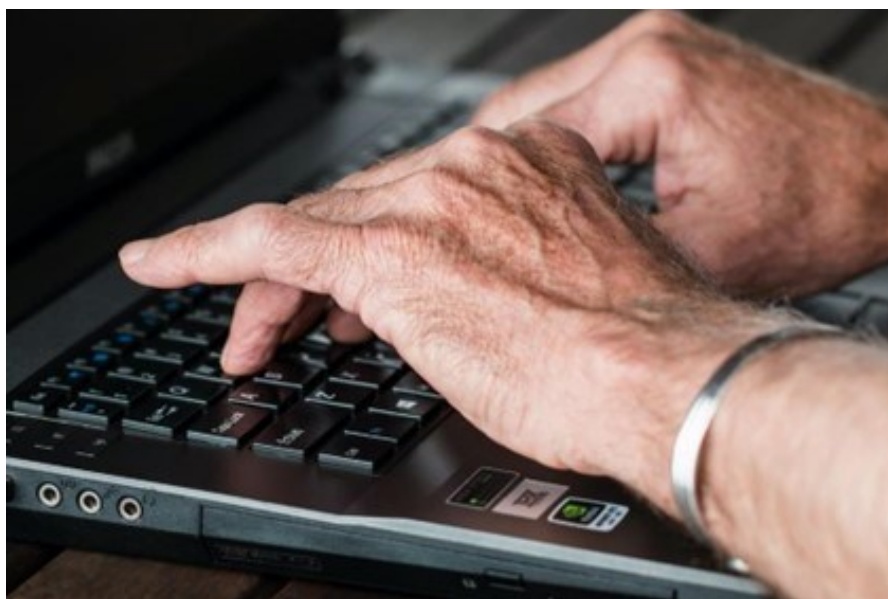
But what are the characteristics of older workers?

The economic potential of older workers in particular is fundamentally underestimated. Companies do not promote enough awareness of their own strengths and abilities, if at all. Many older workers are also burdened by stereotypes such as the assumption that their physical and mental performance is steadily declining. These stereotypes sometimes persist in companies, even though they are not scientifically proven.

Despite the usually higher salaries, companies can even save costs by hiring older workers. This is because younger employees in particular tend



to change jobs more often, which in turn leads to higher costs in recruiting processes. Although older workers may need more time to process new learning material, the motivation to learn is often even higher with age. Training and further education can help, especially with regard to digital skills. Cognitive dimensions such as strategic thinking, considered action, acumen, prudence, logical reasoning and a holistic un-



derstanding also improve with age. It is particularly interesting that, especially in the case of problems and stress, a more strategic approach is taken and various options for action are considered. It is important here that learning processes change with age but do not necessarily deteriorate. Therefore, age-appropriate learning environments should be created. And this is where the HR department and the management level should start.

Supporting older workers in companies can bring many benefits. Above all, the wealth of experience and professional skills should not be ignored. They are motivated, loyal and ready to take on responsibility. Older workers are disciplined and dependable, and face problems with confidence. They are confident in what they do and have learned to assert themselves.

Of course, not all people in the 45+ age group can be spoken of in this sense. However, not being aware of these benefits can be fatal for companies. In order to appeal to this age group, flexible working hours and continuous development opportunities in all phases of life are needed, among other things.

In order for SMEs to safely go through the demographic change, it is important to be aware of the age structure in the company and to include all age groups in the demographic management.

Demographic development is omnipresent and therefore all employees in a company must be aware of the changes.

In order to successfully master the future challenges in relation to digitalization and demographic change in companies, it is essential to deal with diversity and inclusion. Stereotypical thought patterns must be broken.

If employees 45+ see themselves as an enrichment in a company, they will contribute significantly to overall success. To do this, they must be equipped with the necessary skills and given further support.

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Age management:

when age is not an obstacle in attracting talent

— Jennifer Nolan —



Ageism at work largely ignores the many positive attributes older employees bring to the workforce. Knowledge, expertise, experience, and loyalty are just some of these qualities that companies are missing out on, by continuing to hold bias (conscious or unconscious) against older people. The Global Report on Ageism, developed by the World Health Organisation, surveyed 83,000 people from 57 countries, and found that one in every two people held moderately or highly ageist attitudes, which has the potential to limit the available talent pool.

Age bias is often most evident in widely held myths, for instance that older workers are more likely to get ill or that they work slowly or are not “digital natives”. The predominance of these views highlights the need to change the narrative around older workers, use the facts from research studies that counter these myths within our companies, and avoid damaging cliches that limit the potential of older workers within our company teams.

The 45+ year workforce is growing, and offers employers experience, enthusiasm, and loyalty to those who continue to invest in their career, particularly when they have experienced ageism elsewhere. So how can we best access this often-untapped talent pool?

1. **Opportunities and diversity in job role** – Many older employees are still highly motivated and ambitious. However, they can get frustrated or disengaged by the lack of challenge and limited leadership opportunities within their current roles. The perception that older workers have checked out and are just waiting to retire, is an-



other commonly held misconception. Irrespective of the size and structure of your company, it is possible to tap into the experience and enthusiasm of older workers by creating mentoring opportunities, creating openings to lead a team on a specific project, appointing them as ambassadors for the company at external events or training sessions, or offering opportunities to buddy-up with new hires. By offering the same engagement in career development to older as to younger employees, there is a clear opportunity to retain talent who just happen to be over 45.

2. As we have highlighted in the Talent4LIFE Model Handbook, the opportunities to **re-skill and up-skill in a new area are just as important for employees aged 45+ as for new talent acquisitions. As research demonstrates**, older workers remain keen to try a new phase of their career, embark on something new or explore a real passion or interest. With their experience and desire to learn, they view their career through a new lens which is often not solely linked to money.

3. **Offer flexibility in the company.** Many older workers are now looking for a little flexibility to continue working many more productive and profitable years, while also having time to pursue other interests or support. Offering work that fits flexibly into this new balanced approach will open up untapped talent pools.

4. Pursue an inclusive talent management strategy: **Age is** the one aspect of diversity that we will all be a part of at some stage in our life. Companies that promote inclusion, specifically age diversity, will be best placed to capitalise on the value of older workers and minimise their exposure to future skills shortages.

Being pragmatic about skills, particularly in the current climate, with increasing talent shortages and many businesses struggling to fill key roles, looking beyond experience and technical fit when recruiting, but instead to soft skills, behaviour, motivation, and cultural fit, may be a positive solution that demonstrates that age should not be an obstacle when attracting talent.



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The industrial sector prepares

for the arrival of the “Great Retirement”

— José Luis Bezanilla —

In the next 10 years, half of those who are currently working will leave their jobs and will have to be replaced. The ageing of the working population is now a reality which, together with other factors such as inflation, rising energy costs and industrial costs, which have doubled, creates great uncertainty in today's labour market.

This is a group known as the “baby boomers”, people born between 1958 and 1977 who are coming to the end of their professional lives, which means that in a few years we will be facing the “Great Retirement”.

Those of us who are dedicated to career guidance and personnel selection have for some time been identifying serious problems that companies, especially SMEs in the sector, have in managing the generational handover. Specialised professionals with extensive experience in certain positions cannot find people to replace them. These are industrial jobs with a long tradition and linked to metal first transformation, manufacturing or welding, where several years are needed to acquire the skills, knowledge and competences required for the job to be performed correctly.

When companies ask for a professional profile, what they are looking for are not people with a degree but with specific skills that in many cases can only be acquired through experience. In this case, good training is not enough.

Age management is not only a question of gen-



erational replacement and job losses, it addresses a greater problem, the loss of an intangible and differential value for companies – their *know-how*. Companies must take care to find professionals to replace the talent that leaves, but, above all, they must focus their efforts on managing the knowledge that experienced professionals have contributed to the company over the years. They must ensure that it does not leave with the person who retires. Learning has a cost for companies, but the cost of losing it is greater.

To ensure that what is important does not become urgent, it is essential to anticipate the reality that in a few years' time will be experienced not only by the industrial sector but also the labour market in general. Managing the “Great Retirement” does not only mean working on the search for professionals to succeed and replace those who retire, but also identifying those key people who are going to leave and trying to replace them gradually and naturally. We must



generate mechanisms that facilitate the transmission of this knowledge to the younger generations so that it remains and is consolidated as one of the great differential values of companies.

The situation worsens when we take into account that more than 90% of the business fabric in Europe is made up of small and medium-sized enterprises (SMEs), which are precisely those that have the fewest resources, both economic and human, to manage these transitions.

According to data recently presented in a report by the Spanish Confederation of Small and Medium Enterprises (CEPYME), more than 100,000 positions are currently unfilled in Spain due to a lack of qualified professionals in many sectors. This is not just a question of technological profiles, as it equally affects industry, construction and services. And if we look to the future, the problem is compounded by the "Great Retirement". Everything indicates that by 2030 in Spain up to 2 million jobs will no longer be filled, some of them newly created and many others as a result of the lack of generational replacement.

Innovating employment policies and collaboration between public institutions and the business fabric are some of the key steps that will make it

possible to address this major problem which many companies are already beginning to face.

In the meantime, we must not forget that the most important thing is to attract and keep this talent within the company, and that age should not be a threat or a weakness in the selection processes, but quite the opposite. Experience is the greatest source of learning, and the knowledge that people possess is a company's most valuable intangible asset, which is why this differential value cannot be allowed to slip away or be cast aside.

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Workforce retention in times of crisis

— András Hintya —

The participation of the START Development Foundation in the Talent4LIFE project is a very important professional challenge for us, since adult education is one of our core activities, and talent development is one of our most important research and professional areas.

Our foundation is a relatively young organization, but our professionals have more than 10 years of experience in talent management and adult training. Therefore, when we started working on this project, we eagerly awaited the results of our exploratory research on the current situation of SMEs in terms of employee retention.

The research did not yield very encouraging results. While large companies, especially multinational companies, have a long tradition of talent selection and internal training, as well as ensuring equal opportunities, small businesses often struggle with labor shortages and are usually

happy if they can keep the existing workforce. There is a large migration among young people, many succumb to the tempting offer to take up work abroad. Among small businesses in Hungary, people over 40 are often the majority of employees, as stability is more important to them and their employers value them more because of their experience.

In the SME sector, internal training is often limited to essential professional areas, periodic safety and health preservation training. The involvement of external training organizations is expensive, and entrepreneurs cannot afford to lose working hours. Small businesses in the service industry (construction, maintenance and service sector, retail, tourism and hospitality) are the ones where talent management and development are the least present.

At the same time, technological industries and high-tech services, e.g. chemical companies, medical technology, software development, startups, place a much greater emphasis on training and try to retain well-trained workers in a variety of ways.

The labor market is driven by many factors. In 2022, the COVID19 epidemic is still a threat, there is an energy crisis and inflation as well. In such an environment, businesses mainly focus on keeping their market and surviving. Inflation devalues wages, which causes tensions. In this case, employers face a difficult question – how to keep the existing workforce. At the beginning of the COVID19 closures, many companies were





Knowing the domestic labor market, we hope that the Hungarian government and the national and regional chambers of commerce and industry will restart subsidized training for small businesses, especially in the field of soft skills, because there is a great demand for them. In addition to this, the development of language and digital competences is the most pressing need.

forced to lay off some of their employees, most of whom were unable to return to their old jobs. This goes to show that the labor market is constantly changing due to global economic processes.

Taking all of this into account, the developments of our project will put an excellent tool in the hands of employers. We hope that the companies which get to know the online tool and the methodology manual developed by us will certainly introduce some kind of talent development system, assess and develop the competencies of their employees, and prepare development and career plans. They must realize that a well-educated, knowledgeable and committed workforce is a huge market advantage for them. We hope that with this development we will support the SMEs we have reached out to in increasing their marketability and social recognition.

This mainly affects the tourism, catering and retail sectors.

Another area that can greatly improve the marketability of the workforce is digitalization. More and more businesses are developing applications, internal web interfaces, and social media presence. Through these, employees are actively involved, making them more open to personal and professional development. If employees are open to using digital tools, they will become familiar with online learning materials more easily.

The Talent4LIFE project offers small businesses a means to survive. We hope that our optimism will be transferred to the businesses that come into contact with the project.



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The post-pandemic era in Talent Management

— Chrystalla Pachita —

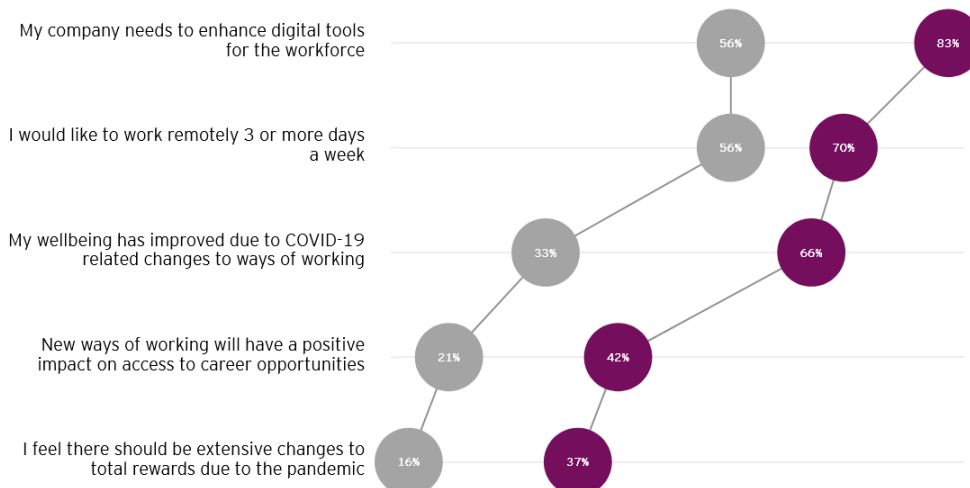
As companies of all sizes struggle to adapt to the realities of work after COVID-19 and keep pace with the Fourth Industrial Revolution, the need for HR and leadership expertise has never been more dire. The challenging year 2020 was an opportunity for HR departments to redefine themselves and move away from the assumption that they focus solely on administrative tasks. In the era of change, HR departments have become vital in ensuring employee response to change, raising morale, and improving company performance. As a business grows, it typically undergoes changes in strategy, structure, and internal processes. These changes can be difficult for some employees to adjust to, and they can lead to decreased productivity and morale.

Inevitably, change can be scary, as it can remove us from our usual surroundings and lifestyle. Organisations should make sure that their employees are prepared for changes by communicating the change, explaining the cause and outcome, providing training, and enforcing follow-up procedures, while simultaneously ensuring the safety and security of employees. Making employees part of the process of change by keeping them informed and involved throughout the process, will keep them motivated, as will making them aware of the benefits of this change. An essential part of this process is the provision of targeted procedure training and designating someone to support employees during the change. These steps will ensure that everyone is on the same

Employees likely to leave their current employer are embracing new ways of working

Employee's likelihood to leave job in the next 12 months

- Likely to leave ("Job jumpers")
- Unlikely to leave ("Company committed")



Credit: EY 2022 Work Reimagined Survey

page and that everything runs smoothly.

As the world moves into the post-pandemic era, HR managers are increasingly turning to skilled consultants to help them with their responsibilities. When drafting the 'new normal' for employees, different factors need to be considered. As company directors and HR professionals know well, the pandemic has taught us a lot. Now is the time to choose what to keep and what to discard. One of the biggest changes is the dramatic increase in remote work. It has been recorded that, generally, employees seem to prefer a more hybrid work arrangement and appreciate the opportunity to choose between physical office presence and remote work. There is a need to find ways to facilitate efficient and transparent communication, monitor the work of remote employees, and at the same time ensure that the inevitable changes in social dynamics do not threaten existing organizational culture. Processes such as digital recruiting, remote onboarding and digital HR document management are becoming more and more important, and HR professionals must be properly equipped and educated.

Investing in digital transformation and innovation and creativity remains an important pillar of talent development in an organization. Technology is changing the way we all work, and HR is no exception. With new ways of communicating and tracking employee performance, HR is constantly adapting to stay ahead of the curve. The move towards digital transformation has helped HR shift its focus from administrative tasks to developing strategy and improving employee engagement. Following the new way of working, similar functionality is expected and needs to be developed by employees. Therefore, organizations need to ensure skills such as flexibility, adaptability, and digital knowledge.

As the ability to work from anywhere grows increasingly common, this means that the future of HR requires more inclusive and diverse cultures. Considering this, HR development should focus on targeted strategies that will attract and



retain a diverse workforce. An organisation that is committed to promoting diversity, equity, and inclusion (DEI) initiatives will not only create and maintain a successful workplace and show commitment to protecting DEI through its policies and practices, but will also have a competitive business advantage.

Continuing education or the development of new skills such as flexibility, adaptability, empathy, diverse team leadership, and cross-departmental / cross-cultural team collaboration is essential. Not surprisingly, the future of human resources depends on the experience of employees. Striving to improve and / or redesign employee experience (from recruitment to career paths within the organization) developed a dynamic, agile, and flexible organizational structure, which in turn enhances employee satisfaction, promotes the organization's reputation and employer brand, and provides a competitive advantage.

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Future proofing companies

through innovation & generation management

— Anna-Carina Mohrholz —

Working in the office or in production for 40 hours a week, year in, year out. Most previous generations have worked like this. They showed up to work, performed their tasks and then left for home. But what happened, when they were unable to perform? What if they became too old to do their assigned job, if family circumstances prevented them from showing up or if their talents altogether lied elsewhere? Nobody knew and quite frankly, nobody cared.

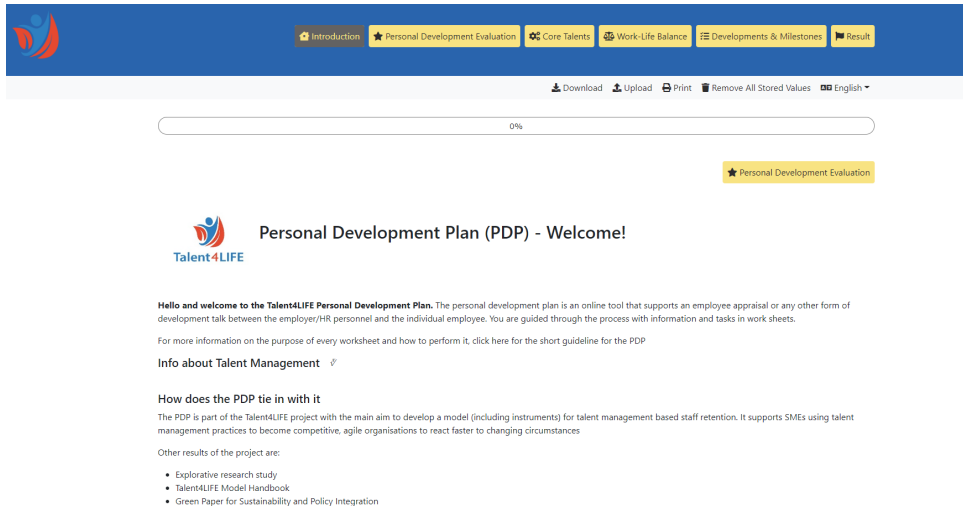
However, with the current situation on the labour market, where the war for talent is ever present, this approach does not work anymore. Employers need to keep employees in the company and make best use of their talents – the known and the unknown.

The fact that this is more urgent than ever before was also demonstrated in our Talent4LIFE project. Employers have for the longest time laid off workers that had gotten “too old” since they could tap into a pool of other talents. As these are not available anymore, the companies struggle to fill open positions. This is where they can look to older workers. As Eurostat statistics show, between 2009 and 2021 the employment of older workers aged 55-64 has gone up continuously. As Eurostat does not offer specific statistics for workers above 45, it can be assumed that these numbers are even higher. It is also worth noting that the numbers for Germany (green) and Ireland (pink) are above the European average throughout the entire time. Those two part-

ner countries hire more older workers than the average of the 27 EU member states. With Cyprus (orange), another project partner ranks closer to the top. While their hiring rate exceeded the European and even the Irish at the beginning of the timespan, it then went below it, only to surpass Ireland again in 2018.

It can thus be concluded that hiring more seasoned workers has been on the rise in the EU in the last decade, with all 27 member states reporting higher numbers by 2021 than 2009.

Despite the fact that these older workers – Generation X and baby boomers – form the largest group in the EU with 6.2 million people over 45 as opposed to 4.6 million between 16 and 44 years of age (Eurostat, Population on 1 January by age and sex, 2022), they are not sufficiently taken into account when filling vacant jobs. Our project showed that many companies do not even consider hiring older workers. However, this is not only about the more experienced generation. For companies to succeed in recent times, it is important to apply generation management, to show all generations and staff members that the company offers development potential. It is about constantly adapting and being innovative. To be able to react to changing market conditions, SME owners and managers need to have a plan in place. This includes basic things, such as knowing who will retire when and who will be able to replace them. Furthermore, there need to be measures to check if current



SEQ Figure * ARABIC 2 The Talent4LIFE Personal Development Plan

employees are still able to perform their jobs optimally or if they need other, newer skills. The new demands on the job market such as digitalisation require constant upskilling with age. More complex tasks may also require reskilling. On the other hand, the long-term experience of older workers and their long-standing contacts to customers and suppliers need to be utilised and kept in the company even after they leave. The combination of new skills and experience is needed, and HR and SME managers need to adapt measures to keep both in balance and working together.

This can be done through external input and is often the case when recruitment, retention and development – especially of employees aged 45+ – are not the focused aim. While SMEs may know about the importance of such actions, their existing measures, plans and strategies can thus be reflected upon, streamlined and further developed. While outside consulting can be very helpful, many companies have the potential to address these processes from within. The Talent4LIFE project showed that SMEs in the partner countries are well aware of the current as well as the future challenges. Nevertheless, they do not know if they can face them with the employees they have now. To analyse if the right talent pool is already available and what further unknown talents the staff possesses, the consortium developed the Talent4LIFE Personal Development Plan (PDP). It is an online tool that sup-

ports an employee appraisal or any other form of development talk between the employer/HR personnel and the individual employee. They are guided through the process with information on talent management and tasks in worksheets. Filling out the worksheets together, employer and employ-

ee learn more about each other, their talents and plans and have thus a solid basis for further continued development. The tool is designed in accordance with GDPR and can be reused at any time. With an estimated time of one hour, it presents a concise set of development goals, milestones to reach and respective review dates. This structured process enables development and innovation within SMEs. Both are only possible when the status quo is known and all relevant parties are on board.

Essentially, knowing the people and the surroundings one works in, reviewing them regularly and having a clear goal in mind is what sets the ground for innovations. SMEs need to optimise their processes and keep all generations in mind to be future-proof. And they need time and tools to continuously do so.

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Demographic Consulting for employees + companies

Age-appropriate working environments as a means of overcoming the labor shortage - Demographic Consulting for employees + companies.

The Demographic Consulting for employees + companies is a company consulting project financed with funds from the European Social Fund and the Federal Ministry of Labor and was implemented by the working group ÖSB Consulting as lead partner and Deloitte. In a consor-

tium with the consulting companies BAB, movement and merlin, Demographic Consulting was active throughout Austria, with the exception of Burgenland, with a total of 150 consultants. Funds of around €25 million were available for the 2017-2022 implementation period, making Demographic Consulting one of the largest projects in the 2014-2020 ESF funding period.

The aim of the project is to sensitize Austrian companies and their workforces to age-appropriate working environments and to support them in overcoming the challenges of demographic change. Demographic change is one of the central challenges for companies and employees. Because as society ages, so does the world of work: The proportion of people 45+ is increasing, the largest age cohort on the labor market - the baby boomers - will be in retirement in the next ten years and at the same time younger generations are entering the workforce, who confront employers with changed needs, ideas and values. A perceived level of suffering due to a shortage of apprentices, staff shortages, fluctuation and waves of retirement is not a problem for individual companies, regions or industries. Demographic change is here and it requires solutions.

By promoting age(ing)-appropriate working environments, Demographic Consulting helps companies to successfully retain employees and

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ORGANISATION

ÖSB Consulting GmbH

COUNTRY

Austria

FUNDING PROGRAMME

European Social Fund (ESF) and the Austrian Federal Ministry of Labour (BMA)

DURATION

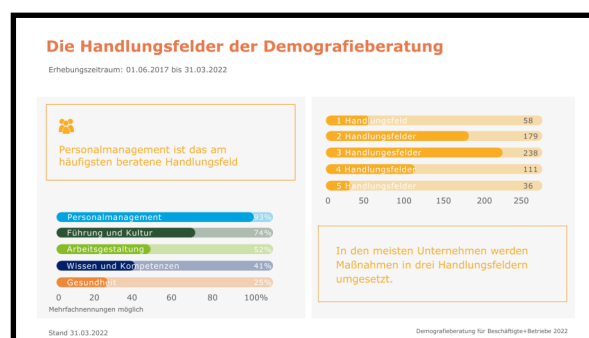
May 2017 – June 2022

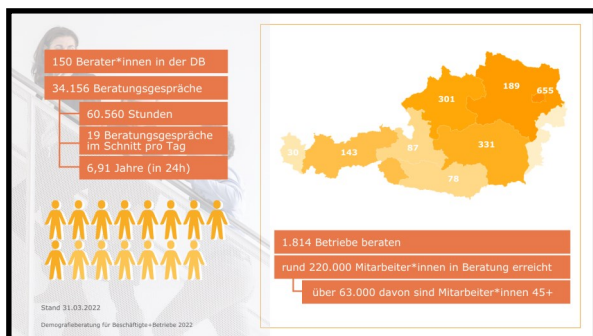
MAIN OBJECTIVES, AIMS, OUTCOMES

Sensitization and creation of age-appropriate working environments in companies of all sizes and sectors in Austria.

WEBSITE / SOCIAL MEDIA

www.demografieberatung.at
Facebook: @demografieberatung
www.linkedin.com/company/demografieberatung
www.youtube.com/channel/UCH7CRtPMULSsuVWG6yQGMig





maintain their ability to work until they retire. In order to use human resources successfully, to recognize and develop talent, it is necessary to implement targeted measures that promote cooperation between the different generations, that transfer knowledge and shape long-term succession planning. Measures that enable generation-sensitive management in order to take into account and unite the needs of employees in the different phases of life. Demographic Consulting means creating a working environment that involves all employees and in which everyone can develop and learn (from each other).

In 2021, for the first time, there were more vacancies than applicants¹; the number of vacancies reported to the AMS (labor market service) reached a high of around 124,000 vacancies in March 2022, which is around 50,000 more than in the previous year². The world of work needs a



change of perspective: workplaces must become more flexible and geared towards the people who do them, not the other way around. The central game changers in this process are the executives - they have to be aware of the needs of the employees, based on their age group and their phase of life. Strategic personnel planning must be based on the life cycle of the employees, take a long-term perspective and still be able to allow for change and agility.

Taking into account the needs of the different generations in the company, actively dealing with one's own attractiveness as an employer can make a decisive contribution to avoiding a shortage of skilled workers in the company: In addition to the pillars of management culture, the image of the company in the region, remuneration issues and design working conditions, the importance of active talent management based on well-founded career and development planning is increasing. The creative freedom of the employees, the degree of personal responsibility, the handling of their ideas, their development opportunities and of course the further training opportunities will be decisive topics when it comes to the conception and successful implementation of consulting offers.



Agenda Austria (28. Februar 2022): Erstmal mehr offene Lehrstellen als Suchende, <https://www.agenda-austria.at/grafiken/erstmal-mehr-offene-lehrstellen-als-suchende/>

Statista.de (05. April 2022): Anzahl der offenen Stellen von März 2021 auf März 2022, <https://de.statista.com/statistik/daten/studie/552276/umfrage/offene-stellen-in-oesterreich-nach-monaten/>

KEEP 50+

Entrepreneurship training programme for people 50+

Introduction

For the last decades the population in the European Union is ageing. The proportion of the population in the EU who are aged 55 and over rose from 25 % in 1990 to 30 % in 2010 and is expected to reach 37 % by 2030 (Eurostat, 2012). Consequently, the workforce is also getting older as well – the proportion of the labour force between 55 and 69 years old increased 26.5 % between 1987 and 2010. European Union is facing the situation how to utilise and

transfer the experience of ageing employees and how to give new opportunities to those who become too old for their current jobs. And the entrepreneurship itself could be the answer.

Entrepreneurship is seen as the process of wealth creation through participation in any part of establishing, operating and investing in business ventures. KEEP50+ project collects the ideas and good practices in entrepreneurship training for people 50+ to support an activity and initiative for entrepreneurship itself among this target group.

The training proposal for entrepreneurship training for people over 50 provides a general training program idea for various training organisations as job centres, unemployment agencies, business development centres and other organisations which are developing and delivering entrepreneurship courses or trainings.



The target audience

The project KEEP50+ works the target group of people over 50 years old either unemployed, facing career changes or having a business idea they want to turn into self-employment.

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ORGANISATION

Biedriba Eurofortis

COUNTRY

Latvia

FUNDING PROGRAMME

Erasmus+

DURATION

2016-2018

MAIN OBJECTIVES, AIMS, OUTCOMES

International project to develop an entrepreneurship training program for people 50+, consisting of four modules (Self - assessment, how to start, the enterprise, on-going coaching)

WEBSITE / SOCIAL MEDIA

www.facebook.com/Keep50



Training programme

In the project KEEP50+ a training programme was developed which consists of four different modules.

Module 0 – Self-assessment

The first module is the pre-module and is called Module 0. It contains the self-assessment for the trainees. The self-assessment itself is a structured questionnaire/online tool or an interview where a specialist interviews the participants for the entrepreneurship training.

Module 1 – How to start

Module 1 is called the start-up phase. The participants are introduced for what it needed to start and run a company.

Module 2 – The enterprise

During Module 2 the participant receives comprehensive introduction of all the necessary tools and knowledge which they need to start their own businesses. The participants will get training in business planning and get an overview on different tools such as, making SWOT analysis, needs analysis and marketing strategy.

Module 3 – On-going coaching

In Module 3 the companies are already established and the entrepreneurs were provided with appropriate support for the first months of the operation of the companies. The special emphasis in module 3 is to find a suitable mentor for each participant who can help them during the first year of the lifetime of the company



Biedriba Eurofortis (Coordinator)

SOROS INTERNATIONAL HOUSE

Anmiro Oy

B.S.D. S.r.l

brainplus- Projektmanagement Schabereiter

Alliance lektorů a konzultantů

Générations Solidaires Val d'Oise 95

Znanie Association

DEVELOPMENT AGENCY OF KARDITSA NA.KA SA

Iniciativas de futuro para una Europa social

AgeWise

Ageism is the most common form of workplace discrimination occurring on the island of Ireland. Research has found that one in five people experience some form of age-based discrimination at the workplace. “Stereotyping around ageing is persistent and widespread despite having no established scientific basis”, according to Dr Trudy Corrigan, a researcher in the DCU-based National Anti-Bullying Research and Resource Centre. In the context of the workplace, it includes assumptions that once people reach a certain age they become resistant to change and have less ability to learn new skills – especially in technol-



ogy. However, evidence to support these stereotypes is rarely found and, in fact, the capacity to learn is largely unaffected by age. An important consideration when looking at research on ageing, especially in the workplace, concerns the hard evidence regarding intellectual functioning. Increased age is seldom associated with lower levels of cognitive functioning. Older people learn to compensate in a variety of ways for those aspects that are affected by intellectual decline. These include strategies that capitalise on their strengths and their experiences of similar events in the past. The result is that studies of competence in the working environment show that people continue to improve into their 60s and beyond. Despite these research findings, ageism and stereotyping contributes to negative attitudes towards older people and especially older workers.

In 1988, Age & Opportunity was founded in response to the need of more positive attitudes towards older people and ageing. Today, they continue to innovate as a leading thinker on ageing in Ireland, challenging key issues to encourage positive change and wellbeing as people get older. To combat the prevalence of ageism in the workplace, Age & Opportunity created the AgeWise Programme.

AgeWise is a professionally facilitated workshop designed to create awareness of attitudes to

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ORGANISATION

Age & Opportunity

COUNTRY

Ireland

FUNDING PROGRAMME

Health Service Executive, Arts Council of Ireland, Sport Ireland

DURATION

Ongoing

MAIN OBJECTIVES, AIMS, OUTCOMES

AgeWise is a professionally facilitated workshop by Age & opportunity designed to create awareness of attitudes to ageing and older people in the workplace.

WEBSITE / SOCIAL MEDIA

<https://ageandopportunity.ie/engage/agewise>



ageing and older people in the workplace. It is suitable for employers and people delivering services to older people. It encourages action on how ageism may be reduced within organisations and workplaces. The workshop enables participants to:

- understand the personal, cultural, and structural effects of ageism
- identify instances of discrimination against older people
- devise strategies to counter age discrimination in the workplace

AgeWise is delivered in an online format to groups in a variety of settings and the session consist of interactive presentations with opportunities for discussion and experience sharing giving a voice to those that may have experienced ageism in the past. The AgeWise programme is designed with an approach that empowers people to be the agents of their own lives. They are continually finding new ways to engage, to motivate, and to support people.

Age & Opportunity is the leading national development organisation working to enable the best possible quality of life for us all as we age. They do this by:

1. Championing the creativity and value of older people.
2. Combating stereotypes and negative views of ageing.
3. Developing inclusive and engaging experiences which respond to the interests and needs of the diverse older adult population.
4. Developing, testing, and measuring the impact of pioneering programmes and approaches.
5. Making evidence available to policymakers and service providers.
6. Working with partners and stakeholders to ensure that Ireland’s policies, strategies, and programmes are directly informed by the needs and experiences of older people.





LearnGen

Intergenerational Mentoring and Learning in the Workplace

The LearnGen project is focussed on supporting working adults of different generations to be able to mentor each other according to their age-specific needs i.e., the older generation mentoring the younger generation on strategic thinking, critical thinking, and decision making and the younger generation mentoring the older generation on developing digital skills, new work practices and innovations.

Working alongside VET providers (external and in-service trainers), the project is training

HR practitioners, business and line managers, and businesses against ageism in the workplace and offering a model that supports inclusive and age-appropriate practices within companies. A key factor in workplace ageism and bullying are often issues related to stereotyping as we age. By developing the Intergenerational Learning training material, the LearnGen project has improved work-based learning in continuing vocational training (CVET) whilst building the capacity of VET providers to educate businesses on intergenerational learning and inclusive work practices. The LearnGen project is very much geared towards addressing anti-ageist practices in the workplace and offers a range of tools, approaches and L&D programmes that promote intergenerational learning and mentoring, helping companies to tap into the talents of all employees for the betterment of the business.

The LearnGen project provides support and training to the different generational target groups (young and older working adults) so that they can develop mentoring skills to teach and learn from each other. Recent studies indicate that older, more mature workers develop strategic and critical thinking along with problem-solving abilities, and with research suggesting that older workers can benefit from increasing their digital skills, the LearnGen project bridged the generational gap through the creation of an open and free to access Intergenerational Course and a Training Package for Employees to become in-company mentors. Both young and old individuals are victims of ageism. Meeting each other means that they can explore who they really are and what they have to gain from each other as well as to discuss how ageism affects them. In developing a balanced intervention, equal attention was paid to both older and younger generations.

Using the Reverse Mentoring and Mentoring Mod-

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ORGANISATION

Bulgarian-Romanian Chamber of Commerce and Industry (BRCCI)

COUNTRIES

Bulgaria, Ireland, Czech Republic, Portugal, Greece, Cyprus

FUNDING PROGRAMME

Erasmus+ Programme

DURATION

24 months

MAIN OBJECTIVES, AIMS, OUTCOMES

The main aims of the LearnGen project are to support workers (older and younger) to develop core skills necessary to teach and learn from each other through reverse mentoring partnerships. The project seeks to improve collaboration and knowledge and enhance access to training and qualifications for all employees within companies.

WEBSITE / SOCIAL MEDIA

www.learnngen.eu





els, the LearnGen project sought to address and eliminate the stereotypes that exist and attach to the generations and build the skills of employees to both recognise their own skills and that of their colleagues and breakdown barriers that perpetuate segregated workplaces. Reverse Mentoring is a bridge-building exercise between the generations where the conversation can range from integrating new digital communications tools to discussing what younger people believe the world of work should look like. “Reverse mentoring is a two-way street,” says Mary Harrison, chief executive of business training and support company, Optimum. “The results can be tangible and invaluable in helping today’s leaders to drive a stronger and more robust business and providing tomorrow’s leaders with an opportunity to experience a view from the top.” For the reverse mentoring relationship to work, it must have clear objectives and take place at fairly regular intervals, although the arrangement need not be too formal or rigid. Mentors and mentees should be at ease with the arrangement, so they receive the most value from it. Like any form of mentoring, reverse mentoring in any organisation should be based on trust, confidentiality, mutual respect, and sensitivity.

The proactive management of equality, diversity and inclusion are increasingly important to the culture of a company and how it operates today. Many organisations are striving to break down barriers, promote inclusivity and look at ways to retain existing employees, especially those over 45 years. When we consider it, the term “generation gap” has never been more relevant than it is today with up to five generations working side by side – from the baby boomers born between the mid-1940s and the mid-1960s to Generation Z, who were born after 1995. Today’s workforce challenges management with a wide-ranging life experience and age gap to plug, not least because technology has changed the working environment so much since the baby boomers entered the labour market initially.

To access the full LearnGen training package, please visit www.learnngen.eu and register on the LearnGen eLearning platform.



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Zubilan Plus

What is Zubilan Plus is a new programme of integral accompaniment to employment for people with a managerial profile, over 45 years of age and unemployed.

The target group was a maximum of 30 unemployed people (24 participants and 6 in reserve) registered in the Bizkaia region and who have previous professional experience in management, management, leadership or middle management positions with responsibility for team management or other responsibilities. Apart from that the project was looking for proactive people, who are motivated and with total involvement to go through an intense job search path.

The programme will provide the necessary tools to prepare people in key competences and skills to de-



sign and implement personalised job search itineraries, through individual and group sessions.

The Zubilan Plus program offers

- Group sessions aimed at labour activation and updating skills to improve employability.
- Individual sessions of strategy planning and preparation of the application through guidance and coaching techniques. The mentor will advise and accompany the professional throughout the process in order to help him find employment.
- Transversal resources necessary for the preparation of competences and skills to improve your job search.
- Promotion of applications among companies in Bizkaia, looking for job opportunities. CE-BEK, the Business Confederation of Bizkaia, and its business organisations will lend their full support by acting as a bridge with companies in Bizkaia.

Also taking part in the programme are expert consultants in job placement processes for the profiles of future participants in the programme, with whom they will provide comprehensive support, including, among other actions: orientation techniques, coaching, planning professional objectives, the deployment of a job search itinerary and training in interviews.

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ORGANISATION

Bizkaia - DEMA

COUNTRY

Spain

FUNDING PROGRAMME

Regional

DURATION

12 months

MAIN OBJECTIVES, AIMS, OUTCOMES

Employment support for people with a managerial profile, over 45 years of age

WEBSITE / SOCIAL MEDIA

www.dema.eus



Zubilan Plus is committed to public-private collaboration, which is why it has been set up with the Business Confederation of Bizkaia-CEBEK, the most representative agent of the business fabric of Bizkaia. CEBEK, together with its sectoral associations FVEM, AVEQ, CECOBI and ASCOBI, are aware of the professional profile needs of com-

panies in this territory and will bring the programme closer to companies with different actions. Expert consultants in labour market insertion processes for managerial profiles are also participating in the programme and will provide comprehensive support to the participants.



Sparkling Grey

Europe Strategy points out that an increased ageing and low employment, especially of older workers, are two of Europe's main structural weaknesses. This Strategy was strengthened by the Council Conclusions on Active Ageing where MS are called "to encourage companies to introduce age management strategies; to raise the employment rates of older workers by improving working conditions, investing in lifelong learning; to promote access of older persons to education and ICT; to develop common principles for active ageing. Despite this effort, older workers still face challenges that hamper remaining employed longer or, conversely, stimulate early retirement, namely at:

System level - Eligible pension age; lack of access to active labour market services after retirement age; society's prejudices towards older workers; lack of incentive for companies to deploy active age management policies, lack of guidance and lifelong learning opportunities.

Organizational level – Lack of age aware HR policies and guidance activities; working conditions and work structures which do not directly support further learning; changing and emerging career development models and flexibilization of the labour market; missing opportunities to keep up to date with technological changes; lack of information and reduced social networks.

Individual level - Loss of self-esteem and unwillingness to learn or tiredness; outdated skills; missing ability to manage and cope with change in later life; lack of understanding of how the labour market operates.

The 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 aimed at 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 to 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.

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ORGANISATION

Inova+

COUNTRY

Portugal

FUNDING PROGRAMME

Erasmus+

DURATION

2 years

MAIN OBJECTIVES, AIMS, OUTCOMES

SPARKLING GREY aims to providing SMEs of textile and metal sectors with adjusted and innovative human resources management strategies that address age and multi-generational issues.

WEBSITE / SOCIAL MEDIA

<http://sparkling-grey.eu>

Furthermore, and recognising that systemic challenges also need to be addressed, the project aims at encouraging debate at a policy level to produce a sustainable framework that properly addresses the organisational and individual challenges related to an aged workforce.

In detail, Sparkling Grey aims to provide SMEs of textile and metal sectors with adjusted and innovative human resources management strategies that address age and multi-generational issues while supporting career management skills specifically targeted to senior workers.



SPARKLING GREY



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

www.sparkling-grey.eu

I Am The Best

Talent Mentoring Public Benefit Non-profit NGO Hungary

The main profile of I Am The Best Talent Mentoring Public Benefit Non-profit Ltd. is talent management and mentoring of young people aged 18-35. In addition, development and holding of non-formal trainings, organizational development and personnel consulting.



Since its establishment in 2010, the company has placed great emphasis on the employment and retention of experts over the age of 45. One of the main reasons for this is to ensure professional experience and appropriate credibility towards clients. Another important reason is the mentoring of young professionals and the provision of internal training. Some of them are employees but most of them are self-employed, subcontracted.

The secret of the program's success is providing professionals with exciting professional challenges, a good working atmosphere and professional development. Our professionals regularly organize workshops and conferences, and we support their participation in professional events. We provide them with participation in further training courses abroad. As experts, they participate in the implementation of international projects, e.g. Erasmus+ program. They contribute to the development of training curricula and other intellectual outputs, provide trainings for international participants, mentor interns from abroad. They also provide mentoring for domestic VET interns doing their internship in our company.

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ORGANISATION
Legjobb vagyok Tehetségmentoráló Közhasznú Nonprofit Kft. / I Am The Best Talent Mentoring Public Benefit Non-profit Ltd.

COUNTRY
Hungary

FUNDING PROGRAMME
Internal project

DURATION
8 years

MAIN OBJECTIVES, AIMS, OUTCOMES
Employment and subcontract of trainers and coaches over 45 years old.

WEBSITE / SOCIAL MEDIA
www.soneas.com





Some of our specialists, trainers and coaches participate in corporate organizational development and consulting tasks. These are typically middle and senior management training and personal development, which are necessary for the internal development of a company. In these processes, our specialists carry out the development, administration, reporting and documentation of the entire process, that is, they actively participate in the entire business process. In this way, we ensure that their work feels important and useful, and of course we reward success.

Our professionals over the age of 45 work successfully in the talent program developed for young people, not only because their experience is worthy of respect, but also because the intergenerational cooperation program developed by our organization can be successfully applied.

Our experts presented the success of the program at several events and forums, for example at the entrepreneurial events of the Budapest Chamber of Commerce and Industry. The elements of the program have also been adopted by other companies and are successfully applied.



The LAM project

For a Talented Region



The idea of establishing such a foundation emerged as a consequence of foreign aid for Romania that arrived in the counties of Covasna and Harghita, soon after the 1989 Revolution. It was obvious for many of aid beneficiaries, as well as for the donors, that this humanitarian aid was welcomed, regardless of its form. However, this aid did not provide with a long-term solution for many difficult problems that Romania mostly and local agriculture on an overall were facing.

The Ilieni Initiative Group in Covasna County, led by Mr. Bela KATÓ, Minister

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ORGANISATION
Fundatia LAM (LAM Foundation)

COUNTRY
Romania

FUNDING PROGRAMME
First 15 years: DEZA / HEKS (Switzerland),
since then – own source

DURATION
30 years

MAIN OBJECTIVES, AIMS, OUTCOMES
Transition from a centralised (socialist) economy to a self-sustaining economy, mainly in agriculture, at the level of small, medium, and micro enterprises (SMMEs) by learning, practicing and preferential loan investment

WEBSITE / SOCIAL MEDIA
www.lamilieni.ro
www.facebook.com/lamilieni.ro



of Reformed Church in Ilieni, namely the representatives of the Evangelic Churches Association (HEKS) and the DEZA (Swiss Agency of Development and Cooperation) in Switzerland, drafted a program for the long-term development of the Covasna county that they named Program for regional development of agriculture and small, micro and medium-sized enterprises. In order to apply such a program, the creation of a foundation was the most appropriate framework. Thus, in after almost 2 years of organizing activity, the





LAM Ilieni Foundation was created in 1992. The name of the LAM foundation is in fact a mosaic formed of the first letter of the word *Agriculture* in German, Romanian and Hungarian: Landwirtschaft Agriculură Mezőgazdaság.

Financial sources to lay at the basis of the development and functioning of the LAM Foundation were mainly provided by the Swiss Confederation through DEZA-AZO and the Organization of Evangelic Churches (HEKS), as well as other numerous donors. The foundation managed to create a rotation fund (working capital) and loan foundation funds efficiently to farmers and private entrepreneurs. Due to this rotation fund system, the money was used continuously, for the creation of new projects, Reimbursed financial means are the property of the foundation and are used for new projects.

The Foundation itself is not directly engaged in economic or commercial activities and it is an ideal non-profit organization.

The overall objective of the LAM Foundation has been the development of private agricultural activity on a regional level, by means of two large programs: professional training for private farmers in the counties of Covasna and Harghita, as well as the low-interest loan support for the development and strengthening of their households.

The goal and objectives of the LAM foundation have been:

- Consultancy in the agricultural field and knowledge transfer;
- Organization of agricultural training courses – theory and practice at home and abroad;
- Providing permanent knowledge transfer in the targeted domains for different genera-

tions, from older to younger, in order to assure a continuous development of the region;

- Creation of assistance and consultancy centers covering various domains (agriculture, agricultural constructions, milk and meat processing);
- Loans and support for access into the loan system for farmers and small and medium-sized enterprises in the LAM area;
- Support for access to appropriate technological means.

In the past period the LAM Foundation has given more than 14000 farmers, entrepreneurs and housewives the possibility for professional trainings and has provided them with many new jobs.

Due to changes in the legislation governing lending activities in the country, the LAM Foundation was forced to place its lending activities on a separate legal basis. Thus, at the end of 2005 it registered the company named LAM Micro-credite S.A., and in 2019 another company - LAM in-Vest S.A. - in which it still carries out its lending activity today. The two credit institutions grant an average of 400 new loans worth between 5.5 and 6 million euros per year. More than two-thirds of the loans are for agricultural enterprises, with the rest helping small and medium-sized enterprises operating in rural areas. The two credit institutions offer their services through a total of 10 branches in seven counties.

Today, the LAM Foundation works with 6 permanent employees and about 15-20 external experts (instructors, trainers). Its work is regulated by a seven-member Board of Trustees; whose president is Mr. Béla KATÓ, Bishop of the Reformed Church of Transylvania.



Cyprus Recovery and Resilience Plan 2021-2026

COMPONENT 5.2 Labour market, social protection, social welfare and inclusion

Cyprus Recovery and Resilience Plan 2021-2026:

With the aim to address the economic and social impact of the COVID-19 pandemic, promote sustainable development and ensure the resilience of the EU economy, the European Commission in-

troduced in 2020 a temporary funding instrument for the EU recovery and exit from the crisis.

Through the Recovery and Resilience Facility (RRF), which constitutes the centrepiece of the Next Generation EU, a total amount of €672.5 billion will be made available in loans and grants to support reforms and investments undertaken by Member States, with the aim to mitigate the economic and social impact of the coronavirus pandemic and make European economies and societies more sustainable, resilient and better prepared for the challenges and opportunities of the green and digital transitions.

The Cyprus Recovery and Resilience Plan is structured around five (5) Policy Axes and thirteen (13) Components, all aligned with the Plan's strategic goal and objectives. The key strategic goal of the Cyprus RRP is about «strengthening the economy's resilience and the country's potential for economically, socially and environmentally sustainable long-term growth and welfare».

The RRP, with a total budget of €1,2bln, promotes the implementation of 133 investment and reforms, with an implementation period up to 2026, including 35 Grant Schemes addressed mainly to enterprises, as well as to public and private bodies, NGOs and individuals.

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ORGANISATION
Republic of Cyprus, Ministry of Finance

COUNTRY
Cyprus

FUNDING PROGRAMME
EU Recovery and Resilience Facility ("RRF")

DURATION
2021-2026

MAIN OBJECTIVES, AIMS, OUTCOMES
Reform 1: Provide adequate income replacement and access to social protection for all
Reform 2: Promote flexible work arrangements in the form of telework which will enhance work-life balance and increase employment

WEBSITE / SOCIAL MEDIA
www.fundingprogrammesportal.gov.cy/en/program-major-category/cy-cyprus-recovery-and-resilience-plan
www.cyprus-tomorrow.gov.cy

Policy area/domain: 5.2 Labour market, social protection, social welfare and inclusion

This Component consists of a module of reforms and investments to address areas of social protection, social inclusion, labour market and early childhood education and care. Moreover, the component aims to mitigate the adverse effects of the pandemic on the most vulnerable groups of the population.

In particular, the Government will proceed to a Reform of the Social Insurance System (SIS) to enhance social protection for all regardless of the type and duration of employment by extending and improving cover of various benefits.

It will also simplify SIS legislation and promote flexible forms of employment by establishing new legislation for telework. The Reform includes the following actions:

- Introduction of new legislation and promotion of collective agreements to regulate telework
- Scheme for subsidised telework. The scheme concerns subsidising part of staff cost as an incentive for employers

The operational performance of Public Employment Service (PES) will be improved in order to provide better service to the unemployed and to employers. The Government will also provide incentives for employment of young people Not in Employment, Education or Training (NEETs), enhance outreach activities for NEETs and facilitate the integration of young registered unemployed in the labour market by promoting their coaching and career guidance through effective co-operation with academic institutions and training centres.

In the area of childhood education and care the government will invest in the expansion of the availability of affordable childcare centres for children aged 0 -3 years and 8 months.

Apart from the benefits of Early Childhood Education and Care on children's development path and learning outcomes (knowledge, skills, and competences), this reform will enable the entry

and retention of additional members of the population in the labour market, particularly women with children, will contribute to gender equality, to the increase of the fertility rate and to the reduction of inequalities. This also helps employers retain their employees, specifically those with young children and are concerned with childcare.

Relevant Reforms:

Reform 1: Reform of the Social Insurance System and Restructuring of the Social Insurance Services

Reform 2: Flexible Work Arrangements in the Form of Telework

Flagship initiatives: Modernise, Reskill and Up-skill

Total estimated budget to be funded through the RRP: €78,9 mln

Cyprus tomorrow

RECOVERY AND RESILIENCE PLAN



Republic of Cyprus



Funded by the
European Union
NextGenerationEU

Ageing@Work

By 2030, workers aged 55-64 will make 30% or more of the workforce in many countries. According to WHO, about 30% of men and women in the age group of 50-64 years are considered to need urgent adjustments at work



Ageing@Work



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ORGANISATION

Coordinator: CERTH – Centre for Research & Technology Hellas
Universidad Politécnica de Madrid, Siemens AG, Mysphera sl, University of Patras, Samsung Electronics (UK) Ltd, Centralny Instytut Ochrony Pracy – Państwowy Instytut Badawczy, Institute for Occupational Medicine, Safety and Ergonomics (ASER), KU Leuven (LUK), Q-Plan International Advisors PC (Q-Plan), Asociación Nacional de Empresarios Fabricantes de Áridos (ANEFA), Multimed Engineers srls (MME), Hit Hypertech Innovations Ltd (HIT)

COUNTRIES

Greece, Spain, Germany, United Kingdom, Poland, Belgium, Italy, Cyprus

FUNDING PROGRAMME

European Union's Horizon 2020 Framework Programme for Research and Innovation

DURATION

1 January 2019 - 30 June 2022

MAIN OBJECTIVES, AIMS, OUTCOMES

Help ageing workers maintain productivity for longer and balance their work and personal life, through a digital platform of tools.

WEBSITE / SOCIAL MEDIA

<https://ageingatwork-project.eu>

due to health problems related e.g. to musculoskeletal and mental disorders, to prevent the risk of early retirement and work disability. Additionally, the industry is changing fast and new technologies are introduced every day, with ageing workers needing to adapt to new technologies and new processes.

To tackle the abovementioned challenges, Ageing@Work -a three year EU-funded HORIZON 2020 project- aimed to develop a series of highly adaptive, personalized ICT tools for the ageing workers' working and living environments, to allow them to remain healthy, active and productive for longer.

Ageing@Work developed solutions to support:

- Better workplace design, in terms of ergonomics, process orchestration, task assignments and scheduling
- Productivity enhancement
- Knowledge sharing and collaboration
- Incentives for both work-related and life aspects of the ageing worker, through a personalized virtual assistant and reward system



The overall concept underpinning Ageing@Work started from the urgent need to help ageing workers of the modern industries to maintain productivity and workability, while achieving a balance between work and personal life, in the context of active and healthy ageing.

Having identified the changes in human abilities that appear with age and typically affect workability, Ageing@Work followed an interdiscipli-

nary approach in developing novel advanced ICT solutions for adaptive smart working and living environments in order to effectively meet those needs. The system developed was demonstrated in the context of use case scenarios in real life environments and with the participation of actual users from the targeted user group .

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Finland's economy is strongly driven by the ICT (Information & Communication Technology) sector and has a high demand for experienced talents.

Finding the right employee, with the capacity to navigate complex topics as well as a broad set of soft skills and the expertise to foresee the social impact of innovations, is a crucial topic for many firms. Companies constantly have skills needs that cannot be met by traditional recruitment. At the same time, there are thousands of motivated professionals outside the world of work. Information work does not necessarily require that the expert and the need for competence are in the same place, but the necessary competence can be geographically even on the other side of Finland.



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These observations led the pioneer Nextmile to the idea behind Konkari.com. Konkari.com provides the service to combine an experienced expert with the competence needs of companies on a project-by-project-basis - thereby introducing an alternative way for businesses (big and small) alongside traditional recruitments.

Sparta Consulting, a customer of Konkari.com services, believes in the power of experience. Experience and long-term professionals from Spartans can be found in the fields of information management, project management, data work, sales, and human management.

In the company's philosophy, long-term professionals can identify in advance the potential pitfalls associated with each transformation project. In addition, the work community of different ages has a layered experience and diversity of thinking that support the company's growth as the operating environment changes rapidly. Sparta's approach is comprehensive information management, where technology is only part of the whole. This also requires a view from the seller: in a salesperson's work, age can be an asset, as the experience is acquired in customer work.

Among others, Sparta Consulting applied for the newly hired Heikki Junika as director of strategic accounts.

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ORGANISATION

Nextmile LTD

COUNTRY

Finland

MAIN OBJECTIVES, AIMS, OUTCOMES

Konkari.com provides the service to combine an experienced expert with the competence needs of companies on a project-by-project-basis - thereby introducing an alternative way for businesses (big and small) alongside traditional recruitments

WEBSITE / SOCIAL MEDIA

www.konkari.com

Heikki Junikka (63), who had received training as a computer engineer and an MBA, has enjoyed sales and customer interface throughout his career. As he approached retirement age, he was saddened by the idea that all the knowledge and experience he has acquired would not be utilized anymore. Junikka has worked in very different IT

companies of various sizes. When there were new challenges and great responsibilities, he spent five to ten years with the same employer.

He thinks the senior's advantage is composure. The employer must be aware that the physique of a senior employee is not the same as when he was younger. A high rate of work must not be the most important thing. It is also worth considering how best to take advantage of a senior's quiet



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knowledge and experience so that younger people do not have to “trample all the mines”.

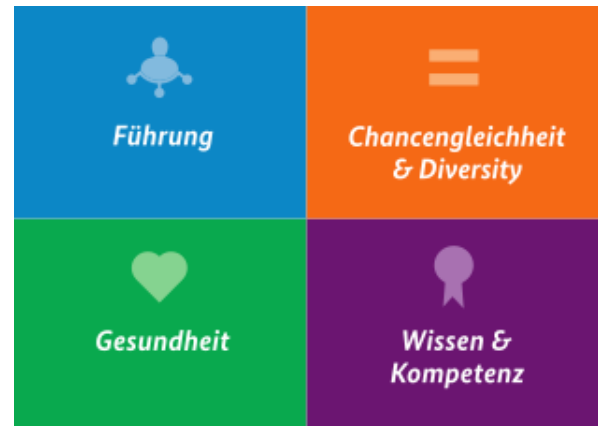
The company's value proposition compels and demonstrates a strong belief in one's own competence. To do your job, you have to work hard. Without emotional intelligence, this job couldn't be done a day, he says. Perseverance is good, but sometimes you have to accept losses. He couldn't imagine doing anything else.



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unternehmensWert:Mensch

The national project “unternehmensWert:Mensch (uWM)” kicks off sustainable learning and change processes in companies through an employee centred HR policy. In all uWM projects, recruitment, retention and development play a key role, even if initially another objective led to commissioning a process consultancy. For many years, SMEs have been aware of the importance of individual measures to attract, retain and develop employees independent of age, origin and education. The funded consulting programmes uWM classic and uWM+ support reflection on existing measures to develop new



Playing fields: Leadership, equal chances & diversity, health, knowledge & competencies

perspectives and approaches as well as implementation. Smaller companies in particular are often unaware of their attractiveness. They underestimate their potential concerning development prospects for employees of all ages. These are enhanced as starting points for the promotion of employees, together with management and the entire workforce. The resulting tailor-made HR strategy it then implemented with support of the uWM process consultants.

At the same time, the workshops, one-on-one discussions and discussion rounds repeatedly reveal key competencies of employees that have not yet come into play. These unrecognized skills show development potential, approaches for further training and new areas of responsibility.

Many companies and individual employees were supported in the project such as a tax consulting firm with several locations and 20 employees. Staff and process consultant worked out possibilities of digitization and measures to better anchor digital applications and hybrid work in the company. For the so-called "lab team", experienced employees, a third-year trainee as well as younger, still new employees were selected. In

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ORGANISATION

IHK-Projektgesellschaft mbH

COUNTRY

Germany

FUNDING PROGRAMME

Federal Ministry of Labour and Social Affairs
and European Social Fund

DURATION

2015-2022

MAIN OBJECTIVES, AIMS, OUTCOMES

Kick off sustainable learning and change processes in companies through an employee centered HR policy

WEBSITE / SOCIAL MEDIA

www.ihk-projekt.de/uwm



Consulting in SMEs

the joint work on the topics, content-related, technical aspects as well as important competencies of individual members of the "lab team" emerged. The trainee showed great potential for digital applications. In order to keep him in the company, he received an additional qualification as a specialist assistant for digitization. Thus, he is to become the cross-location contact person for digital technical applications as well as digital work equipment. In addition, all employees were asked which applications they are well versed in. Subsequently, a system was set up in which experienced employees pass on their knowledge of digital applications. At the same time, this offers the opportunity to work out skills with regard to knowledge transfer and to make them usable for the company in the future. Other typical HR topics related to development and retention, which have been developed within the consultations of the uWM and uWM+ programmes, are structured induction plans, in which further education, training and coaching are taken into account as well as regular feedback discussions;

involvement of retiring employees in the preparation of induction plans for the successors and the handover to the new job holders; introduction of new management positions as development prospects for long-standing employees to use their skills from previous professional experience and training; conception of interview guidelines for structured regular personal development meetings to better work out starting points for development and motivation; considerations to expand the content of existing positions, e.g. through overarching projects, in order to offer employees (of all ages) development prospects despite the lack of career opportunities in the sense of management positions. All these examples show how goals have been achieved as the knowledge acquired in the project, such as moderation and creativity techniques, can continue to be applied by the employees and positions, which have no opportunities for advancement in the classical sense. They have gained attractiveness and the ties to the company are strengthened.



unternehmensWert: Mensch



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