

# AGE MANAGEMENT

**Company name practices :** WELLBEING AT WORK

**Activity sector practices :** Autres

**Company category practices :** PME

## Description of the action practices

Establishment of a diversified network of trainers ensuring in particular a "diversity of ages" with young people of generation Y and seniors. Diversity training courses based on the DISC tool are organised by the trainers. This tool makes it possible to demonstrate the functioning of the different personalities as well as the diversity of the existing teams in order to improve potential conflict situations, particularly with regard to age.

## Context practices

Workforce management policies over the past 30 years have, for a variety of economic and social reasons, focused on the early departure of workers. Early retirement has become the norm in many companies in Luxembourg. As a result, companies have disinvested in the human resources management of their "ageing" workers, sometimes as early as their forties (reduction or cessation of training, opportunities for internal mobility, incentives, etc.). This has had the effect of de-skilling and de-motivating some older workers.

## Approach practices

- Analysis of the age management pyramid
- Analysis of HRM practices (Recruitment, Salary policy, Health, safety and prevention of wear and tear in the workplace, Mobility and departures - Analysis of HRM practices).
- Identification of critical functions and professions
- Conclusion and courses of action

## Impact practices

Each age group has its strengths and weaknesses, and a staff with a diversity of ages will be better able to meet the different demands faced by today's organizations. Exchanging experiences, world views, professional and extra-professional knowledge within a company with a diverse workforce is more likely to lead to overall company profitability and adaptation to different internal and external contexts.

## Objectives practices

- Understand the value of managing employee ages,
- Build and use warning indicators,
- Identify action levers.

## « To do practices »

- Preventing problems rather than waiting for them to arise before solving them: moving from a reactive to a proactive attitude.
- Design career management to cover the entire working life of all workers.
- Thinking about motivation to work through the ages, opening up prospects for development to the different age groups.

- Offer training adapted to the levels already reached by workers, taking into account the experience acquired.
- Adapt workstations to avoid wear and tear at work.
- Propose working time arrangements that take into account the life cycles of workers.

### « Not to do practices »

- Ignore the importance of this topic.