

Check list to identify the need for action in companies in terms of the age structure

Notes on using this check list

After you have completed the check list, take a closer look at the answers you have marked:

- The answers **on yellow fields** refer on the one hand to risks. On the other hand, they indicate possible approaches to cope with the change in the age structure which have so far not been put into practice in the company. Here we advise you to examine the question in more detail to see whether it is expedient and feasible to pursue the action and strategies in your company in future.
- The answers **on blue fields** simply refer to approaches which are already being pursued at the company. Here we advise you to ensure that these strategies are continued to be pursued in the future or, where necessary, are even strengthened.

Recruitment of staff

We are increasingly finding fewer young specialists.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
It must be assumed that the demographic change on our regional labour market will in future result in difficulties in recruiting staff.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
When we recruit staff at our company, we pay attention to certain age limits.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We also recruit older applicants at our company.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We formulate vacancy advertisements so that older skilled workers are also targeted.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

Qualifications

We offer the employees in our company further training programmes so that they can increase their qualifications.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We regularly examine whether our older workers participate in in-house further training programmes just as frequently as the younger workers.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We actively support our older workers so that they also take part in further training courses.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We use teaching methods in in-house further training courses which suit older and adult workers.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
Our employees of middle age and older master new technologies just as competently as our younger employees.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We have sufficient information on future qualification needs in the company and possible needs for qualifications of the employees.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

Work organisation

We make sure that our older workers are deployed just as frequently as the younger ones at workplaces where new processes and developments play a role and we promote this policy.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
Our objective is for our workers to frequently change their work activities and workplace and therefore train their learning skills.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
The employees in our company generally work together in groups or teams.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We organise work and group tasks in such a way that they are relevant to learning and therefore permit on-the-job training.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
The deployment range of the older workers is just as large as that of the younger ones.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

Staff development plans

We regularly conduct staff appraisal talks with all workers to determine the qualification needs and discuss questions of their further careers.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We support the strategy of our employees actively planning their further careers and we support them in this.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We hold staff development programmes for all employees, also for those "over 50".	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We define age-appropriate workplaces and use these selectively for the deployment of older workers.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We promote the employees working in different areas and fields in the company over the course of their working lives so that they can further develop their vocational skills.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We intentionally make sure that our employees do not perform routine work over prolonged periods (10 years and longer).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We pay attention to a "limited staying time" of employees in age-critical work areas and offer them the opportunity of changing to physically and mentally less demanding workplaces after pursuing one activity for a long time.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

Workplace health promotion and integration

Certain workplaces and work areas in our company are "age-critical" (e.g. physically demanding work, cycle-dictated work, activities with high levels of pollution in the working environment).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We take positive action to reduce working exposures and to promote the health of the employees (e.g. ergonomic workplace design, organisation of health workshops, back school).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
Work is performed at our company in shifts in some cases (alternating or night shifts).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We enable older workers, after doing night shift for many years, to stop working shifts.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

We organise the shift work to create as little impact on health as possible (planning of shift sequences, location, duration and distribution of the working time according to health criteria).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We organise the workflows and work deployment in such a way that older workers schedule their work themselves and can therefore largely dictate their work rhythm themselves.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We have sufficient information on the state of health of the workforce and possible approaches to promote health at the company.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
Our company has a systematic in-house integration and case management (existence of an integration team, regularly applied tools, systematic data surveys, case management, deduction of preventive action)	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

Know-how transfer

We discuss with our employees approaching retirement in good time when and in what form they want to leave the company.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
Our older employees have specific (empirical) knowledge which is essential for maintaining the company work processes.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We specifically form work groups of mixed ages in order to promote the exchange of knowledge between the generations.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We maintain special systems for transferring knowledge between the generations (e.g. sponsoring systems, mentoring, tandems or mixed-age project teams).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We promote models of sliding transition into retirement in order to maintain the efficiency of our older workers and support the handover of knowledge from old to young.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

Organisation of working hours

We offer our employees different working time models (e.g. part-time, free time en bloc, job sharing).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We enable our employees to organise their working time flexibly.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We offer our employees long-term working time accounts.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We enable our workers to take time-out or sabbaticals in order to undergo further vocational training or to 'rest and recuperate'.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We offer the older workers – depending on the individual and company interests – different models for going into retirement (e.g. working up to the statutory age limit, part-time, flexible transition into retirement).	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

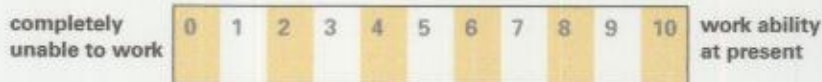
Corporate culture

We have strategies to counteract prejudices about a generally poorer efficiency of older employees in the company.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We make sure that older employees as well as younger ones experience recognition and respect in their work.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We aim to achieve a co-operative leadership style in the company and make every effort to ensure that the employees are involved in major issues affecting their work and develop their own initiative.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
Our executives and workforce representatives have already examined the issue of "age and ageing workforces" in detail.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
We have developed corporate guidelines for an inter-generational HR policy.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no
Diversity concepts are discussed and promoted at our company.	<input type="checkbox"/>	yes
	<input type="checkbox"/>	no

Work Ability Index

1. Current work ability compared with the lifetime best

Assume that your work ability at its best has a value of 10 points.
How many points would you give your current work ability?
(0 means that you cannot currently work at all)



2. Work ability in relation to the demands of the job

How do you rate your current work ability with respect to the physical demands of your work?

very good	5
rather good	4
amoderate	3
rather poor	2
very poor	1

How do you rate your current work ability with respect to the mental demands of your work?

very good	5
rather good	4
amoderate	3
rather poor	2
very poor	1

3. Number of current diseases diagnosed by a physician

In the following list, mark your diseases or injuries. Also indicate whether a physician has diagnosed or treated these diseases. For each disease, therefore, there can be 2, 1, or no alternatives circled.

	Yes, own opinion	Yes, physician's diagnosis
Injury from accidents		
01 back	2	1
02 arm/hand	2	1
03 leg/foot	2	1
04 other part of body, where and what kind of of injury?	2	1
...		
Musculoskeletal disease		
05 disorder of the upper back or cervical spine, repeated instances of pain	2	1
06 disorder of the lower back, repeated instances of pain	2	1
07 (sciatica) pain radiating from the back into the leg	2	1
08 Musculoskeletal disorder affecting the limbs (hands, feet), repeated instances of pain	2	1
09 rheumatoid arthritis	2	1
10 other musculoskeletal disorder, what?	2	1
...		

	Yes, own opinion	Yes, physician's diagnosis
Cardiovascular diseases		
11 hypertension (high blood pressure)	2	1
12 Coronary heart disease, chest pains during exercise (angina pectoris)	2	1
13 coronary thrombosis, myocardial infarction	2	1
14 cardiac insufficiency	2	1
15 other cardiovascular disease, what?	2	1
...		
Respiratory disease		
16 repeated infections of the respiratory tract (also tonsillitis, acute sinusitis, acute bronchitis)	2	1
17 chronic bronchitis	2	1
18 chronic sinusitis	2	1
19 bronchial asthma	2	1
20 emphysema	2	1
21 pulmonary tuberculosis	2	1
22 other respiratory disease, what	2	1
...		
Mental disorder		
23 mental disease or severe mental health problem (for example, severe depression, mental disturbance)	2	1
24 slight mental disorder or problem (for example, slight depression, tension, anxiety, insomnia)	2	1
Neurological and sensory disease		
25 problems or injury to hearing	2	1
26 visual disease or injury (other than refractive error)	2	1
27 neurological disease (for example stroke, neuralgia, migraine, epilepsy)	2	1
28 other neurological or sensory disease, what?	2	1
...		
Digestive disease		
29 gall stones or disease	2	1
30 liver or pancreatic disease	2	1
31 gastric or duodenal ulcer	2	1
32 gastritis or duodenal irritation	2	1
33 colonic irritation, colitis	2	1
34 other digestive disease, what?	2	1
...		

	Yes, own opinion	Yes, physician's diagnosis
Genitourinary disease		
35 urinary tract infection	2	1
36 kidney disease	2	1
37 genitals disease (for example fallopian tube infection in women or prostatic infection in men)	2	1
38 Other genitourinary disease, what?	2	1
...		
Skin diseases		
39 allergic rash, eczema	2	1
40 other rash, what	2	1
...		
41 other skin disease, what?	2	1
...		
Tumour		
42 benign tumour	2	1
43 malignant tumour (cancer), where?	2	1
...		
Endocrine and metabolic diseases		
44 obesity	2	1
45 diabetes	2	1
46 goiter or others thyroid disease	2	1
47 other endocrine or metabolic disease, what?	2	1
...		
Blood diseases		
48 anemia	2	1
49 other blood disorder, what?	2	1
...		
Birth defects		
50 birth defect, what?	2	1
...		
Other disorder or disease		
51 What?	2	1
...		

4. Estimated work impairment due to diseases

Is your illness or injury a hindrance to your current job?
Circle more than one alternative if needed.

There is no hindrance/I have no diseases	6
I am able to do my job, but it causes some symptoms	5
I must sometimes slow down my work pace or change my work methods	4
I must often slow down my work pace or change my work methods	3
Because of my disease, I feel I am able to do only part-time work	2
In my opinion, I am entirely unable to work	1

5. Sick leave during the past year (12 months)

How many whole days have you been off work because of a health problem (disease or health care or for examination) during the past year (12 months)?

none at all	5
at the most 9 days	4
10 - 24 days	3
25 - 99 days	2
100 - 365 days	1

6. Own prognosis of work ability two years from now

Do you believe that – from the standpoint of your health – you will be able to do your current job two years from now?

unlikely	1
no certain	4
relatively certain	7

7. Mental resources

Have you recently been able to enjoy your regular daily activities?

often	4
rather often	3
sometimes	2
rather seldom	1
never	0

Have you recently been active and alert?

often	4
rather often	3
sometimes	2
rather seldom	1
never	0

Have you recently felt yourself to be full of hope for the future?

continuously	4
rather often	3
sometimes	2
rather seldom	1
never	0

Informed consent (promotion an maintenance of work ability in general)

Do you consent to let a summary of the preceding data and the score of your work ability index be included in your health records?

Yes ☐
No ☐

signature

Source: Tuomi et al, 2006

Overview of the workshop structure

Opening and introduction	WELCOME	20 min.	
Block A	SENSITISATION	70 min. Plenum	1st part
The demographic change and its consequences in the company <ul style="list-style-type: none"> • Development of the age structure in Germany and in the company • Prospects of part-time work for those approaching pensionable age and early retirement • Relevance of ageing-appropriate job design 			
Block B	REFLECTION	90 min. Group work and plenum	2nd part
Work and ageing: What does that mean in my area of work? <ul style="list-style-type: none"> • Age, health and performance in concrete work situations • Discussion of the attitudes to "older employees" • Able to work up to retirement – is that possible? 			
Block C	ORIENTATION	60 min. Plenum	3rd part
In-house fields of action <ul style="list-style-type: none"> • Quality of work: Ageing-appropriate work and age-appropriate staff deployment • Fields of action in the company 			
Block D	DEVELOPMENT	120 min. Group work and plenum	4th part
Ideas workshop: Steps into practice <ul style="list-style-type: none"> • Development of ideas and action to improve the quality of work and the ageing-appropriate work design • What initiatives should be started? • First practical steps: Who begins when and where with the implementation? 			