



**TRANSNATIONAL
PARTNERSHIP
“EXPERIENCE”**



**VADEMAECUM OF GOOD PRACTICES
REGARDING THE AGE MANAGEMENT
*THE CASES OF GREECE, FRANCE AND ITALY***

ATHENS 2008



**EUROPEAN UNION
EUROPEAN COMMISSION**



**MINISTRY OF EMPLOYMENT
AND SOCIAL PROTECTION
GENERAL SECRETARIAT
FOR MANAGEMENT OF COMMUNITY
AND OTHER RESOURCES**

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Introductory note

The ageing of the population and of the workforce consequently, is an important issue for the EU countries. Future economic development, competitiveness and living standards will depend on how effectively European countries can manage and utilize their human resources. In the past decade many European governments have taken various measures in order to face the challenges of the ageing process, however, much of the efforts have been focused on the pensions systems and pre-retirement.

Nevertheless, the experience of some countries clearly reveals that coordinated and comprehensive age-friendly strategies implemented through a broader cooperation among all relative actors is a more effective way for promoting the retention of the ageing people into employment until retirement and consequently valorize valuable know-how they usually possess.

The three countries participating in the project “EXPERIENCE” on active ageing also face a range of problems and challenges, arising from the population ageing.

Regarding the type of initiatives implemented in the participating partner organizations, a range of interventions have been practiced, ranging from limited, narrowly focused measures to more comprehensive management personnel regardless of age. The existing experience and the relevant studies showed however, that for sectors and companies with little experience in age management, the priority should be to design, (initially) small-scale, very specific initiatives (such as organization of training programs, mentoring-tutoring pilot actions etc) and gradually build them into a more comprehensive strategy.

Moreover, the importance of the context for the development of initiatives on age management has also been clearly illustrated by the project. Social partners and governments occupy an important role with regard to combating age barriers: They may directly finance or subsidize initiative, regulate the labour market, oppose age barriers, provide non-mandatory encouragement to employers to hire and retain older workers, disseminate information and good practices etc

Finally, it is important to admit, that the success of any action in favor of active ageing will depend crucially upon the government’s ability to foster social dialogue upon this issue - in

achieving a strong consensus- then to set new rules, guidelines and appropriate incentives/disincentives, but mostly, in my opinion, will depend upon the ability of social partners (employers, trade unions, and others) to set themselves “age management” as a high priority issue.

The following work developed in the framework of the transnational partnership called “Experience” presents several demographic figures regarding ageing, trends and national policies on age management in Greece, France and Italy and finally selected actions implemented through the national projects and could be considered as interested and innovated practices in the 3 projects respectively.

Greek Development Partnership (D.P.) called “Empeiria”
Project: Innovative Approaches for social dialogue Applications.
The case of Active Ageing Management

Description and main goals of the greek project

In the framework of the second round of implementation of the Community Initiative “EQUAL” a development Partnership (D.P.) called “Experience” has been developed in order to develop the project: “Innovative Approaches for Social Dialogue Applications. The case of Active Ageing Management” with Economic and Social Committee of Greece being the leader organization.

The partners of the D.P. are : ESC (Economic and Social Committee), INE / GSEE (Labor Institute of General Confederation of Greek Workers), KEK GSEVEE (Vocational Training Centre of General Confederation of Small and Medium Sized Businesses Craftsmen and Traders of Greece), GSEVEE (General Confederation of Small and Medium Sized Businesses Craftsmen and Traders of Greece), SEV (Hellenic Federation of Enterprises), ESEE (National Confederation of Hellenic Commerce), KAELE (Vocational Training Centre of Hellenic Commerce, GESASE (General Confederation of Greek Agrarian Associations), EEDE (Hellenic Management Association), IOBE (Foundation of Economic and Industrial Research), GNOSI ANAPTIXIAKI, ELKE (National & Kapodistrian University of Athens), KEK AKMON (Vocational Training Centre of Akmon), Hellenic Network for CSR (Hellenic Network for Corporate Social Responsibility).

The scope of the project is to essay innovative and practical measures as well as to suggest relevant institutional interventions that will contribute to an integrated managing of the active ageing issue. It is obvious that dealing with active ageing as a public policy’s priority it is an imperative, social as well as economic, due to demographic changes, changes in the social security system and also to the relationship between the percentage of older – age working population and the time of exit from the labor market.

Posing the following question: “in what measure an effective management of the active ageing issue is important for the economy” we argue that an increase in the percentage of participation and work of older – age working population is of great importance, because: a) there is a multiple gain (more than social and economic) from their participation in the labor

market, b) an economic development rate is sustained, c) tax income and d) social security systems could benefit too.

The main project activities concern the analysis of the current situation (work organization and existing problematic on active ageing) in the primary, secondary and tertiary sector of the economy in Greece, the development of a methodology of active ageing in all economic sectors, pilot consulting, training and mentoring applications, with an innovative and experimental character, applications in all economic sectors as well as training actions of multipliers, experts and executives in policies of active ageing management with the active involvement of social partners organizations, suggestion of a serious number of institutional interventions that aim at adopting adequate and effective public policy's decisions for active ageing in order to establish dialogue procedures at an ex-ante level, for example it will assure a better implementation of the measures decided in all levels.

Finally, nodal point of the previous actions and activities will be the establishment of an Observatory for the promotion of an on-going social dialogue on active ageing, as an intervention tool for the adaptation of older workers, which will have a network of antennas all over Greece and will operate in the framework of Economic and Social Committee of Greece.

PART I – FACTS AND FIGURES ON AGE MANAGEMENT IN GREECE

1. THE INTERNATIONAL BIBLIOGRAPHY ON AGEING

The ageing trend of the population in recent decades has stimulated research interest centred on the issues it raises. Two aspects of the phenomenon, the social dimension and economic impacts, have played a special role. The question of ageing has occupied all the big international organisations. The United Nations Organisation along with the other related organisations operating under its aegis such as the World Health Organisation, the International Labour Organisation and the World Bank, have set up special expert committees to study ageing.

As reality is recorded through the statistics of the global organisations, the world is ageing. The phenomenon is universal in effect, since it relates to all the continents without exception. Great pressure is brought to bear by a constantly ageing population on the economic and social fabric, as it has taken shape in the post-war period, is great. Economic life must be reorganised via processes that ensure the greatest possible social consensus.

Between 1950 and 2002, average life expectancy has increased to 66 years, an age that translates into 20 additional years of life. The process of ageing of the population is expected to continue in the coming decades, since estimates refer to an increase in average life expectancy by another 10 years by 2050.

To understand the magnitude of the issue in absolute terms, we mention indicatively that in 2000 there were 629 million people in the over-60 age group. By 2050, this group is expected to include a total of 1,964 million people, i.e. an increase of around 212.2%.

The age group of people characterised as “elderly” (60+) comprised in 1998 10% of the world’s population, whereas by 2025 the figure is expected to rise to 15%. Even more characteristic of the predominant trend are the data that show convergence of children’s and the elderly’s share of total population. In the 2000-2050 period the proportion of elderly people is expected to increase from 10% to 21%, whereas by contrast the percentage of children will show a significant decrease from 30% to 21%.

The data on European Union level confirm the prevailing opinion that in Europe the average age of the population is increasing. The percentage of EU residents classified as elderly was

20% in 1998, and the forecast is that the figure will shoot up to 28% by 2025. A reality has also been observed in which the population is remaining stationary: the total increase in Europe's population for 2003 was only 0.04%, and any slight increase that takes place by 2025 will mainly be due to migratory flows. The estimated population of Europe of 458 million in 2005 is expected to reach 469.5 million (+2%) in 2025, after which it will fall to 468.7 million by 2030.

The demographic dependency ratio, which is calculated as the ratio of people aged 0-14 and 66+ to people aged 15-65, is also of interest. This figure shows the ratio of the people who for objective reasons are not expected to be part of the labour force to the people who to a large extent maintain it. It is estimated that for 2005 it will be 49%, and forecasts for 2030 raise it to 66%. The fact that the demographic dependency ratio is showing a significant increase should not be surprising, since the active population, aged 15-64, is expected to shrink significantly in the period between 2005 and 2030, losing 20.8 million people.

But it is not only the total decrease in the labour force over the coming decades which causes concern in terms of a reduction in potential GDP, i.e. the total product that the economy is in a position to create in conditions of full employment. It is also the overall ageing that will be observed in its age structure.

Specifically, the number of young adults aged 25-39 is expected to decrease by around 16% in 2010-2030. However, the number of workers aged 40-54 will also decrease after 2010, whereas the 55-64 age group is expected to increase by 15.5% in the same period, before it also takes a downward turn as older age groups grow.

It is also worth taking a look at some individual age groups outside the labour force that are of interest. The number of elderly aged 65-74 is expected to increase by 37.4% by 2030, and of very elderly people over 80 by 17.1% by 2010 with an additional increase of around 57.1% by 2030. Successive increases in the very elderly up to 2030 are expected to increase their share of total population to 34.7%, from 18.8% today.

Greece does not deviate from the overall population trends prevailing in the European Union. On the contrary, it is in the group of countries for which demographic forecasts are particularly inauspicious.

By 2010 the populations of all demographic groups of people under 39 are expected to decrease. One exception is people aged 0-14, whose population will decrease so slightly that it could be said to be at a standstill, as a 0.02% decrease cannot be characterised as significant. The situation is different for people 5-29 years of age, where a significant

decrease of around –12.99% is expected. The 25-39 age group will also decrease in numbers: 2010 levels will be 2.2% lower than 2005 levels.

By contrast, according to the population scenarios, all age groups of people over 39 will increase by 2010. Specifically, the 40-54 age group will increase by around 7.75%, slightly less than the 55-64 age group at 10.88%. The biggest increase will be seen among people characterised as very elderly, whose population is expected to increase by 32.54% by 2010.

Ageing trends will not change before 2030, according to the basic projected population scenario created by Eurostat as part of the EUROPRO2004 programme. For age groups of people under 39, populations are expected to continue to decrease, the only exception being the 0-14 age group, which will increase marginally, by 1.40%. The population of people 15-24 years of age will fall further by around 5.56%, but the biggest decrease, of around 8.37%, will be among the population of people aged 25-39. The upward trends of the other age groups will be maintained until 2030. The 40-54 age group will increase by 5.11%, the 55-64 age group by 7.03% and the 65-79 age group by 1.77%. The biggest increase, of 25.5%, will once again be among the very elderly, a fact that gives rise to a number of concerns regarding the social developments it will entail.

The demographic trends prevailing in Greece are clearly shown by the population dependence ratio which, as already mentioned, is calculated as the ratio of non-active to economically active population. It should be remembered that high values for the ratio are evaluated negatively, because they mean that the proportion of the country's labour force that cannot work for objective reasons has reached levels that give rise to social and economic problems, such as the viability of the insurance funds and the present inadequacy of the health systems. In Greece, this ratio is expected to show a genuinely upward progression of values, since its value is expected to shoot up by 11.6 percentage points, from 48.14% in 2005 to 59.2% in 2030. This creates a number of concerns in terms of management of the ageing Greek population, since Greece is lagging behind other European Union countries on the level of provision and planning to meet emerging problems. What is more, the issue of viability of the insurance funds has been a permanent demand of all the social bodies and one of most complicated problems inherited by each successive government. This fact is a palpable proof of the complexity of the issue arising from the ageing of the Greek population.

The question that may reasonably be posed at this point in the analysis concerns the causes that led to a longer life expectancy for the inhabitants of Europe. The analysis of the causes that have led to this great increase in average life expectancy focuses on three characteristic points:

- The constant improvement in health services and living standards, particularly in the developed countries
- The increase in the generations over 60 years old, which is mainly due to the phenomenon known as the “baby boom,” the demographic spurt that took place in the period following the Second World War. The people born in this period significantly alter the number of people included in each age group. Now that this generation is reaching the age of exit from the labour force, it is expected to exert an important influence on economic reality.
- The continuing low birth rate, which can be broken down into smaller components. One characteristic example is birth of the first child at an older age, mainly due to the change in women’s position in present-day societies, resulting in the perception that having a lot of children is too difficult. Another important factor is the difficulties in vocational rehabilitation, since it takes a long time to reach the economic conditions for having children.

All the literature that has been generated within the European Union on ageing has resulted in the creation of a body of issues believed to be a common challenge for the EU and the member states. The main points, as summarised in the document, are the following:

- managing the economic effects of ageing in order to maintain growth and healthy public finances
- adapting the process of production to an ageing and shrinking labour force
- ensuring adequate, viable and adjustable pensions
- achieving access to high-quality health care for all, while ensuring the economic viability of health care systems

In the context of more general concerns about demographic ageing of the population of Europe, in recent years particular emphasis has been laid on questions regarding the position of older people, usually 55-64 years of age, in the labour market, as well as their participation in the socioeconomic process of development as a whole. These questions are without doubt multidimensional, insofar as they refer to the processes and the timetable for older people’s retirement from active life, the condition of their health and their ability to do arduous work, their income status and standard of living, as well as their social participation and relations with their broad family and social environment (Walker, 2002). The concerns also have many aspects, in the sense that they refer to the individual level, that is, the individuals themselves (Clark et al., 1999) as well as the collective level, since they affect various sectors of our

socioeconomic organisation, in particular the insurance system and the sector of health and welfare, along with more general goals of a society, such as the need to safeguard social cohesion (Auer et al., 2002).

The issue of early exit of elderly workers from the labour market occupies a special place in the above-mentioned concerns (OECD, 2003-2005, Buck et al., 2003, Kohli et al., 1991). This process could also be seen as a natural development, in the sense that older workers today generally have been in the labour market a long time, and this fact, in conjunction with the possibility of increasing their personal income, changes their preferences; as a result, they opt for more leisure time over staying longer in the labour market (Mac Kellar, 2000). However, early withdrawal of older people from the labour market is worrying, for two main reasons. On the one hand, in an environment where demographic ageing is increasing, an absolute as well as a relative increase in the number of older people, in conjunction with their early exit from the labour market, may be associated with a gradual decrease in the supply of labour (Bagavos, 2002, Bagavos et al., 2001, Kohli et al., 1991). The second basic reason relates to the viability of the insurance system, in the sense that early withdrawal from working life places a burden on the pensions system, via a financial burden on expenditures and a potential lag in revenues (Blanchet et al., 2005, Gruber et al., 2004). From the analyses of the causes associated with early withdrawal of older people from the labour market, it has been noted that they are not associated exclusively with workers' desire to exit the labour market, but rather relate to the organisation of the pensions systems, the labour force management policies, and the changes in work organisation (OECD, 2003-2005, Buck et al., 2003, Kohli et al., 1991).

In the case of Greece, there are certain particularities, of which we could mention the relatively low levels of older people's participation in the labour market, their relatively large share of employment in the primary sector, their low educational level and the differences between men and women regarding their participation in the labour market, which are particularly strong at the ages of 55-64. As regards the demographic characteristics, it should be mentioned that in Greece over the last 15 years there has been a decrease in the number of people aged 55-64, which is associated with the long-term changes noted in the past with regard to the birth rate, the mortality rate and to a certain extent migration. This development is almost completely discordant with the emerging future developments, which are expected to lead to a substantial increase in the number of older people.

The question of active ageing has appeared on the national political agenda mainly via the European political agenda.

Although in the labour market on the European level the demographic pressure will not be particularly perceptible before 2010, it is estimated that after 2010 and especially after 2020 Europe will find itself in a completely new situation characterised by a paucity of human resources, with possible serious consequences both for its economic development and for its social acquis.

Even with today's rates of migratory inflows, the EU working-age population will begin to decrease after 2011. It is estimated that in the next 15 years the number of Europeans in the 20-29 age group will fall by 20%. In 2015 one-third of working-age people will be 50 years old or older, whereas the number of over-65s will increase. In the same period, the number of people over 80 will double. And this pressure will continue to intensify, according to estimates and forecasts, until 2040 at least.

The ageing of the population, and therefore of the labour force, makes it imperative to have a different, and many would say more flexible approach to the manner in which we have heretofore viewed the cycle of life, and in particular the cycle of working life. It forces us think of education, employment and retirement outside the predominant approach that sees only three distinct stages of life.

On the European policy level, efforts to meet the above-mentioned challenges were first formed into goals adopted by the Stockholm and Barcelona European Councils, and later in the framework of the European Employment Strategy as revised in 2004. They are summarised, inter alia, in the guideline on the "promotion of the extension of active working life."

2. DEMOGRAPHIC AGEING AND EMPLOYMENT PROSPECTS IN GREECE

From a purely quantitative standpoint, the developments and changes regarding the position of people aged 55-64 in the labour market have by and large not been particularly strong. To be more specific, there has been a decrease in the labour force which is mainly associated with people aged 60-64, is for the most part demographic in nature and is not connected so much with a decrease in people's participation in the labour market, insofar as the greater participation of women more than offsets the decrease observed for men. Similar developments have been seen in employment and employment rates. Generally, insofar as the evolution over time, mainly of the rates of participation and secondarily of employment rates, shows the timetable for withdrawal of older people from working life, the changes that are being observed do not serve to advocate early exit from the labour market for such people.

At any rate, it should be stressed that the evolution over time of the figures regarding labour market participation and employment of older people (55-64) is shown, to a certain extent, to be different between the 55-59 and 60-64 age groups as well as between the sexes. Regarding the changes relating to employment rates in particular, the relative stability seen for all people aged 55-64 is associated with a decrease in the rates for people 60-64 and stability for people 55-59 years of age. Furthermore, the changes over time are different for the two sexes, since for women an increase in the above figures has been observed for both age groups, whereas by contrast in the case of men the changes have involved a decrease, which is perceptibly stronger for people aged 60-64 than for those in the 55-59 age group. Therefore, although for all people aged 55-64 the 1993-2004 period was not characterised by early withdrawal from the labour market, the developments regarding men aged 60-64 indicate, albeit marginally, the existence of the process described above.

The above-described developments are not consistent with the changes noted for the rest of the working-age (15-54) population. More specifically regarding people's presence in the labour market and employment, the stability of participation and employment rates for older people has been associated with an increase in the relevant figures for people aged 15-54. Therefore, in a more general context of increasing trends, the absolute position of older people may not have changed substantially, but the changes compared with the rest of the population were not negligible. It is characteristic that whereas in 1988 out of 100 members of the labour force 86 were aged 15-54 and 14 55-64, in 2004 the respective figures were 90 and 10. In the case of employment, the changes were from 85 to 89 and from 15 to 11 for people aged 15-54 and 55-64 respectively. It should be noted that the above-mentioned changes are to some extent demographic in nature, since the changes in the number of people aged 15-54 and 55-64 respectively have taken divergent paths, but they are also linked with the different rates of change of the participation and employment rates. It should also be noted that, although the levels of unemployment of younger people have remained perceptibly higher than those of older people, the overall upward trend in the period prior to 2000 has affected both the above-mentioned age groups. From the evolution over time of the unemployment rate, it can be seen that the relatively weak decrease observed beginning in 2000 has affected people aged 15-54 more than it has affected older people.

The changes regarding older people's relative position in employment are linked with the special importance of the primary sector, in which the employment rate is falling over time. It is characteristic that without the broader presence of women in the tertiary sector of the economy and to some extent of men in the secondary sector and in the construction industry

in particular, this decrease would have had a much more perceptible effect on unemployment rates of older people.

Another interesting fact is that as time goes by the overall increase in the educational level of the population is also affecting older people, insofar as the younger generations that are gradually entering the 55-64 age group have higher levels of education than the older generations. In addition, a substantial narrowing of the differences in level of education between older and younger people has been seen, as well as between men and women. This development is linked with the more rapid increase in women's educational levels that has been seen in recent years. Nevertheless, the above-mentioned changes have not yet been reflected in a corresponding development regarding employment rates, since today's generations of older people have relatively low levels of education.

As regards anticipated developments, the findings show that the total working-age population will stop growing after the end of the coming decade and will then begin to fall. This development conceals two divergent changes: a) a decrease in population aged 15-54, and b) an increase in the number of people aged 55-64. In other words, these changes will be combined with a longitudinal increase in older people's share in the working-age population and a corresponding decrease in numbers of people aged 15-54 throughout the 2005-2025 period. The INE/GSEE study, by elaborating various scenarios based on anticipated population developments, investigates the impacts that may arise in the coming years for the anticipated development of employment rates, total employment and the share of older people in total employment. It examines all three of these points from the supply side.

The results show that maintenance of the employment rates of people aged 15-54 and 55-64 at present-day levels, in the light of anticipated demographic changes, will be coupled with a reduction in total employment rates by around 1.5 percentage points from now until 2025. Nevertheless, the above-mentioned reduction could easily be avoided, either by increasing employment rates of people aged 15-54 (by around 2 percentage points), or by significantly increasing the employment rates of people aged 55-64 (by about 7 percentage points), or by a combination of the two (in this case the required changes will be perceptibly smaller). In other words, reduction of employment rates, from the supply side, for the working-age population, as a result of the anticipated changes in its age structure, does not look like a possible development for the next 20 years.

Another question concerns the prospects for increasing overall employment rates. In this case, by extrapolating the trends observed in the past (1993-2004) for employment rates of people aged 15-54 (increase) and 55-64 (marginal change), employment rates could increase in the

future (2005-2025) by about 10 percentage points. This increase could be even more significant (more precisely, in the 2005-2015 period it could be similar to the increase observed in the past and higher after that), if apart from increased employment rates for people aged 15-54 the corresponding rates for older people (55-64 years of age) also increase. In this case we will have reached employment rate levels that could be regarded as the highest possible.

Of particular interest were the results regarding development prospects for employment figures from the demand side, as well as the share of people aged 55-64 and 15-54 in total employment. As regards the former, it is obvious that the prospect that the total working-age population will stop growing and decline in the longer run will perceptibly alter the demographic context in which the changes in real employment take place. It is obvious that while in the past an increase in real employment could be achieved without necessarily changing employment rates (since the working-age population was increasing), in the coming years not only will an increase in employment rates from the supply side become necessary, but in the long run (after 2020), insofar as the working-age population will decrease, it may not be capable of meeting a (desirable) future increase in demand.

To be sure, in the next 15-20 years the changes in the working-age population in conjunction with the possibility of increasing employment rates from the supply side and a desirable increase in demand may attain an annual 1% increase in real employment. From that point on, the spectre of an inability to increase employment from the supply side becomes more visible, insofar as we are entering a period in which a significant decrease of the working-age population is anticipated, and in parallel employment rates from the supply side are approaching certain maximum levels. In any case, however, from the point when it increases the share of people aged 55-64 in the working-age population, it is obvious that it cannot increase total employment without increasing the presence of older people in employment. It is characteristic that in all the scenarios presented in the study this share increases over time and the increase varies between 2 and 8 percentage points, depending on the objectives and the scenario adopted.

In other words, it would not be an exaggeration to argue that, as time goes by, an increase of total employment cannot go hand in hand with exclusion of older people from the labour market. What is more, the factors associated with supply advocate in favour of an increased presence of such people in the labour market in the years to come, insofar as the younger generations who will enter the 55-64 age group will be quite different from the generations of today's older people. These differences involve, inter alia, a higher level of education and

higher age of labour market entry for younger people, determined by the relatively long time they remain in the educational system, as well as the narrowness that has characterised the labour market in recent years. Furthermore, whereas today women aged 55-64 have low labour market participation, due to lack of previous experience therein, the gradual increase in participation seen among younger ages will be coupled, in the years to come (and therefore at older ages), with an increased desire to remain in the labour market longer. It remains to be demonstrated to what extent the changes in demand, the labour force management practices and the work organisation options, which have not heretofore been particularly favourable for older workers, will contribute to such a development.

In general, it could be argued that in the case of older workers, but also of older people in general, in Greece we are in a period of transition which has not yet been completed. This transition is associated with the developments regarding the constant decrease in employment in the agricultural sector, which continues to employ a big proportion of older people, the higher educational level of the population and the decreased differences between the sexes, as well as women's increased presence in the labour market. Furthermore, these developments are taking place in an environment which is characterised by rapid technological changes, concerns about the viability of the insurance system, the discussion on structural changes to the economy and the existence of policies aimed at increasing the presence of people in the labour market. It is obvious that in the years to come avoiding phenomena of exclusion of older people from the labour market will depend on the smoothest possible completion of the above-mentioned transition, or otherwise on concern for the future of an increasingly important part of the potential labour force.

2.1. Demographic ageing and employment perspectives in the primary sector

During the post-war period a violent reversal of the demographic situation in the agricultural sector took place. The rural population, unlike Greece's population as a whole, decreased perceptibly. These trends became less pronounced in the 1980s, and in the following decade there was an upturn and the rural population increased in absolute terms, although not as much as the population in the country as a whole.

The problem in the agricultural sector does not take the form of a lower birth rate than in other areas, but rather of a demographic "ageing."

The increased rates of population ageing in rural areas, compared to the corresponding rates in the semi-urban and urban centres, indicate the reinforcement of a structural characteristic of

the countryside, that is, the growth of the specific gravity of the 65+ age group, compared with the 0-14 age group.

The course of the dependence ratio presents a different picture. This ratio indicates the productive capacity of the population and is derived from the ratio of the dependent ages, 0-14 and 65 and over, to the productive ages. This ratio has in recent decades shown a downward trend, although it remains clearly higher than in the semi-urban and urban areas.

In 1961-2000, the number of people employed in agriculture, at least as recorded in the censuses of population, fell by around two-thirds, and their share in total employment fell from 54% to 17%.

Numbers of heads of holdings are slowly decreasing, whereas by contrast the number of people having agriculture as a secondary rather than exclusive or main occupation is increasing.

These developments show two basic particularities of Greek agriculture:

- tendencies to keep agriculture holdings in the family. For example, in the 1960-2000 period, during which the number of people employed in agriculture fell by two-thirds, the number of holdings fell at a rate of only 0.7% per year.

- The central strategy of an increasing part of rural households is pluriactivity and multiple job-holding. It is difficult to calculate this indicator as a whole, and it has only been estimated in local-level field surveys. The fact is, however, that the number of rural families shown as owners of holdings who live in areas no longer purely agricultural in nature which afford opportunities for extra-agricultural employment is increasing rapidly.

One of the factors explaining mobility and multiple job-holding is the particularly high rate of underemployment among farmers.

More than one out of two heads of holdings do their farming work less than 74 days a year, around one out of five between 75 and 149 days a year and three out of ten between 150 and 300 or more days a year.

If the work provided by the other members of a household is taken into account, the picture improves. However, one of the basic features of agriculture is its “ability” not to show unemployment, to conceal or absorb widespread underemployment and to serve as a pool of potential available labour for the other sectors of the economy.

Of course, this phenomenon has another aspect: the requirements of farming work are such that they often offer a supplementary income to people employed in other sectors, who would otherwise not be able to make ends meet.

The same is true for people who in the year 2000 were in the 45-54 age group and have now entered the category of older people we are studying.

By contrast, the situation is worse for the over-65 age group. In this case the curve representing days of work has moved downward and, as could be expected, the orders of magnitude of comparatively fewer days of work per year are higher.

If size of agricultural land is treated in an absolute manner, it can often lead to the wrong conclusions. The same tract of land used to produce grain, tobacco, or field or greenhouse vegetables, for example, gives rise to completely different yields and work requirements.

Of the 55-64 age group, 46% use tracts of land of less than 5 acres and own just 8% of the total land cultivated by that age group. At the other extreme, 3% of that age group cultivate 50 acres or more and own 28% of the land.

A similar picture is given both for the rural economy as a whole and also for the 45-54 age group. By contrast, in the category of pension-age (i.e. 65+) owners of land, the specific gravity of smaller holdings is higher.

Comparisons of the years 1991-2000 show that the age group we are studying grew by about 5%. Its internal structure, however, underwent substantial changes. The number of owners of larger holdings of 50 acres or more, as well as of smaller holdings of less than 5 acres increased. By contrast, the specific gravity of holdings of all intermediate orders of magnitude decreased.

These trends are associated with the broader restructuring taking place in agriculture. More specifically, employment in agriculture is decreasing substantially. The number of people employed was reduced by almost half between 1988 and 2004. As a result of this development, whereas in 1988 one out of two employed people in the 55-65 age group was employed in agriculture, this relationship was reduced to approximately one in three. It is characteristic that the decrease in men's employment is mainly due to the decrease in self-employed people.

By contrast, in the case of women, whose overall progress is smoother, the downward trends are primarily due to the decrease in assisting unpaid household members who have turned to the manufacturing industry and mainly the services. Their specialisation in labour-intensive activities such as crop picking, but also, it could be argued, their gradual replacement by economic immigrants who have taken over such work, may be the basic cause of the downward course of this figure.

A second parameter explaining the downward trends that have been observed involves the phenomenon of pluriactivity. As already mentioned, the mass migration that lasted up to the 1970s was gradually replaced by pluriactivity.

Finally, a third parameter of decisive importance which explains everything mentioned above is farmers' early retirement schemes. From the late 1980s to date, the implementation of three such schemes has had a catalytic effect on older people.

The first regulatory framework for the implementation of early retirement for farmers in the European Union was adopted in 1988, with the implementation of Regulation 1096/88. The minimum requirements for the amount of land to be transferred excluded the vast majority of smaller farmers and farmers in mountainous or disadvantaged areas or in the islands where plots are particularly small. For example, as already mentioned, one farmer in two owns less than five acres. In addition, the condition for retirement and inclusion of people whose main occupation is that of farmer creates a problem in the implementation of the measure in areas where the phenomenon of multiple job-holding is strong. For these reasons, a substantial part of eligible farmers are from low-lying areas of mainland Greece.

In any case, the implementation of the measure has had several impacts on the structure of agriculture. 420,000 acres of farmland were transferred to 36,400 young farmers (unpublished data from the Agricultural Bank of Greece – ATE) during the last two programming periods.

In addition, 71,114 people aged 55-64 during the first period and 57,351 during the second and third periods, with an anticipated rate of inclusion of 4,800 new beneficiaries every year, retired early from the occupation of farmer.

These data indicate that a particularly high percentage of agricultural holdings have been affected by the early retirement scheme and constitute a basic cause of the reduction in the numbers of employed people 55-64 years of age since the late 1980s.

For example, the sector of awareness, information and scientific support, which is considered to be a necessary precondition for this adjustment, shows tragic gaps. The problem is even greater if account is taken of the fact that based on the data from the latest census, only 0.1% of farmers have had a complete and 2.9% a basic education in agriculture, and the other 97% have relied on their practical experience. A basic particularity of the way Greek agriculture and the agriculture of other European countries have developed is that new agricultural holdings are not created by people in other occupations or city dwellers who decide to invest in agriculture and settle in the countryside. The low profitability of the sector and the high cost of purchasing land which is exacerbated by the vagueness in determining its uses are two

of the factors that prevent the entry of people in other occupations, into plant production at least.

In contrast with the case in countries such as Denmark and Britain for example, in Greece the agricultural holding has resulted from the succession and transfer of at least part of the holding from parents to children. Therefore the entry of the young people is interwoven and as a rule presupposes the retirement of the elderly parent. The process of succession is extremely complex and has multiple economic and social parameters.

To begin with, as already mentioned, the retiring farmer wants the holding to remain in the family rather than go to third parties. This fact is associated with the ties he has with the land and his property, and the manner and the historical events that gave rise to distribution of land in Greece in the relatively recent past. Alongside this, however, in contrast to the successor's wishes, he desires to transfer his holding at as old an age as possible. Changes in the structure of the family and feelings of obsolescence, supplantation and insecurity heighten this desire. To this should be added the Agriculture Insurance Organisation (OGA) pension system with its extremely low pensions.

2.2. Demographic characteristics and employment in small and medium-sized enterprises.

The discussion on working people aged 55-64 primarily involves people with relatively low educational levels who work in the private sector, in small enterprises (irrespective of job status). It is evident that the discourse on active ageing in Greece does not refer exclusively, mainly or solely to employed earners. It also refers to a large extent to self-employed people and employers. To be specific, 19.82% of working people 55-64 years of age are paid employees, 43.87% are self-employed and 10.16% are employers. In particular the self-employed appear to be the group on which the strongest pressures are brought to bear. In the period examined, 1993-2003, a polarisation was observed: the number of paid employees and employers rose and that of self-employed and people assisting in family enterprises fell. This trend is not the case only for working people 55-64 years of age, but for the whole labour force. In addition, the downward trend seen among self-employed people mainly affects women who show much stronger fluctuations than men in all the areas examined. Taking the 55-64 age group as a whole, the more difficult position of women has been registered in all distributions.

The picture shown by the distribution of employment in the target group by size of enterprise in the private sector leads to direct conclusions. Most people are employed in small establishments, i.e. in the “fewer than 10 employees” category, with 69.7% of total employment of the target group and 83.8% of employment in the private sector.

Of course, in this case too the primary sector is of particular importance, where almost all employment in agriculture (99%) falls within this category. The same is true of the other two sectors, although the percentages are lower (63% in private employment in the secondary sector and 80% in the tertiary sector).

The enterprises that employ most workers aged 55-64 in the secondary sector are in the manufacturing and construction industries (10.3% and around 8% of total employment respectively). In the tertiary sector, high employment rates are seen in the branches of commerce, where out of the total percentage of 12.65%, 9.3% are employed in retail trade, the hotel and restaurant industry, land transport and other business activities.

Thus due to the very high concentration of working people of the target group, the “fewer than 10” category determines to a large extent the trend and the overall situation in the private sector as a whole. Therefore, a decrease in the share of employment of working people aged 55-64 in the private sector is reflected almost exclusively in this category. Due to the extremely high rate of employment of people aged 55-64 in such establishments, the upward trend observed in almost all the other categories is not enough to offset the overall downward trend. If, however, the primary sector is isolated and emphasis is placed on the secondary and tertiary sectors, we see that the changes there are much smaller – so much smaller that we can conclude that the situation has changed very little over the course of the last ten years (with the exception of the polarisation between employers and paid employees mentioned above). Therefore small sized establishments are the rule, and this highlights the need to create policies applicable to small establishments and enterprises.

The vast majority of employees aged 55-64 are encountered in the private sector (83.9% in the private sector and 16.81% in the public sector). In the secondary private sector, where 18.6% of the employed labour force between the ages of 55 and 64 is concentrated (16.4% men, 2.3% women) the greatest concentration is seen in the construction industry (total 7.94%: 2.3% are self-employed with no employees, 4.38% are paid employees and 1.2% are self-employed with employees). Apart from construction, significant percentages are also observed in manufacture of food products & beverages (15) and manufacture of metal products (28).

Similarly, 30.14% (men 21.19%, women 13.27%) of the employed labour force aged 55-64 is concentrated in the tertiary private sector. Here the highest concentration is seen in retail trade (total 9.31%, men 6.37%, women 2.93%); 1.21% are self-employed without employees, 1.18% are paid employees, 6.04% are self-employed with employees, and 0.87% assist in family enterprises. Finally, a substantial number of working people are also seen in sale, maintenance and repair of motor vehicles and motorcycles; retail sale of automotive fuel (50), wholesale trade and commission trade, except of motor vehicles and motorcycles (51), hotels and restaurants (55), land transport (60), other business activities (74) and other service activities (93).

Unemployment in the target group is much lower than in the 15-64 age group, which is to be expected, given the age of the group under examination. Unemployment in the target group for the most part affects men who have worked in the past, mainly in the secondary and tertiary sectors, and in the manufacturing industry, construction, transport and trade sectors in particular.

Similarly, women constitute the majority of unemployed new labour market entrants, whereas those who have worked were employed mainly in the trade, manufacturing industry, hotels and restaurants and other service activities sectors.

The higher concentration of working people aged 55-64 in small enterprises and in self-employment with or without employees may make a positive contribution to managing the ageing of the labour force, insofar as broader improvements in the business environment can also be utilised in small and medium-sized enterprises. From this standpoint there is also room for an increased contribution by bigger enterprises in the private sector, as well as by the public sector, so as to turn around the downward trend and the standstill in the employment rates of working people aged 55-64. However, the relatively high concentration of working people aged 55-64 in sectors that are under pressure and are being restructured is creating additional difficulties involving risks of job loss where older people are employed.

2.3. Demographic ageing and employment in trade

Trade is a multifaceted and multilevel economic and social activity. In many ways it serves as a connecting link between production and marketing of products, but at the same time it helps shape cultural models. Commercial enterprises play a decisive role in the functioning of modern cities, helping preserve the social fabric and to a large extent helping absorb local unemployment.

According to the latest data from the Labour Force Survey of the National Statistical Service of Greece (ESYE), the trade sector employed around 748,300 people in 2004, a figure representing 17.3% of total employment in the Greek economy. Retail trade (NACE code 52) absorbs 69.0% of employment in the sector, wholesale trade (NACE code 51) 17.6% and sale and maintenance of motor vehicles (NACE code 50) around 13.4%. The ratio of men to women in the sector is 60/40 and it is around two percentage points different than the ratio of total employment in the country, which is 62/38. A proportion of 27.2% of employed people are young people up to 29 years of age, the part-time employment rate remains low (3.6%), and 8.7% of wage earners are employed under fixed-term contracts or are temporary employees.

A substantial part of people employed in the sector (30.2%) are owners of businesses with no employees (self-employed), 12.3% are owners of businesses with employees (employers), 8.1% are employed in businesses without pay (assisting and unpaid family members) and finally 49.3% are paid employees.

Today around 203,200 young people between the ages of 15 and 29 are employed in trade, a proportion representing more than one quarter of total employment in the sector (27.2%). This participation of young people in employment in the sector is greater than the corresponding proportions of young people in the economy as a whole and in the services sector (21.2% and 22.3% respectively). Around 149,300 young people (i.e. three quarters of young people) are employed in the sector as paid employees, and they represent 40.5% of all paid employees in the sector. The rate of temporary employment among young people in the sector is 14.0%, or around 20,900 people. In relation to the previous year, paid employment among young people increased by around 1,400 people, whereas temporary employment increased by 4,200 people; as a result permanent employment of young people in the sector has decreased by 2,800 people. In the economy as a whole and in the services sector, young people who are paid employees represent a little more than one quarter of all paid employees (26.0%), whereas the proportion of young people in temporary employment is over one-fifth of young paid employees (around 22.0%).

Out of the total population of people employed in the trade sector in Greece, those between the ages of 15 and 64 number around 66,047 people. The percentage participation of the 55-64 age group in the total population is 8.9%. A comparison of the percentage participation of the 55-64 age group and the percentage participation of young people in trade (almost triple at 27.5%) is indicative of the problem. If 8.9% is compared with the 15.0% participation of this age group in the whole labour force, it can be seen that the proportion of people aged 55-64

employed in trade is lower than the average figure. The total population employed in trade consists of 440,924 men and 332,940 women, whereas the 55-64 age group is made up of 48,417 men and 17,630 women.

On a percentage basis, 60% of the total population employed in trade are men, and 40% are women. In the population of the 55-64 age group, 6.5% are men and 2.3% are women. Thus in the trade sector 10.9% of the total male population but only 5.75% of the total female population is in the 55-64 age group. Paid employees in the trade sector number 368,941 and constitute 50% of all people employed in the sector. Of them, 10,116 are members of the 55-64 age group and constitute 15.5% of the total population of this age group. Total paid employment in the 55-64 age group represents 2.8% of the total population of paid employment in the trade sector in Greece.

Also based on the variable of position in the enterprise, the participation of the 55-64 age group does not appear to follow the same trend in relation to the total employed population. Thus whereas it can be seen that half of people employed in trade work as paid employees, only (approximately) two in ten people in the 55-64 age group are paid employees.

In 1994, the 55-59 age subgroup made up 6.8% of the total employed population in the trade sector, whereas in 2004 the same subgroup made up 4.7% of the total employed population in the trade sector. In other words, the population of people in the 55-59 age subgroup employed in trade decreased by 2.1% in the decade from 1994 to 2004. Similarly, the 60-64 age subgroup made up 6% of total population, whereas in 2004 this same age subgroup made up 2.9%. That is, it decreased by around 3.1%. The decrease in the 60-64 age subgroup was 1% greater than the respective decrease in the 55-59 age subgroup during the same time period. The differentiation of the two age subgroups is deemed to be of particular importance because the percentages prove that this is an age group (55-64) displaying internal variations that cannot be ignored.

In the 1994-2004 period the percentage changes in paid employment in the trade sector as regards the 55-59 and 60-64 age subgroups, as a function of the variable of gender, are the following:

- The male population in the 55-59 age subgroup has increased by 19.1%, whereas the female population in the same age subgroup has shown a tremendous increase of around 69%.
- By contrast, the 60-64 age subgroup of the population of paid employees in trade has shown an overall rapid decrease, following the corresponding developments in the total population of employed earners in the trade sector. To be more specific, the male

population in the 60-64 age subgroup has shown a 64% decrease, whereas the female population in the same age subgroup has shown an even bigger decrease of 75.1%.

3. TENDENCIES AND NATIONAL POLICIES REGARDING AGEING IN GREECE

As noted in Section 1, the participation of older workers in the labour force in Greece is around 40%, much lower than the EU 15 average (42.5%). This is due to structural reasons (e.g. increase in size of sectors such as salaried employment with lower retirement ages), factors associated with demand for labour on the part of employers, and factors associated with the supply of labour on the part of the workers themselves. Supply depends both on the existence of pension possibilities (age limits) and on preferences for leisure, as related to working conditions, or opportunities for lifelong learning. It should be noted, that even in systems which provide more powerful incentives to their workforce to remain in the labour market, workers themselves seem to indicate a preference for earlier retirement. This leads us to conclude that the future of retirement in Greece is influenced both by the ageing factor itself and the percentages of early withdrawal.

Greece is committed by virtue of the Barcelona decision to increase by five years the average age of withdrawal from work. The choices embedded in Law 3029 imply that such an objective cannot be simply enacted, but must be accomplished through interventions in employment and the labour market - with adjustments to the demand for labour among older people, as well as to the supply. Under this context, measures which allow greater flexibility in working arrangements (such as reduced hours, part-time employment) as well as measures which foster the development of new sectors such as social employment, have an important penetrative role in shaping policies. In any case, the strategy for the realisation of this objective should be a primary concern of the National Action Plan for Employment - 2005.

3.1. Programs and policies regarding age management

Even though the need to adapt employment policies and practices to the ageing population has become a major concern in many countries and specially the Scandinavian countries, this issue is given lower priority in Greece. Based on the literature found, the main policies taken for aged workers - such as voluntary and involuntary early retirement, remedial programs for aged workers lacking retirement rights and general programs for socially excluded groups, all

of which will be cited below - are mostly public interventions. In addition, there is limited evidence, concerning the participation of the private sector in European Projects launched, in order to facilitate aged workers in their workplaces. Below you'll find the major measures / actions that have been or are being implemented in Greece.

3.1.1. Employment measures initiated by the Greek Manpower Employment Office (OAED)

In 1998, the Greek Manpower Employment Organization (OAED) launched a program for the employment of unemployed people near the stage of retirement. According to this program, the target group was unemployed aged workers lacking minimum prerequisites for retirement, due to uncompleted necessary insurance stamps. The program concerned only those who were missing up to 600 insurance stamps and wanted up to 2 years for reaching the general age retirement limit. The main objective of this program was to offer subsidies to enterprises, public and private, in order to employ people from the above target group. The subsidy was provided from 1 to 24 months, while the amount granted for every day of full time employment was 6000drs. (18 €) for the first 12 months and 7000drs. (22€) for the next 12 months. Fundamental prerequisite for the enterprises, in order to receive the total amount of the subsidy, was their obligation to employ the workers until they reach the retirement age. Measures with the same purpose and objectives were implemented in 2005. During the 2007-2013 period, special attention will be given to the need of skill upgrading for unemployed and older workers.

3.1.2. Promoting flexible employment

Law 3385/2005 encourages flexible work patterns, including part-time employment. However, much of the potential of older workers to work part-time is still untapped.

3.1.3. Subsidising labour costs for older workers

Law 3227/04 introduces special employment incentives (e.g. wage subsidies) for women, young people, and older workers.

3.1.4. Programs against social exclusion

It is widely known that the integration of age workers in the labour market is negatively influenced by the duration of their unemployment as well as by employer's preference to hire younger individuals. To eliminate this phenomenon, the Ministry of Employment and Social Protection, under the 2nd Community Support Framework (1994-1999), implemented operational programs aiming at 'Combating Exclusion from the Labour Market'. Via this Operational Program, which was the state's mechanism for combating social exclusion, an attempt was made for an integrated approach for the inclusion of all the vulnerable social groups in the labour market. The measure dealt with multiple axes, one of which was particularly addressed to 'Unemployed people aged 45-64'. The main aim of the announcement was to use training in order to integrate and/or re-integrate in the employment market unemployed people of 45-64 years old, who have been and/or will be socially excluded from the labour market. The direct aims of this Operational Program were to:

- combat causes and mechanisms that lead to social exclusion
- develop skills and competencies to unemployed in order to be employable
- combat discrimination and negative stereotypes and social stigmatization
- promote equal opportunities
- support knowledge transfer

According to the 'Evaluation of the Labour Market Policies and Assessment of the Influence of EES in Greece during the Period 1997-2001' nearly 4.42% of the target population were beneficiaries of this measure. From them, 20.97% were male and 79.03% female beneficiaries. However the evaluation report claims that the majority of the beneficiaries could go under conventional training addressed to the general population, so that their segregation from the wider unemployed population could be avoided.

3.1.5. Promoting lifelong learning

The aim of the new Law (3369/2005) on lifelong learning signed in 2005 is to improve the coherence as well as efficiency of the multifaceted education and training system (characterised by various different training areas, e.g. upgrade training, second chance courses, and vocational as well as non-vocational programmes) in Greece. However, no special priorities have been set for older workers.

Lastly, in 2007 Law 3352/2007 on the establishment of a Special Social Solidarity Fund (ETKA) coming under the Labour Force Employment Organisation (OAED), was passed and published in Government Gazette No. 77A. ETKA receives financing from the state budget, Community funds and social expenditure. Its purpose is to provide income support and social protection to those long-term unemployed people and people made redundant due to restructuring of the companies where they were employed, who are facing serious difficulties in re-entering the labour market and are nearing retirement. To be more specific, ETKA is addressed mainly to unemployed people who have at least 7,500 days of insurance contributions, are employed in a declining sector of the economy, live in an area where the unemployment rate is at least double the national average and are over 50 years old.

It is expected that during the next programming period (2007-2013) of the Community Support Framework, particular emphasis will be placed on training for unemployed people as well as older employed people, with a view to enhancing their skills and job qualifications (Ministry of Economy and Finance 2005). These actions relate to the utilisation of the experience of older people as well as transfer of their knowledge and experience to younger people, by (a) creating a framework and mechanisms for drawing on and systematizing the knowledge and experience of older people, and (b) designing retraining programmes in new job sectors for older people (over 55) so that they can be re-integrated in the labour market, training for employed people, and promotion of modern techniques for lifelong learning in enterprises and the implementation of active policies to help unemployed people find work, including targeted actions for special groups of the population such as older people in the specific eligible regions.

3.2. Examples of good practices on age management in Greece

In April 1994, the European Foundation for the Improvement of Living and Working Conditions launched a project called 'Combating Age Barriers in Employment' with the participation of 7 Member States (Belgium, France, Germany, Greece, Italy, The Netherlands and United Kingdom). The project was focused on initiatives in favor of retention, reintegration and retraining of older workers and aimed at gathering information about good practice initiatives for combating age barriers in recruitment and training, examining perspectives of the social partners in proposing ways to remove age barriers and documenting some initiatives after implementing good practice with regard to older workers. Greece at this project was represented by two private enterprises, DELTA Model Milk Industry and TITAN Group, and one non-profit Trade Association SISEMA. All three were characterized as large

organizations. According to the research, good practices at these organizations were concerned mostly about providing further training to their employees. In particular, training programs consisted of instructing older workers in new technology (ICT training), especially in the small business sector. Moreover, training programs were designed in order to address the needs of those with little formal education. It must be noted that, based on the results of our research which focuses on active ageing policies in 27 private and public-private firms by means of questionnaire, there is also a high percentage of training provision for workers in the 55-64 aged group. In addition, this project depicted the impact of governmental policies, concerning issues like early retirement and social security policy choices on organizations' intention for applying good practices.

To conclude: the present research on the 'good practices' for the management of the aged workforce in Greece illustrated that limited actions have been implemented so far in the Greek work setting by Greek enterprises. Outcomes demonstrate that the State is the main policy shaper whose actions intend to support aged employees.

3.3. Barriers to the Employment of Older People

3.3.1. Age discrimination

While the population is ageing and even fewer younger people are entering employment, there are countervailing trends for older workers to exit from the labour market at an early stage. Governments, unions and employers as well as workers must address the paradox that as the average age of workers increases beyond 40, accordingly workers aged 40 and over are increasingly regarded as reaching the end of their productive working lives, giving in that way a negative meaning at ageism (Anderson, 1999). Thus, ageism is defined as a form of prejudice which abuses chronological age to forming judgments about people. In simpler terms, it is interpreted as unjustifiable actions against someone due to his/her age. Age discrimination is arguably the most widespread prejudice of all, because it can and usually does affect everyone irrespective of their social background, gender, marital status, ethnic origin, etc. In the context of work and employment, ageism may be detrimental for everyone, not only when people apply for jobs but also when tasks are allocated. In particular, old age is viewed as a time of immutable dependence, futility, passivity and despair (Glovers & Branine, 1997).

There is a growing body of evidence in different EU countries that shows that workers are frequently discriminated on the grounds of age. The most comprehensive EU evidence comes from surveys conducted in 1993, which was the European Year of Older People and Solidarity between the Generations, during which the majority of the adult EU population believed older workers were discriminated in relation to recruitment, promotion and training. In most Member States disadvantages in employment appear to take effect since the age of 40 and perhaps even earlier for women. Especially after the loss of employment and as age increases, re-entering the labour market becomes even more difficult (Anderson, 1999).

In Greece, the fact that the percentage of unemployed aged workers (55-64 years old) exceeds that of the younger age groups (see Section 1) may be partly explained as aged workers suffer from discrimination at all occupational stages. Concerning recruitment, HR managers are trapped to the myth that older workers are unproductive and cost more than younger ones. Specifically, older workers are perceived as a not worthy investment, are difficult to be retrained and are more prone to higher rates of absenteeism and work injuries than younger ones (Brooke, 2003). These convictions appear more and more often at the core of the Greek labour market and are reflected usually through the age 'ceilings' on advertisements. Alternatively, from the aged workers' point of view, job seekers are also 'handicapped' by the inflexibility of travelling to new locations and by the acceptance of different kind of jobs, and so they reduce their possibilities of re-entering labour force (Encel & Studenski, 2004). The latter, is frequent in Greece since solid establishment in one working and regional place comes in accordance with cultural and familiar beliefs. In relation to employment, it is worth noting the existence of age constraint when applying for a job at the public sector, even if this concerns a specific labour market such as the public sector. According to governmental regulation (Law 2683/99) all citizens participating in the processes of selection, concerning their engagement in the civil administrative workplaces, must be up to 45 years old, for those with elementary education and up to 50 years old for those with higher education. In simpler terms, if a senior manager of 55 years old, employed in a private enterprise, is removed, he/she does not have the right to apply for the same job at the public sector. Therefore, the public sector is missing of all the knowledge and the experience of such an employee while the candidate is missing the opportunity of offering his acquired knowledge.

The relationship between ageing and employment has risen on both EU institutions and Member States agenda over the last years. In part, this reflects general considerations for enhancing economic competitiveness and providing employment and in part it indicates

specific attention to the problems ageing workforce faces and particularly those who are excluded from paid work (Anderson, 1999). It is claimed that discrimination can result in failure to employ potentially high productive workers in suitable jobs and can lead to under-utilization of scarce labour resources and thereby reduction in the potential growth rate of the economy (McDonald & Potton, 1997). The need to maintain older workers in the labour market must be a key issue on Greek policy documents on both social protection costs (affordability of pension) and employment measures due to the high rate of ageing and unemployment of older workers in the recent years. It is noted that the positive effects that will result from extending working lives are optimisation of the workforce's productivity-easing the strain on public budgets through higher tax takings, reduced outgoings for health, aged services and pensions and from increased private savings due to higher personal income and wealth.

PART II – GOOD PRACTICES DEVELOPED THROUGH “EMPEIRIA”

1. TUTORING THROUGH “EMPEIRIA”¹

In the framework of the “EMPEIRIA” project, pilot actions have been implemented. The innovative and experimental character of the actions is focused in the fact that for the first time a record of the problems and all its parameters has been made. In addition, the members of the target-group will be supported with consulting, training and mentoring applications. Therefore methodology concerning mentoring has been developed. More specifically tools have been made and tested in a large scale for the problem’s management in a micro-level (enterprise).

The processes presented below refer to the mentoring for management and promotion of active ageing, in enterprises of all three economical sectors. In fact, they are Human Resource Management processes, aiming at combating age discrimination and favouring age differentiation within the organizational structure of the enterprises, facilitating, in the best possible way, the production flows.

The processes and tools described in this section are simplified in a certain degree so that they can be implemented in practice by the person responsible for the human resources management, i.e. the HR Manager, the Personnel Manager or even the businessman him/herself, possibly with the assistance of executives.

The undertaking of mentoring for active ageing management is a continuous process. Therefore, it must be a long term sustainable process, and the HRM has to assure the fact that any such process adopted by the enterprise will be adequately supported at the level of administrative, financial and other resources, even if mid-term only, in order to be effectively implemented.

A crucial parameter is the existence of executive staff capable to manage such issues from the phase of diagnosis to the phase of responding by implementing precise measures and monitoring their effectiveness.

The need for active involvement and support by the employees makes clear that the existence of a positive workplace climate, with intense trait of confidence towards the employer and the

¹ The following presentation was produced by GNOSI ANAPTIXIAKI – partner of the project – in the framework of the transnational partnership and it concludes to the following deliverable on “Tutoring”.

existence of good relations between the management and the union of employees - if any – is a necessary requirement for the successful introduction of active ageing management systems in the business.

For the better understanding, the processes and mentoring tools have been divided into the following categories:

1. Personalized counselling and career counselling.
2. Implementation of flexible forms of work organization.
3. Improvement of health and safety conditions at work.
4. Standardized processes of personnel mentoring

A. Personalized counselling and career counselling

The term “personalized counselling” means a group of mentoring processes, specially adapted to each employee’s requirements, aiming at helping them in one or more professional life fields. The mechanisms in question vary from informal discussions between the employee and his/her superior or a member of the staff of the Human Resources Department, to perfectly structured sets of discussion based on the one-to-one interaction model between the employee and specially trained staff.

Personalized counselling may concern various different fields of an employee’s professional life, such as performance improvement, career planning or management of private matters which have an impact on labour effectiveness. A basic objective of the Counsellor is to facilitate the person in finding alternative solutions and in taking decisions according to the circumstances.

When it comes to personalized counselling, it is to be noted at that point, that it is necessary to have an office of assistance provided to the senior employees, staffed with qualified scientific personnel, even if only for some hours during the week. The operation of such a structure, even if rudimentary only, forms the prerequisites so that people having personal problems be able to take the step, in principle, to talk to someone about it.

At the same time, an interesting alternative mechanism is the fixed cooperation with specialized scientific organizations and the free provision of personal counselling services to older personnel members. Furthermore, this specific procedure presents the advantage of being more discrete, as the meetings between the older worker and the counsellor take place

in the office of the counsellor and not in the workplace, which is something that increases the chances of using the service.

B. Application of flexible work organization forms

The main forms of flexible work organization having been developed and implemented by the businesses up to now are the following:

- ⇒ Flexible working hour schedule, with possibility of arriving or departing later or earlier than provided by the fixed schedule.
- ⇒ Over-time, within the week or on Weekends.
- ⇒ Employment at variable working hours, according to the needs of the production process per period and fixed annual working hour number.
- ⇒ Part-time employment, with fixed weekly or monthly working hours
- ⇒ Part-time employment with variable number of weekly working hours and schedule, fixed on the initiative of the employer or the employee
- ⇒ Employment which the employee offers to the business a pre-agreed number of work hours, on an annual basis, according to his/her needs, with high potential of flexibility concerning the working hour schedule.
- ⇒ Teleworking, i.e., the work is done outside the business premises, for example, in the employee's home, with the contribution of the Information and Telecommunication Technologies.

In order that the business obtains a clear picture of the needs and will of its employees aged over 50, to implement flexible employment forms, the first important step to be taken is to conduct employee surveys, through the use of a questionnaire as this in Annex I.

C. Improvement of health and safety conditions at work

One of the most important reasons why older workers retire from their work is long-term health condition or disability. The improvement of occupational health and safety conditions is one of the major weapons that the business has in the context of its efforts to prolong its human resources active life. Besides, the health condition of the employees lies among the most fundamental factors which are taken into account in each evaluation process of their employability, while, at the same time, the reasons for early retirement are frequently

associated to the strenuous character of their daily job and the wear that it has accumulatively caused them through the years.

Procedures that can be implemented by a business in order to take decisions on the improvement of work conditions are the following:

- The conducting of an occupational hazard assessment study, which records the hazardous and noxious factors within the working environment.
- The organisational health reports which record the condition of health of the enterprise's human resources, as well as data on work accidents and occupational diseases at a certain moment in time, thus allowing to draw conclusions on the diachronic evolution of the enterprise's occupational health.
- The employee survey for recording the situation concerning working conditions. In Annex II a questionnaire could be used for this purpose is presented.

D. Standardized processes of personnel mentoring

The standardized processes of Personnel mentoring concern the following fields: recruitment, performance appraisal and continuous vocational training.

The external recruitment is of paramount importance in the context of active ageing management, as it is able to increase the internal mobility of the enterprise, forming, in fact, an internal labour market, which can be proven particularly useful for the employees over 55, giving them the possibility of a new career within the enterprise.

Concerning evaluation, it aims at collecting useful data on the occupation behaviour and performance of the employees over 55.

Continuous vocational training is one of the most useful mechanisms that the enterprises have, in the context of their effort of active ageing management, as it aims at upgrading of the older employees' profile. The standardization of training processes, in this context, involves specialized training counselling tools, such as the one presented below. Training counselling is an integrated system of planning of continuous vocational training actions. The tools developed in the context of this Project cover the needs of the businesses concerning linking the business orientation with the training requirements of their staff, taking always into account the developments and tendencies of the modern business environment.

An indicative scenario of application of the training counselling tool is the following:

- ▶ Conducting of the first anticipated procedure, i.e. business operation diagnostics, either by qualified staff members of the enterprise / agency or by training counsellors.
- ▶ The training counsellor proceeds to the diagnostics of training needs and submits the results to the business / agency.
- ▶ Application of personalized training counselling tools to each candidate-employee for training.

Conclusions

The main conclusions from the pilot application of mentoring tools in enterprises of all economic sectors are the following:

- ❑ Large enterprises agree with conventional policies of ageing management such as premature retirement.
- ❑ On the other hand, part-time employment and flexible schedule of work are not widespread practices in Greece.
- ❑ In large enterprises the application of mentoring tools is more usual and effective, as enterprises appreciate the experience of older workers and of course they have the economic more capacity of proceeding tools for active ageing management than medium-sized and small enterprises.
- ❑ Many employers consider that the flexibility in employment and the access to training and lifelong learning strategies are the most applicable tools for sustaining the employment of older workers, while they offer added value in the enterprise.
- ❑ The employers also consider that good working conditions conducive to job retention, in particular in relation to health and safety, flexible working arrangements (including part-time and career breaks) and care services are others measures that enterprises could use for active ageing management.
- ❑ But there were many employers expressed the wish that certain motives must be given in order to apply mentoring tools for increasing the employment of older workers and delaying the exit from the labour market. Such motives would be tax exemptions.

Finally, in the framework of the project, it has been recognized that government policies can produce a supportive environment but without dedicated contributions from the social partners the necessary changes in age management will not materialize and spread. The

social partners have a major contribution to make in encouraging enterprises to take a forward-looking approach and in facilitating better and longer working lives.

2. BOOKLET ON MYTHS AND STEREOTYPES REGARDING OLDER WORKERS

This booklet was designed for greek employers, HR managers and line managers who have to think and plan for their current and future labour force and in particular older workers. It also helps trade unionists and some employess who meet barriers to employment for older people and want to know how to confront these myths. The booklet sets out some of the most commonly found myths and stereotypes that exist in many advanced industrial countries about older workers, views held not only by employers but by employees and which influence how older people fare in advanced labour markets. It reviews some of the more common stereotypes and examines existing evidence together with the arguments we can make to understand this phenomenon. The evidence is mainly drawn from English speaking countries where these issues have been debated for some years and where good data is available on the labour market. The reason for the predominance of the debate in the English speaking world comes from the fact that the USA legislation instigated legislation in the late 60s that forbid age discrimination, leading to reflections on the differing capacities of older and younger employees. Numerous surveys from the United States found employers and human resource managers highly complimentary concerning older workers' loyalty, dependability, and judgment but less positive in terms of attributes such as technological competence and flexibility, which are viewed as critical in today's workforce.

Although the main focus here is on negative stereotypes, there are also positive ones for which far less research is available. All stereotypes, positive and negative, need to be used with great care. We have no specific research on Greek employers attitudes towards older workers or indeed of attitudes in the wider society, but we have to assume that many of the same issues arise in Greece as elsewhere and we have some limited evidence of negative attitudes: we often hear the refrain that people are "too old". All myths have some elements of truth in them, hence our need to be very careful in picking apart the arguments used, thus enabling us to understand what needs to be done in order to offer older workers more chances in the labour market e.g. to be recruited, trained, retained, promoted and valued. Some myths are negative, others positive, some apply to young employers others to older workers. The need is for non age biased forms of recruitment and career management but this requires a major change in perception and thinking. Though the law against age discrimination will help,

ultimately the only real change occurs when people alter their understanding and practices, whether this is towards older or younger workers, and when individuals are assessed in terms of their abilities and not their age. A basic point that everyone recognises is that the differences in work performance between individuals in whatever age group are greater than any differences between age groups.

3. SOCIAL DIALOGUE PROCESSES ON ACTIVE AGEING

The field study on representatives of bodies indicated by the “EMPEIRIA” Development Partnership regarding the thematic areas and the forms of social dialogue in the field of active ageing has led to the following conclusions on **the social dialogue processes in the field of active ageing**.

a) The following are set, in order of priority, as proposed social dialogue processes:

- developing a long-term dialogue on the national level on the regulation of matters relating to the ageing of the population and its impacts on the economy (reforming the social insurance system, boosting the competitiveness of enterprises, etc.)
- cooperating to design and implement continuing training actions in order to improve the employability of older workers (utilization of LAEK)
- cooperating to design human resources management policies and reorganise work on the enterprise level
- cooperating to design and provide support services (consultation, information, guidance) to older workers by OAED services.

For example, the Central Union of Municipalities and Communes of Greece (KEDKE) has pointed out that the adoption of a long-term general policy on active ageing would create important problems of cost-effectiveness in the sectors of arduous manual services with local authorities (waste collection, cleaning, green spaces, construction works etc.), in which around 50% of public authority workers are employed. This danger can be offset by generous funding in order to offer them alternative forms of employment, following training, in the areas of environment, welfare assistance, light urban renewal works, etc.).

b) The following are set, in order of priority, as proposed support mechanisms for social dialogue processes:

- designing studies / conducting research on the advantages and disadvantages of active ageing

- setting up social partner working groups to manage active ageing issues
 - implementing awareness campaigns for workers and public opinion on active ageing issues.
- c) Intervention by central government is considered to be a basic mechanism for reinforcing social dialogue in the following forms, in order of priority:
- central government involvement in the development of a long-term dialogue on the national level regarding the settlement of matters relating to the ageing of the population and its impacts on the economy
 - standardisation by central government of a basic list of fields for dialogue for the development of active ageing with the involvement of the social partners
 - statutory regulation (legislative intervention) of successful collective labour agreement provisions on active ageing matters.

3. FIELDS AND LEVELS OF SOCIAL DIALOGUE IN THE AREA OF ACTIVE AGEING

The **usual fields of bargaining associated with active ageing measures** include working arrangements and improvement of working conditions, continuing training (e.g. by dividing costs between workers and employers), new forms of work organisation (e.g. part-time or seasonal employment, new division of workload among shifts, new placement in jobs adapted to the needs of older people), pay schemes (orientation towards performance-based rather than seniority-based schemes) and protection of older workers in cases of collective dismissals in the context of restructuring.

The field study on representatives of bodies indicated by the “EMPEIRIA” Development Partnership regarding the thematic areas and the forms of social dialogue in the area of active ageing has led to the following conclusions on the fields and levels of development of the relevant social dialogue in Greece.

- a) The most important reasons for which the representatives of the social partners believe that social dialogue processes should be promoted are the following:
- the viability of the insurance system
 - ensuring adequate incomes and improving workers’ standard of living
 - ensuring adequate incomes for pensioners

- preventing social exclusion and poverty among older workers
- making use of the experience and knowledge of older workers (transfer of know-how and experiences to younger generations of workers)
- meeting particular territorial needs (depopulation of rural, remote and rundown areas etc.).

b) The **social partners' fields of interest for the development of the social dialogue** include, in order of priority:

- organisation of working time (1)
- development of targeted continuing training actions (1)
- adaptation of working conditions (2)
- provision of support services (2)
- work reorganisation (3)
- more opportunities for advancement and support for mobility within the enterprise or sector (3)
- protection from dismissal (3).

By contrast, **the development of a system for linking pay with productivity**, which has been adopted as a practice by other countries in the territory of Europe, **has not been chosen as a field for dialogue**.

c) The **levels for development of the social dialogue** cover the traditional fields of bargaining (national, sectoral, enterprise and operation level), without setting any as a high-priority target. The employer organisations in fact point out the **advantages of choosing bargaining levels “on a case-by-case basis”** (Hellenic Federation of Enterprises – SEV), so as to ensure flexibility and adaptability to specific conditions.

d) The following are set, in order of priority, as the most effective strategies in the field of protection of the jobs of older workers, especially in the framework **of the financial engineering of enterprises**:

- legislative protection against age discrimination (1)
- improving employability of older workers through training and work reorganisation actions (1)
- linking the amount of severance pay with a worker's age and/or length of service (2).

e) The following are set, in order of priority, as the most effective strategies **in the field of wage formation** for saving the jobs of older workers:

- linking amount of pay with a worker's age/length of service (1)
- linking amount of pay with a worker's productivity (1)
- changing to a job suited to the worker's age and experience (1).

f) The following are set, in order of priority, as the most effective strategies **in the field of working time organisation** for saving the jobs of older workers:

- a shorter working day (1)
- adjusting working time to the worker's age and experience (2)
- entering into flexible contracts of employment and adopting flexible working hours (SEV).

g) The following are set, in order of priority, as the most effective strategies **in the field of continuing training**:

- implementing targeted training actions on the enterprise or sectoral level with codetermination and co-financing by the social partners (LAEK)
- implementing targeted in-company training schemes on the initiative of and funded by the employer.

By contrast, strategies that have been adopted as good practices by other countries in the territory of Europe are not chosen (statutory right to special training leave, statutory right to receive training costs in voucher form).

h) The following are set, in order of priority, as the most effective strategies **in the field of creating working conditions** in order to save older workers' jobs:

- identifying high-risk workplaces and providing increased protection for older workers employed in them (1)
- promoting measures to reduce physical fatigue and stress (2)
- increasing measures for in-company medical care for workers

i) The following are set, in order of priority, as the most effective strategies **in the field of creating working conditions** in order to save older workers' jobs:

- implementing flexible forms of employment for older individuals (1)
- making statutory provision for opportunities for internal mobility (job changes) for older workers with no or only a slight loss of pay (1)
- balancing the workload among shifts (2).

j) The following are set, in order of priority, as the most effective strategies **in the field of career advancement (internal advancement)** in order to save older workers' jobs:

- laying down the right to consultation and guidance services on matters of ageing and advancement on the enterprise or sectoral level (1)
- laying down the right to an internal interview on opportunities for advancement in the enterprise (2)
- opportunity to change jobs with no or only a slight loss of pay as an alternative to dismissal (3)
- opportunity for part-time work or reduced working hours as an alternative to dismissal (3).

k) The following are set, in order of priority, as the most effective strategies **in the field of support services**:

- organising awareness and information campaigns on active ageing for employers and workers (codes of ethics, manuals, conferences and seminars) (1)
- providing guidance on the initiative of and funded by the trade union organisations (2)
- providing guidance on the initiative of and funded by the employer (2)
- promoting support actions by specialised OAED consultants (SEV).

French development Partnership called “KHEOPS”

Description and main goals of the french project

In relation with the *European Employment Strategy* and considering *Lisbon* new priorities France has developed a National Plan of Reform that gives an important place to active aging policy in order to reach European objectives by 2010.

At national level as most of our European partners we are facing retirement reforms, demographic evolutions with seniors becoming older, very low rate of employment regarding over 55 years old, and at the same time professional sectors that face recruitment difficulties as they're not attractive for young generations.

In this context, development partners involved in **KHEOPS** project coordinated by IRFA SUD , have decided to work together and thanks to their complementarities to experiment innovative answers in order to promote employability for « aged workers » and allow them to stay at work in good conditions . The activities carried out will concern professional sectors facing recruitment difficulties and/or suffering a bad image and more specifically:

- ✦ Cleaning
- ✦ Care and proximity services towards elderly people
- ✦ Building and construction
- ✦ Agriculture

The partnership is composed of:

IRFA SUD , project coordinator MSA ADMR Tarn et Garonne AGMAD GEIQ Propreté	MIDACT ADEFA Entreprise THERMATIC Entreprise CAPRARO FARE
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The DP main objective is to build together with companies and staff suitable answers regarding new approaches for knowledge transfer, development of balance of competences in continuous training and lifelong learning, new organisation of tasks, ergonomics, Valorisation of job image and tutoring

KHEOPS activities will be addressed to enterprises and employees in order to sensitize enterprises to age and competences management and to sustain « seniors » employability.

We can summarize as following:

- Gathering of experiences
- Internal communication in partner companies
- Personal diagnose for partner companies
- Designing of answers in accordance to employees and employers needs
- Conception of approaches and materials
- Training and accompaniment of target groups

Regarding the translational project EXPERIENCE our expectations consist in:

- Working with partners countries that are facing the same problem and experiment innovative solutions
- Exchanging, adapting and transferring those methods in the future
- Establishing links between enterprises or professional branches of partner countries

PART I - NATIONAL CONTEXT AND AGEING POLICIES

1. THE FRENCH WORKING POPULATION: DEMOGRAPHIC FEATURES

The post-war baby-boom provides a break in the pattern of low or non-existent population growth. It has led to a large increase in the working population which has grown steadily over the past thirty years from 21.4 million in 1970 to 26.4 million in 2001; by comparison, in 1950 the working population was identical to that at the beginning of the century. This growth is largely due to women entering the labour market en masse. The female working population has, in fact increased from 7.6 million to 12.1 million over this period, while the figures for males in employment hover at around 14 million.

In 2002, the working population comprised 26.3 million people of whom 24 million were employed and 2.3 million were seeking employment (International Labour Organization criteria). The working population has therefore increased by 1.4 million in 10 years. There have also been notable changes in its make-up.

First of all, more and more people are employed in the services sector, which accounts for almost twice as many jobs as fifty years ago: 39% in 1955 compared with 72% in 2000. This spectacular growth parallels the decline in agriculture (3.8% in 2000) and the falling off of manufacturing industry after the mid-1970s.

The fortunes of different socio-professional groups have also varied over the last forty years. With the decline of agriculture, farmers form only a minority of the population in terms of numbers. Although manual workers are still numerous – about 7.1 million – their numbers have dwindled as a percentage of the total working population: this situation seems to have stabilized since the mid 1990s. There are also fewer tradesmen, shopkeepers and company managers. On the other hand, the executive and academic professions, as well as middle management and office workers are all on the increase. The number of executives and higher professions in the working population has tripled.

Another important factor is the feminisation of the working population in France. The proportion of working women has risen steadily since 1975, stabilising in 1995 at around 62% compared with 74% for men. The career paths of men and women tend more and more to converge as fewer women stop working after the birth of their first child.

The proportion of women in the working population continues its upward trend: 38.2% in 1970 against 48.5% in 2002. The proportion of women is seen to vary according to professional category. Since 1962 they have formed a majority of office workers, and their presence in this sector is still on the increase. There are also increasing numbers of women who become executives and academics or enter the intermediate professions, but relatively few become manual workers.

Finally, over the last fifty years, the working population has become more and more concentrated within the 25 – 54 age group. The labour force participation rate among 15 – 19 year olds and among 20 – 24 year olds has decreased significantly. This is mainly due to two factors: increasingly long studies and difficulty in finding a first job. At the other end of the age pyramid, the labour force participation rate for the over 55's has also plummeted, "older" workers often either taking early retirement or finding themselves unemployed.

1.1. Labour market trends in the final quarter of 2005

Unemployment – the downward trend continues:

Unemployment continues to fall and now affects 9.6% of the working population. This fall in unemployment has been more advantageous to men than to women.

There has been a slight growth of the working population since the beginning of 2005.

At the end of September there were 3,816,200 registered categories 1, 2, 3, 7 or 8 job seekers, that is, 53,100 fewer than in the previous quarter. (-1.4%).

Of these 2,620,700 are without any form of employment, which is 65,400 fewer than in June (-2.4%).

During this quarter the number of people leaving the register has been greater than those signing on for the first time.

However, the number of job seekers in part-time employment rose by 1.0%; this represents an increase of 12,300.

Finally, the number of unemployed exempt from seeking employment remains stable. The figure for this quarter is 405,300, down by 3,000 (0.7%) from the previous quarter.

Main features of the Midi-Pyrénées region

Midi-Pyrénées has 1,065,000 people in employment (paid and unpaid), putting it into 8th position in the national tables:

932,820 paid workers : 1.7% in agriculture, 6.2% in the building industry and 61.9% employed in the services sector.

In 2004:

- 14,500 new companies were set up
- 13,000 jobs created

The following 6 hubs feature strongly in the region:

Space, aeronautics and airborne systems

Health, bio-tech and cancer research

Elophys

Ceramics

Viaméca

Meat and meat products

It has the lowest unemployment rate of all the regions in the south of France (9.8%).

However one unemployed person out of 6 is under 25.

The region has to deal with the problems of an ageing population and the renewal of its workforce; other issues arise, such as the handing down of businesses (especially trades), recruitment difficulties, and maintaining older workers in employment.

22.8% of the workforce are aged 50 and over. So by 2015, 25% of the workforce will be in their fifties or sixties; this is 2 percentage points higher than the national level. The ageing phenomenon varies according to sector and area.

2. SITUATION IN THE TARGET SECTORS

2.1. Home help

The domestic employment sector accounted for 650 million work hours in 2004, a rise of 4% on 2003.

In 2004, this sector employed 1 million persons (+5%), with a majority of part-time workers (*73% of home helps, 79% of private domestic employees*).

Nearly 80% of the hours were worked for individual employers (paid with 'cheques emploi service' or DAS, a system enabling you to legally employ someone to work in your home). This represents the equivalent of 275,000 full-time posts of 35 hours weekly.

Individuals may pass through the approved official agencies; this helps with recruitment and with all the paperwork that goes with it – salaries, contributions, deductions etc. **The individual householder remains the employer.** The proportion of domestic employment passing through official agencies represents 1/5th of the total, that is, 84million hours for the year 2004.

Other employees are provided by the **approved state home help services**. One in five clients makes use of this service, and it accounted for 143m. Work hours in 2004, the equivalent of 78,000 full-time posts (up 33% on 2003).

Private firms offering this type of service are still marginal, but the sector is developing.

As a general rule 1 out of every 2 employees has at least 2 employers.

Figures for Midi-Pyrénées

Numbers of unemployed in Midi-Pyrénées from 1999 to 2003:

1999	10,212
2000	10,187
2001	10,063
2002	9,502
2003	9,110

Number of people in employment:

Today in France,

- **80% of working hours are for an employer who is an individual householder**

This accounts for 235,000 full-time, 40 hour week posts.

In 2003, **800,000 employees** worked for 1.4m employers.

94% of the workforce is women.

30% are over 50.

Average age = 45.

- **20% of hours are carried out by approved home helps as part of a social services provision**

There are 6,200 recognised bodies

- activity passing through official agencies: 90 million hours – **140,000 employees**
- activity as social services provision: 124 million hours – equivalent to 60,000 full-time posts – 96% women – **165,000 employees**

For the Midi-Pyrénées region:

- 107,503 individual household employers including 8,781 in ‘Tarn et Garonne’ (3,803 employees), showing an increase of 5% per annum.
- Approved home helps:
 - In 2003: 7,462 women and 192 men for 229 social service bodies
 - In 2004: 8,033 women and 212 men for 230 bodies

2.2. Construction and public works

With 12,000 new jobs in the 4th quarter of 2005, the building industry remains a sector of high job creation. It alone accounts for 37,000 posts in 2005. Basic salaries are rising more rapidly than in other sectors.

In Midi-Pyrénées, the construction industry, in collaboration with large-scale property development projects created 1,800 jobs.

Building entrepreneurs have two main problems to face:

- An ageing working population (only 1 in 5 firms claims to be dealing with the age pyramid, with an eye to the future).
- Problems of recruitment especially of qualified workers

The FFB (Builders' Federation) and AFPA (adult training centres) have become involved in a European project that aims to help building firms **retrain** older tradesmen to work in other posts in the firm or elsewhere in the building industry.

In particular the project aims to enable firms to

- **Cope with recruitment problems**
- **Preserve or improve the skills** of older tradesmen
- Offer them **promotion prospects**, even after 45
- **Appreciate their value** in terms of **skills**
- **Anticipate management of the age pyramid**, which is a big issue for the years to come
- Take steps to **prevent occupational diseases and industrial accidents**, - more common amongst older workers
- **Preserve a company culture**, holding on to older workers, giving the building industry a positive social image thus attracting more young people and women

2.3. Agriculture

In 2000 the agricultural sector accounted for the equivalent of 840,000 full-time posts, family or outside workers.

Over 12 years their number has decreased by 30% and this drop is even higher amongst young people (-50%).

The number of paid jobs remains stable, even rising a little when it comes to temporary seasonal jobs, but jobs within the family are constantly decreasing. This fall parallels a higher ratio of surface area per person working.

Farms are therefore fewer but larger and paid help is replacing that of wives / husbands / other family members (42% of farmers employ paid help).

Job entry as a farm manager takes place much later because of the years of study now required.

Farm workers are younger and include more women

Farm work is being rejuvenated. In 2000, 48% of farmers were between 30 and 49, set against 35% in 1988;

The growth of agricultural businesses has helped bring women into the sector. They now make up a quarter of the farming population as opposed to 15% in 1998. These women are younger, as 50% of them are under 50 (40% in 1988).

Farming workers are young: 54% are under 30, and less than 12% over 50.

22% of farms are run by paid farm managers; the figure was only 10% in 1990.

Paid worker status is often only a transition stage for the children of farmers – they work on an agricultural holding near the family farm before it is handed over to them.

In Midi-Pyrénées, the agriculture sector is under pressure, because of the seasonal nature of the work, and job offers exceed the demand.

Sectors of high employment:

Specialised fruit and vegetable production: vineyards, orchards, horticulture and market gardening as well as arable farming, employ a large number of workers in terms of full-time posts. Wine-growing has the highest labour force. This type of specialized production also calls for a lot of seasonal workers. In animal production there are fewer workers but they tend to be permanent.

The importance of seasonal work: total of 800,000 seasonal workers in the year 2000, bearing in mind that 50% of seasonal contracts are for less than 20 days; nearly 30% for more than 40 days. Seasonal workers are generally younger and there are more women on seasonal than on permanent contracts.

The wine-growing ‘départements’ are the highest employers of seasonal workers. 80% of recruitment is carried out directly by the employer.

Work-sharing is on the increase. It can be salaried employment (holiday replacements, farmers’ cooperative), or it may be for contract work which includes labour costs. [‘ETA’ (agricultural work agencies), or ‘CUMA’ (agricultural machinery coops)]

Agricultural sector workers are taking on tasks requiring more technical skill and greater responsibility.

Agricultural training is developing (higher level and more people benefiting). Farm managers and their business partners have been the first to benefit from new training opportunities. Almost 75% of the under-40s have had some agricultural training (as against 63% in 1988). The proportion of early school-leavers has diminished in favour of those pursuing further studies.

The number of women enrolling in Agricultural training courses has increased significantly: in 2000, 21% of students were female, as against 9% in 1988.

2.4. Cleaning sector

In France there are 13,800 cleaning firms employing 381,200 people (2.3% of these in Midi-Pyrénées) for a turnover of 7.6 billion euro. Job creation in this sector is mainly concentrated in the Rhône-Alpes region.

- 67% of firms have fewer than 10 employees.
- 54% of employees are in firms which employ more than 500.
- The sector has been growing at a rate of 23% over 4 years (from 1999 to 2003).
- 25% of teams are due for renewal in the next 10 years.

According to employers, 72% of their employees work part-time. However, 44% of workers questioned claimed to work full-time. This goes to show how many employees have several employers.

Posts can be divided into the following categories:

- 91% cleaners
- 7% supervisors
- 67% women

Age groups:

- 7% are under 25
- 41% are between 25 and 39
- 29% are between 40 and 49
- 23% are 50 and over

Educational level:

- 63% have no qualifications
- 9% have 'baccalauréat' level or higher

Although the legal requirement is 6%, only 4.6% of workers in the sector are disabled.

The sector is keen to implement policies aimed at integrating disabled workers:

A federation of cleaning firms, with limited company status, set up the disabled workers' delegation in 1994.

In 1995, the 'FARE' (action group for integration and employment in the cleaning sector) was given the task of carrying out this work. The sector could employ disabled people for different types of work, as long as their health problems are taken into account.

Many disabilities are compatible with occupations in the cleaning services. You have to be able to work standing up, carry out repetitive gestures, and communicate with clients...

The qualities cleaning firms require correspond to this group of people: experience, perseverance, maturity, transferable skills...

As cleaning work is often part-time, this can suit someone who has to follow medical treatment or who wants a gradual return to work.

3. OLDER WORKERS AND EMPLOYMENT

Facts and figures

Compared to other European countries, France has a low employment rate among the 55+ age group: 33.3% compared to an average of 41.1% in the UE.

Division by age

50 years old	12.9%	77,468
51 years old	12.6%	75,735
52 years old	13%	77,905
53 years old	13%	77,688
54 years old	14.2%	84,867
55 years old	11.2%	67,264

56 years old	10.1%	60,551
57 years old	7.3%	43,992
58 years old	2.5%	15,162
59 years old	1.3%	7,964
60 and over	1.7%	10,146

This rate can be explained by the fact that many people retire around 60; it is also due to measures encouraging early retirement (which used to be in everybody's interest : employees, companies, unions and management).

Since 2003 different national plans of action have adopted guideline n° 5 – “developing job opportunities and encouraging activity amongst older workers”

In France, the over-fifties represent 24.3% of the total work force actually employed. They are well-represented in the voluntary sector and in the public service. They are found in large numbers in industry, finance, property, health and education, and also in large or long-established companies. Conversely, they are under-represented in business and in private and corporate services.

Older workers are less often found in temporary work than other age groups. In certain sectors they are more likely to be in part-time work than younger employees – these include industry, construction work, and business.

A feature common to older job seekers is their difficulty in getting back into the labour market. Of these, more than 1 out of every 2 is long-term unemployed, and 1 in 3 has been out of work for more than 2 years. It is difficult for the older unemployed to return to work.

From the point of view of many company directors, age is definitely an obstacle to recruitment, and this form of discrimination has been understood by older job seekers: those over 55 who have given up looking for work claim that they have given up their search because of their age. So over 50s who are unemployed are less likely to actively seek work, and when they leave a job they are more likely to join the ranks of the unemployed than to move into another job.

In fact, information about those returning to employment shows that only a third of older workers manage to get directly back into work, compared with more than half of younger job seekers. Those older job seekers, who do find work, are more likely to be men, with a higher level of education / training, and a shorter period of unemployment than other job seekers in the same age group.

When they get back into the labour market, men over 50 more frequently obtain a permanent job than their younger counterparts (30 – 49 year olds) and are seldom on short contracts. Their return to employment is less often towards a subsidized job scheme, of the type ‘Contrat Emploi Solidarité’ or ‘Contrat Emploi Consolidé’ than for women. In the case of women, 1 in 5 returns to work in subsidized job schemes (1 in 10 for the 30 – 49 year olds). Women also more frequently return to part-time work: 85% of men getting back into the labour market find full-time employment, compared to only 54% of women.

The type of jobs that 50+ job seekers find, are often in construction work or as domestic help. The high numbers of older job seekers finding construction work is probably due to the fact that this sector is having difficulty recruiting, and does not manage to attract younger workers. More than 20% of men over 50 find work in this sector, compared to 14% for the 30 – 49 age group. But it is in the field of domestic work that those in their fifties most often find a job.

Professional profile

Lower level of education than the 25 -49 age group: **42.2% do not have level 1 (basic vocational qualification)**

In companies they occupy more skilled posts. In the executive category, ¼ of job seekers are over 50.

In certain sectors the proportion of foreign workers is high; this is the case in the construction industry for example (54.5%), in services to business and the community (28.1%), and in the agricultural sector (22.6%).

The proportion of disabled workers increases steadily with age. It is at its highest level between 50 and 54, where 1 job seeker in 7 is a recognized disabled worker.

This high proportion of disabled workers is indicative of the health problems of some older workers partly due to age, but also sometimes the result of previous working conditions.

Older women, like those in the younger age groups, limit the areas in which they seek work more than men do. Ten sectors dominate, with, at the top of the list: home help, domestic work, childminding and cleaning / maintenance work.

In certain sectors more than 1 job seeker in 5 is an older worker:

- Agriculture: 22.5%
- Construction: 33.3%
- Caring professions: 20.5%
- Security and maintenance: 45.7%
- Cleaning: 21.2%

There is a high proportion of over-60s seeking work in the caring professions, in the community and in the construction industry.

50% do not receive unemployment benefit.

They look for part-time, short-term contracts. 33% of over 60 job seekers live in the 'Ile de France'.

4. OLDER WORKERS AND TRAINING

From 45 onwards, training opportunities decrease for those in work. This cutback in training for the older groups is seen on all levels; it particularly affects white-collar and manual workers. The proportion of courses leading to a diploma or certificate is also very low when it comes to older workers.

Older workers' opportunities for training depend a lot on their sector of activity. In domestic work, construction, consumer goods industries, the food industry and business, older workers receive little training, and they are at a disadvantage when compared with the 30-44 age group.

In those sectors where young people constitute the mainstay of flexible employment, ongoing training for older staff is probably not a good policy. However, in financial services, transport

or administration, professional training is much more widespread, and constitutes part of a policy which brings advantages to staff of all age groups.

5. OLDER WORKERS IN THE TARGET SECTORS

5.1. Home help

This concerns a largely female work force: 90% are women; 2/3 are 50 and over, and 15% are under 30.

Those employed by agencies or state bodies are younger than those directly employed by the householder: 16% are under 30 and 24% are over 50. This compares with 66% over fifties employed directly by the householder.

Older women, like those in the younger age groups, limit the areas in which they seek work more than men do. Ten sectors dominate, with, at the top of the list: home help.

5.2. Construction industry (situation in Midi-Pyrénées)

Figures for older workers

In Midi-Pyrénées, the number of older workers (aged 45 and over, or with at least 25 years service) in Construction is 10,184 or 37.9%. This compares with 38.8% for the whole of France. Division by age group is as follows: 14.1% between 45 and 50; 14.4% between 50 and 55; 8.7% between 55 and 60 and 0.7% over 60.

Average age

The average age in Midi-Pyrénées is 40.3 compared to 39.9 for France as a whole; this puts our region in 6th place behind Limousin (45.1), Ile de France (41.8), Auvergne (41.1), and Burgundy and Picardy (40.4).

Recruitment of the over 45s

During the last 3 years, 46.2% of firms in Midi-Pyrénées have recruited an older worker as against 46.9% for the whole of France.

What older workers bring to the job:

- Technical skills (84.4%)
- Loyalty to the company (64.1%)
- Transfer of knowledge and skills (54.4%)

What bosses appreciate in older workers :

- their professional qualities, experience, good workmanship, reliability, attention to detail and safety (fewer accidents due to lack of attention), good attendance, versatility, independence..., “they work better than the young ones” and “are ready to learn techniques that will make their task easier”;
- their human qualities, (better attitude, pride in their work, respect for the firm, courage, readiness to help out...),
- their customer approach (clients are reassured and remain loyal to the firm); they are the living memory of the firm (for their know-how and familiarity with company culture); they provide stability in a firm and contribute to its good reputation.

Older workers – disadvantages (Physical difficulties - 50.3%)

- The main problems are health problems due to age and fatigue (especially for the over 55s) – these can lead to an incapacity to work: 58.8% of bosses of firms in heavy construction work feel that health problems make the running of the firm more difficult; this can be set against electrical companies where only 38.6% report difficulties.
- **Difficulties of adapting** to new techniques and work methods (ingrained habits, problems filling in forms, reading plans, making reports to superiors, lack of general knowledge outside their work experience, length of service necessitating refresher courses, opposition to change, refusal to take advice...) generation conflicts (difficulty in handing on knowledge to less-motivated younger workers, jealousy; they may be easily irritated by younger, not-very-polite colleagues, and have a tendency to form “cliques” with other older workers, excluding the younger ones...).

- **Other difficulties concern mobility** (refusal to travel long distances), stress (pressure from deadlines), and a certain perfectionism which is not considered good for profits. When it comes to **motivation**, a certain lassitude and disillusionment creeps in because of a lack of recognition in terms of pay towards the end of their career: they are no longer motivated by their work and would like to retire. Motivation, however, remains stronger in firms where there are large numbers of older workers and where the average age is higher.

Moving older workers to other posts:

Only 5.1% of firms say they have transferred older workers to alternative posts; this figure includes cases of work incapacity. These transfers to other posts seldom imply retraining (1.1%), and employers do not propose support from a tutor or supervisor.

Transfers often mean a move from worksite to workshop; other posts that are sometimes proposed are storekeeper, equipment manager, maintenance technician, driver, machine / crane operator, handyman, in posts involving after-sales service, technical sales, production management, public relations, customer follow-up, apprentice training, hygiene and safety, and risk prevention.

As a general rule, company bosses count on **loyalty** and the **transmission of knowledge** to perpetuate the company and its culture. They believe that older workers (especially the 45-55 year olds) can train younger ones, take charge of temps and train apprentices.

However, the generation gap gives rise to conflicts, not only in the transmission of knowledge (lack of teaching skills, fear of losing status), but also as regards team spirit (young protégés refusing to be corrected, reluctance on the part of older workers to accept young people over them). These factors, added to physical fatigue and lack of clear prospects for the future (retirement, early retirement...), lead to a lack of **motivation**. These findings are consistent, and apply to all regions and sectors of activity.

Some company bosses are anxious to hold on to their older workers for as long as possible because, from every point of view, they are difficult to replace. With this aim in mind, they make every effort to adapt the job and give them less physically demanding work.

5.3. Agriculture

On the whole, agriculture is considered in France to be an occupation for younger people:

- 23% are under 35
- 8% are over 65

Of those who are unemployed and seeking work in the sector, 22.6% are foreign older workers.

In agriculture, 22.5% of job seekers are from the older age groups.

In agriculture, as in certain trades, taking over the family concern can be problematical.

5.4. Cleaning

- 31.4% of employees are between 40 and 49, and 22.6% are aged 50 or over.
- 67% of the workforce is women and 33% men.

6. TRENDS AND NATIONAL POLICIES

Of the 2,680,000 unemployed persons in receipt of unemployment benefit or supplementary benefit, more than 400,000 aged between 55 and 64 were, at their own request, declared exempt from the obligation to look for work. Because of this, they are no longer counted in the unemployment statistics.

Not all those exempt from seeking employment receive benefits. In 2004, 19% of those exempted from job-seeking received no benefit.

Exemption can be granted quickly: less than three years after first signing on at a Job Centre in a third of cases, and less than nine months for one out of every two.

At the end of 2004, exemption concerned nearly 6% of the 55 to 64 age group.

6.1. Measures to maintain employment and encourage early retirement

- Delalande measure: 1987

This measure was aimed at reducing the number of redundancies affecting older workers. For each employee over 50 who is laid-off, a company has to pay unemployment contributions equivalent to 3 months' gross salary.

This measure is to be progressively abolished.

- Exemption from job seeking

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FNE(National employment foundation): Agreement on early retirement and pension entitlement

This agreement was reached with the local employment bodies: it provides for pension rights for those over 57.

Progressive early retirement is abolished: this allowed for a period of part-time work for employees nearing retirement age in the private sector.

“End of career leave” is a measure allowing civil servants to take early retirement.

6.1.1. type of contracts

A reform of vocational training dating from 4th May 2004 introduced an element that could help create or maintain jobs for the over 50s, namely:

- Vocational training period

- Vocational training contract

The vocational training period aims to keep permanent staff in employment.

Its purpose is to support employees who are undergoing difficulties (age, qualification, return to work...) or who wish to set up or take over a business.

Training periods alternate with on-the-job experience.

The vocational training contract helps you build on an initial training course and obtain a diploma which you can then use to get back into the job market.

6.2. Measures to encourage recruitment of older workers

Job support schemes were introduced to combat discriminatory selection practices in the labour market, but they also play an important role in encouraging recruitment of the over 50s: in 2002, 107,230 people from this age group found employment through these schemes. The over fifties are considered to be a priority group.

It is always difficult to measure the impact of measures in terms of outcome for the beneficiaries.

The results would appear to show that a period in a job support scheme gives someone over 50 a better chance of reintegrating the labour market.

- In the non-commercial sector, these schemes are the ‘contrat emploi solidarité’ or CES, and the ‘contrat emploi consolidé’ or CEC.
- In the commercial sector, the support scheme is called the ‘contrat initiative emploi’ or CIE

These three schemes have the common purpose of combating long-term unemployment and exclusion from the labour market. They are aimed at the unemployed of over 50.

The ‘CES’ and ‘CEC’ (see above)

Employers are exonerated from paying contributions (with the exception of unemployment contributions) for the duration of the contract, for a 20-hour week, with a salary based on the ‘SMIC’ (minimum wage).

- For conventions taking effect after 20th August 2004, the proportion of the salary paid by the state is equal to:
 - 80% if the contract concerns a person employed by an organization with ‘charitable’ status.
 - 95% if this organization has been officially approved by the ‘CDIAE’ - a local authority body in charge of reintegration, which provides for ‘integration through economic activity’.
 - 65% (in the case of a ‘CES’) if the employer does not fall into the above categories (local authorities, public bodies...)

- A state grant may take care of part or all of the expenses involved in providing extra training for the employee; the limit of this grant corresponds to the type and duration of the training (still to be decided).

- The support programme leading to this type of job is also subsidised up to a limit of 412€

The bonus paid to beneficiaries of the ‘Contrat Initiative emploi’ (CIE), was increased at the beginning of 2002 to 500€ From July 2003 onwards, it is granted for a 3 year period; these measures also apply to those beneficiaries of basic social security payments or ‘RMI’ who are over 50, with no minimum period of unemployment.

For those aged 50 and over (year 2004):

- 23,112 were eligible for a ‘CIE’; this represents 25% of all ‘CIE’ contracts
- 35,527 were eligible for a ‘CES’ – 15.9% of all ‘CES’ contracts
- 31,076 were eligible for a ‘CEC’ through their entitlement to a support measure facilitating access to the labour market -“**Le Contrat d’Avenir et le Contrat d’accès à l’emploi.**” (CAE)

The ‘Contrat Nouvel Embauche’ or ‘CNE’ introduced in August 2005 concerns small business of less than 20 employees.

7. THE NATIONAL PLAN OF CONCERTED ACTION 2006 – 2010

Following the recommendations of the Social Cohesion plan, Management and Unions set up inter-professional negotiations to discuss the issue of employment in the older age groups.

The Inter-professional agreement of 13th October 2005, ratified on 6th March 2006, aims to counteract a tendency to use age as a means to regulate the labour market.

The national plan of concerted action for the employment of older workers makes use of these measures to focus on two main objectives:

- increase the proportion of older workers in employment by combating exclusion factors
- make them more employable – whether they are actually in employment or seeking work

The plan is thus constructed around a 4-point course of action, with the target of a 50% employment rate for the 55-64 year olds by 2010:

Maintaining older workers in employment:

- Gradual abolition of the “Delalande” contribution (see p.13)
- Review of agreements lowering the age of early retirement
- Support for management planning agreements concerning employment and skills

Reintegration into the labour market:

- A specific provision by state employment services
- Making use of job support schemes (especially the ‘CIE’) for older workers
- Ratification by decree of the 18 month fixed-term work contract (renewable once) for those over 57 who have been seeking work for more than 3 months, and those eligible for an individual retraining programme

“End of Career” measures:

- Encouraging progressive retirement
- Reinforcement of the incentives for extended contributions (+ 3% for each year over 60, + 4% and + 5% beyond 65)
- Improved possibilities of combining work and retirement for the lower paid

- Incentives for the practice of tutoring in firms

Overcoming prejudice

Media campaign beginning in September 2006

PART II - GOOD PRACTICES DEVELOPED THROUGH “KHEOPS”

1 MANAGING THE AGEING PROCESS AT WORK

DIAGNOSIS ELEMENTS - FIELD OF ACTION

Talking about age issues at work can raise a danger of stigmatisation as regards the younger generation and also the older generations

For this reason we chose to develop a dynamic approach , considering ageing experiences at work ,which forms part of a long-term plan focusing its analyses and action plans on a variety of work situations.

The following approach has been implemented:

- Diagnosing what makes for better ageing experiences at work focusing two main centres:

➡ Diagnosing work structure and working conditions

- By trade/profession
- By business sector
- By working conditions

➡ Diagnosing exposure to harsh working conditions

- By age group
- By « seniority »
- By risk category

- Defining in-house action plans relating to measures and technical help

- In the field of skills
- In the field of organizational modes

- Action plans covering the professional and institutional environment

- Implementing at a local level

-Implementing in different sectors

-Implementing in customer-supplier relations

- Points requiring particular attention

➡ Set up a collective approach bringing together :

- Management and staff representatives
- Supervisory staff and team representatives

➡ Identify and set up a set of guidelines indicating warning signs:

- Relating to Human Resources
- Relating to work situations

➡ Analyse the causes of a sudden loss of stability :

- Working towards a policy to prevent professional burnout
- Corrective measures for given situations

↪ Work out an overall plan of action :

- In-house action plan covering 3 spheres: structure – skills – techniques
- Outside the company: customer-supplier relations – sharing of resources –

STAGES IN THE DIAGNOSIS

Phase 1: Analysing age distribution in the company

Age pyramids for the different sub-groups in the company (professional categories / trades / functions / services...)

Relevant age indicators for the company (proportion of staff under 30, over 50...)

Employment history of personnel

Signs of difficult working conditions

Phase 2: Assessing how jobs in the company have evolved over a period of time

Sensitive posts in the company for which changes have already taken place or have been planned

Workers who may need to develop their skills or have some adjustment made to their posts in order to **keep them in employment**

Workers whose **departure** could bring about a loss of skills

Changes to **career paths** which have already been set up in the company

Phase 3: Working out action plans

For Human resources Management

Matching workers' present skills with target skills

Training and structural plan for career paths.

Integrating new employees: young people, older workers, professional equality

On the level of work organisation

Moving towards structural modes which encourage learning and independence

Reinforcing cooperation

Organising working hours

On the level of adjustments to working conditions

Collaborating with assessment and risk prevention policies

Working out a policy of work-post adjustment

2. OUR EXPERIENCE WITH THE “ENSCI” (L’ECOLE NATIONALE SUPERIEURE DE CREATION INDUSTRIELLE)

Our remit: To devise a variety of projects (aims and material) which would make life easier for people under medical care in their own home, either short-term or long-term.

By people under medical care at home we mean senior and very senior citizens, those who are disabled, and those who are temporarily immobile following an accident.

The ageing population and the benefits of home medical care make this project relevant to the changes our health system is undergoing.

ENSCI’s proposal: the projects submitted must take account of the real difficulties encountered by patients, paying particular attention to ergonomics and the practical feasibility of proposals, but above all they should **deal clearly and boldly** with the delicate, tangible, domestic issues of integrating medical equipment in the home.

The home is an intimate personal space, and all too often the patient refuses appropriate medical equipment because it degrades his/her home environment, and makes his/her situation seem dramatic, by making home seem like hospital.

De-dramatizing the situation, **proposing a totally new alternative** to this depressing, serious image is the main issue when it comes to encouraging patients to take the equipment that is adapted to their situation.

Our approach, which consists in “designing” a home environment, is intended to facilitate not only the patient’s daily tasks, but also those of home helps and nursing auxiliaries who are involved in his/her daily life, and without whom home nursing care would be impossible.

The lack of proper medical equipment in the home causes major difficulties for today's carers and they are unable to find suitable solutions to their practical problems.

Developing the patient's autonomy and easing the working conditions of home carers are key aspects of this study; encouraging the installation of equipment dedicated to the domestic environment should directly contribute to this aim.

This project will be carried out in partnership with the IRFA, which is an adult education institute involved in the training of home helps. It is one element of a European research programme (KHEOPS) which looks at the issues raised by an ageing workforce. The findings and the research elements of this programme will help to define the environment and the overall framework of this design partnership.

The intention is that this partnership should be expanded and opened up to other organisations, institutes or companies working in the same field, or indirectly concerned by our approach.

Results:

18 models were proposed and created by the ENSCI students.

On 29th June 2007 they were presented to the 'ADMR' (home help association working in rural areas) and the 'MIDACT' (regional organisation promoting improved working conditions) and IRFA Sud.

Each product is intended to be useful, practical, aesthetically pleasing and inexpensive to produce.

All that remains is to find a manufacturer ready to create these items and market them.

3. TUTORING FOR HOME HELP

CONTEXT

In the context of pension reform, one European project proposition involves keeping the over-45s in the workforce through employment in the home care sector.

MIDACT (see above) carried out a diagnosis of « age management situations» based on two associated home-help organisations, ADMR (see above) and “AGMAD Proxim’service”, (also proposing home medical care).

At every level, the results point up the need to promote tutoring:

- A high level of absenteeism, especially after five years’ service, followed by a significant falling-off.
 - Living spaces ill-adapted to the work of home helps
 - 50% staff turnover rate in the first year following recruitment
 - Isolated working environment
 - Physical and mental strain involved in the work
 - Need for team work
- The innovative approach of the project has raised awareness of age-related issues among employers and employees, and has helped establish agreed training goals that are adapted to the needs of the sector.

In order to pool resources, the trained tutors/trainers will be able to work in both organisations.

AIMS

- Keeping older staff in employment by offering them training posts
- Preventing the risk of burn-out among existing employees
- Developing loyalty among new employees
- Encouraging professionalisation among the whole workforce

TRAINING AIMS

- Know and use the results of the diagnosis to improve your position in the employment sector.
- Assess and formalize a trainee’s present state of knowledge and the skills he/she needs to acquire in order to function correctly in his/her organisation.
- Understand the different types of job and identify their inherent functions (home help and personal care sectors).
- Learn to anticipate risk situations (stress management, work rhythm, irregular service...).
- Define the role of the tutor in the structure.

- Identify the steps that need to be taken in order to prevent ‘burn out’ in new or long-standing employees.
- Work out (collectively) a methodology of preventive action and transmission of knowledge.
- Work out (collectively) a rational grid for assessing the achievements of trainee employees AND of employee-tutors (self-assessment grid).
- Aim to reconcile the different needs – those expressed by the trainee employee and those of his/her organisation.
- Reinforce the employees’ company culture (feeling of belonging to a structure or work team).

WHO IS CONCERNED?

Any employee of 45 or over who volunteers to take on a tutoring role on a trial basis, and whose superiors consider capable of doing so.

Employees who have gained recognition for informal learning/have validated their job experience in order to obtain APEL (Accreditation of Prior Experiential Learning) or those who have already obtained accreditation.

DURATION

7 days’ training

2 days’ monitoring

TRAINING METHOD

- Individual reflection linking the tutor’s activities to the specificity of his/her organisation, and working out what different tools are needed for follow-up and assessment (empowerment).
- Trainer input regarding measures, methodology and support tools needed for the functions of tutor.
- Group exercises to master methods and teaching aids.
- For each break between sessions we set up a plan of action which participants note down at the end of the session; we also provide for practice and feedback.

The trainer should use existing tools, or ones that are currently being developed in the structures :

Good practice chart, job and occupational status reference base, employee handbook, self-assessment grids, quality control tools...

EVALUATION

- 1- Participant satisfaction may be measured by means of an end-of-module questionnaire
- 2- Provision is made for monitoring practice at each site -- AGMAD Proxim' Service and ADMR (4 half-days at one month intervals)
- 3- A long-term assessment (carried out at between 6 months and 1 year) should determine the impact of the training on the criteria set out in the diagnosis (staff turnover, absenteeism...)

4. ACTIONS IN THE FIELD OF BUILDING AND CONSTRUCTION

Some employees of the CAPRARO company (Building and construction company) have found themselves in a difficult situation with regard to their pension rights, unable to work the mandatory number of years because of age, physical condition and type of work involved.

The company has nonetheless shown itself willing to keep all its workers in the workforce.

The Khéops project, in which IRFA Sud and CAPRARO are both involved, aims to propose remedial action for workers who find themselves in a difficult situation, but also preventive action for those who, up until now, have not experienced difficulties linked to their age or position held.

CAPRARO suggested that we should give priority to studying the situations of 10 of its workers of 50 years and over, who are willing to participate.

The individual interviews conducted with each employee highlighted the following aspects:

- Opinion of the occupational doctor
- inventory of talents (*identifying capacities and aptitudes linked to present post held and those developed outside a work context – IRFA Sud tool*)
- analysis of the post held (*level of skill reached in tasks and duties carried out within Capraro – IRFA Sud tool*)

- work history and non-professional experience (*IRFA Sud tool*)
- skills analysis (*Capraro company tool*)
- job description sheet (*Capraro company tool*)

A record sheet was compiled for each employee and presented in the form of preventive measures to be put into place as soon as reasonably possible.

The opportunity was taken to point out to the company that preventive measures also needed to be put into place.

Example of an individual record sheet:

Name : Mr L..... C.....

Age :57

Profile : Skilled worker – drainage

Profile : Heavy Goods vehicle driver

Length of service: 9 years

Recommendations:

☞ Given his hearing problems, interview Mr. L... in the presence of the occupational doctor, in order to impress upon him that he must not carry out compacting tasks (refer to his job description which does not specify this).

☞ Reorganize his working hours and duties by alternating site and workshop activities (every other week, or every other month...)

He could alternate driving and mechanical maintenance; he could ensure the day-to-day care of equipment or look after stocks.

Try to find work he can carry out without supervision.

Preventive measures proposed:

☞ In order to make the whole CAPRARO workforce aware of the issue of age when assigning teams to sites, it would be beneficial to propose skill management training to the 11 site managers and works foremen.

This training could be based on the assessment grids, which they complete at present. This could also be the opportunity to make out an individual skills sheet for each employee.

Using actual site orders get the site managers and foremen to work in small groups to learn about assigning employees to different tasks.

☞ With the help of the occupational doctor, work out a maximum time for working with earth moving machines.

☞ Carry out an analysis of the different jobs in order to offer support for management planning forecasts for skills and posts at CAPRARO.

Italian Development Partnership (D.P.) called “Eolo”

PART I – NATIONAL CONTEXT AND AGEING POLICIES

1. THE ITALIAN LABOUR MARKET

The 2005 Italian economic picture is not looking particularly positive for the labor Market. The economic growth registered a weakening generalized in all the EMU, among the main countries Italy is the one that registered the worst performance. So the labor market suffered partially the situation of stagnation of the economic growth and of the lower productivity. The data has to be interpreted with caution, since in 2005, looking at the data of the Continuous Gathering of the Labor Force, the number of employed turns out to be incremented by the 0,7% (158 thousand employees). The explanation for these opposite tendencies depends from different factors.

In the first place, they notice the drastic change of the composition of the employment between the full time employees and the external consultants.

In second place, there was a small increase of the part time employment, that grew by 1,9%. The occupational dynamics hides some important changes in the composition of the employment. Between the tendencies in the long run, there is the progressive employment rate reduction in the agricultural sector (-8,0%) and in the industry (-1,6%) compensated partially by the increasing employment in the services sector (0,3%) and in the construction business (2,3%).

Between the new tendencies, as we already said, there is the increment of the employment that concerned almost exclusively the dependent working positions, while the working positions of the external consultants substantially decreased particularly the family adjuvant.

The demographic indicators given by ISTAT (Italian National Institute of Statistics) show that since 1st January 2005 the percentage of people with age equal or more than 65 went up to 19,5%, while the percentage of people with age less than 15 went down to 14,2%. Also, at the 1st January 2005, the population in working age group (15-64 years old) over the entire population is the 66,4%. The highest increment is among the population included in the age range of 40 and 49 years old. Significant is the growth of the population included in the age range 55 to 59 years old too (the ones closer to the end of their work life) that has showed a 3,7% increment in both male and female workers. In 2005 the job offer to the youth with less than 25 years old decreased especially in the women case, while for the people with age 55-64 there was a major increment particularly for the women. On the job offer (+6,1%) had a

positive impact the growth of the population holding a university degree and a high school diploma, while there is a consistent decrease of the work force for people that have only an elementary school license.

1.1. Employment

In Italy, the estimation of ISTAT is that the number of employees increased by 0,7%, with a female component increase anyway inferior to the one of the male component.

Particularly consistent was the growth of the people in the age group of 55-64 years old, especially of the female group that the employment of the age group 55-64 was incremented because of the decision adopted to extend the employment of the people above 50 years old and the increase in the age and contributions prerequisites to retire. The increased participation of the older employees is also connected to the higher participation of the women that have higher degrees in the age group 55-64.

Looking at the national employment growth in 2005, has been detected that the employment grew exclusively for the long term employees, while the decrease of the independent employment is one of highest of the last thirty years, especially with reference to women for which there was a higher annual decrease.

The decrease of the **independent employment** is concentrated among the family assistants in the family style companies (-25,7%), and the partners of the cooperatives (-28,3%) and occasional temporary workers (-24,3%), these are all professional positions with higher female rate. Even the long term **coordinated collaborations** show a 3,6% decrease in all age groups, with the exception of the age group 45-54 that increased on annual base by 6,8%.

With respect to the *education level*, the collaboration relationships increased only for the post-**high school diploma** holders (1,9%), while they decreased for all the others, especially for the **elementary school license** holders (-24,8). The majority of the collaborations are made by people holding a **college** degree (45,7%).

With respect to the *activity sector*, between 2004 and 2005, the number of collaborators grew only in the agricultural sector (17,5%), decreasing for the industry sector (-0,5%) and in the services sector (-4,2%) and in almost all the medium-high professions, except for the legislators, managers and entrepreneurs, while it increased for the less qualified professions (craftsmen, specialized factory workers, farmers).

1.2. Unemployment

The data given by the Survey on the Work Force relative to the I trimester 2006 show that the unemployment rate decreased, compared with the same trimester 2005, becoming 7,4% in all age groups.

With respect to the *education level*, the unemployed number decreased for all levels of education, except for the people holding a **university degree**. For that people was a high increase in the number of people looking for employment (16,4%), while the higher decrease was among the people that have only the **elementary school license**. The decrease of the people looking for employment was higher for the young female component with a lower degree (15-24 years old), on the contrary the unemployed increased among the people holding a university degree, for both men and women, because there is higher number of this component offered to the work force. There is a concern for the decrease in the number of people looking for employment, especially among the women, the 15-24 years old, and the people with less education, these phenomena can be explained with the presence of discouraged workers or the increment of the “jobs under the table”.

1.3. The long lasting unemployment

The unemployed for long time decreased in 2005. This decreased about all age groups, even if in less percentage for the youth (15-24 years old), interested exclusively the female component, while the male component increased.

1.4. The inoccupation rate

In 2005, the unoccupational rate, that includes not only the unemployed but also the people that idle but that are available to work and it includes also the people that did some job search, is the 42,1%. The unoccupational rate slightly increased in the youth age group 15-24 years old.

The probability to be unoccupied is higher for the people with a lower degree. The relative unoccupational rate in 2005 was 66,8% for people holding an **elementary school license**. The unoccupational rate is also very high for the people that have a **high school license** even if it is the lowest, the unoccupational rate of the people with **university degree** increased.

The **unoccupational involuntary** rate is much higher among women than among men, even if the difference between the youth age group (15-24 years) and the other age groups are smaller, it even decreased in 2005 compared to the previous year.

Finally, looking at the *degrees*, the unoccupational involuntary rate is higher for the people holding the **high school** license and the **college** degree, while it is lower among the people holding the **university** degree.

2. EMPLOYMENT POLICIES

The practices concerning the development of the politics for the employment, related to the ageing of the population, are one of the major concerns in all the EU countries. The main political lines concerning the employees with older age (voluntary or induced pre-retirement, programs to help the employees that are missing the prerequisites for retirement, general programs for socially excluded groups) that concern almost exclusively public interventions, since the participation of the private sector is very low. Among the main obstacles to the hiring of people with older age there are the pre-retirement and the discriminations towards the age.

First of all, the government policies need to make sure that, next to the labor market and the economical policies, all the important branches of the social welfare that are related to the retirement system, offer real incentives when companies hire an employee with older age: the employees should not have incentives to pre-retirement and they should not be penalized if they choose to work after the retirement standard age.

In second place, in many Member States when the employee loses a job about 40 years old, and even before for women, the re-introduction in the labor market of this person is very difficult.

The EU, naturally, is preparing a new plan of international action relative the ageing problem that aimed to keep the employees as long as possible in the labor market, through the promoting of learning for the long run, the increasing the flexibility of the working shifts, the adjusting of the tax system and the welfare system to the society needs, and giving better incentives that push the people to work to an older age.

The European dispositions intervened in the last years included different interest points:

a) **social protection policies**: they are aimed to experiment new forms of “gradual” retirement, in contrast with the pre-retirement formula and based on the cooperation among the Members States.

b) **health and medical research politics:** they want to achieve three long term objectives, the *accessibility* to the health rights for the disadvantaged categories, *quality* of the structures and of the levels of health services distribution, *financial availability* necessary to ensure that high quality health services are available;

c) **flexible types of the organization of the work:** they will create a type of retirement that is “gradual” (slow reduction of the working hours) and part-time work;

d) **access to updating courses:** the employees with older age have less work related updates (courses, stage, training, tutoring ...) compared to the other age groups employees, so the “learning for the long run” will give the older employees the necessary tools to adapt to the labor market changes;

e) **better employment quality:** the use of all the precious characteristics to better the aged employee’s employment level.

Following the European suggestions Italy promoted initiatives in this direction too. In 1995, with the Law for the retirement system reform we began to look for results in terms of equity and financial sustainability of the welfare system.

Beside this, Italy was compelled to promote more and more the employment of the employees in older age through investments for the continuous training to constantly re-qualify their competences.

We can mention, for example, the **Law for urgent interventions to sustain the employment**, the **Law for norms for the promotion of the employment**, the **Social agreement for the development and the employment**, the **State Aids** for the companies on the base of the right to competition provided by the European Community , the **Law for the right to the professional training**, the **Law on the reorganization of the incentives for the employment of the disadvantaged categories**, the well known as Law for the employment reform.

In November 2005 the Department for Work and Social Policies, through a work group for the Monitoring of the interventions of the Occupational and Employment Politics, gives forth a “*Update of the informative frame of the employment politics*”, a document with updated statistics on the employment politics.

The Occupational and Employment Politics’ Actions are divided in four parts:

1) **monitoring of the employment politics** (general picture of the employment policies; additional general resources; procedures co-financed by the European Social Fund);

2) **the users of the public services for the utilization of the supplied services** (situation deduced by the survey on the work force; administrative data);

3) **indicators agreed by the European Employment Strategy;**

4) indicators to supply in the field of the European Employment Strategy.

There are many initiatives given in this document, aimed to sustain the disadvantaged employees' categories, among these there are, naturally, the ones with an older age: *territorial* tax brakes, contributions to help the employees that work in less developed geographical areas, employment policies to help the disabled and the continuous training for apprenticeship, etc.

With respect to initiatives for the **pre-retirements**, these are divided in *occupational* (these help to face the consequences of the industrial re-organizations and the re-sizing of entire sectors) and those with the *social and health* aim (these are the ones that help the employees engaged in heavy activities and that are exposed to health risks to retire early).

Naturally the promotion of types of employment preservation for the weak categories that risk to be excluded by the labor market can be made by the guarantee of a professional training for the employees, by the increment of the opportunities of professional introduction and re-introduction, through efficient information systems.

About the increase of the employment participation of the over 50, in the two year period 2000-2002, and the increment of the employment rate of the 55-64 years old of 1,7%, we need to consider that the debate over "fixed retirement age" norms is overlapped to a social and cultural context where the concept of "starting point to retirement" is referred also to the health status, the professional level, the income availability, the attitudes and the individual preferences.

The modality to allow the practice of the work activity over the retirement age is an hot topic. The 57% of the employees say that to allow the elders to have retirement and keep working will not block the creation of new jobs, since the work made by the elders allows spontaneously the knowledge transfer to the youth and could be introduced to the schemes of work gradual reduction and switching between the elders and the youth.

2.1 Evolution of the juridical-normative frame relative to the retirement system

In the last ten years the employment policies strengthen their structural tendency towards the youth employment, neglecting and not facilitating real actions to sustain the inclusion of the over 40 in the employment world. The market analysis of the older employees has to begin from the study of the correlation that exists between the reaching of the retirement age and the individual lay off.

In 1966 was established for the first time the right for the employees to retire after reaching 65 years of age while reaching 40 years of contributing seniority, allowing the

employer to lay off the employee *ad notum* and excluding the protection against the unjustified firings. This discipline changed over time following the changes in the socio-economic conditions.

In 1990 was given to the employees over sixty holding the maximum retirement requirements, but below 65 years old, the right to opt to continue to work until the reaching of the maximum seniority age, this did not a real safeguard for the employees, if not in the hypothesis when the laying off was based on discriminatory reasons.

In 2001 a Governmental law allows the workers after the reaching of the retirement age to continue to work. The long term employees of the private sector that matured the prerequisites of age and contributions for the right to seniority retirement, can renounce to a part of the contribution accredit by the general obligatory insurance, in order to earn a higher salary. A further profile strictly inherent to the continuation of the employment after the retirement is found in the discipline of the retirement account and benefits and employment salary.

The rules on the retirement account and benefits have been modified by a law in 2000. Until this moment the retirement account and benefits for old age were mound with the salaries of subordinated and independent employment, not entirely, but the minimum was increased by 50% of the exceeding quota. Now, the new system allows that the old age pension and the pensions paid with contributive seniority equal or above 40 years on relief of the obligatory general insurance and of the substitute forms, exclusive and dispensable form the same, and are entirely mound with the salary of the independent and subordinate employment. Still talking about the retirement for old age and the account with the salary from independent employment, there were favorable changes for the independent employee.

2.2. Retirement system reform

In 1995 next to the model of pension calculation (the pensions are calculated on the base of the last salaries) it's been introduced the contributive system (the pension is calculated on the base of the last paid contributions).

The retirement system in Italy allows two specific ways of access the retirement system:

1. Pension of old age: is the pension paid when reaching specific age requirements and after reaching the minimum contribution prerequisite required by the law. The law brought the retirement age from 57 to 60 years of age for the women and from 62 to 65 years of age for the men.

2. Pension of seniority: is the retirement account given when reaching a certain number of contribution years. Starting from the reform of 1995, there were two possibilities to access the seniority pension:

- 35 years of contributions or more and an age of at least 57 years
- 40 years of contributions independently from the age of the person.

In 2004 the Parliament approved a law that reforms further more the welfare system.

The reform aims to achieve two main objectives:

- to increase gradually the retirement age, to follow the demographic changes;
- to develop the private welfare system to be joined with the public one, to guarantee a better system sustainability.

The reform allows **economic incentives** for the subordinated employees in the private sector that, even if they have the requirements for the pensions by seniority, decide to continue their working activity. They will have an increase in their salary, equal to the welfare contributions that should be paid to the welfare agency this can even be over 45% of the salary amount. This increase is exempted by any type of tax.

2.1.1. From the paycheck for the older employees to the pre-retirement system

The first intervention of the legislator to sustain the older employees rejected by the labor market goes back to a Law of 1968, that allows a check, in the amount equal to the pension that should have been given at the time of the laying off, only to the older employees laid off, that are missing no more than three years to the maturation of the pension for old age (this has the same function of that of the unemployment check).

In the beginning of the '80s the check was substituted by the pre-retirement, which allows directly the payment of the retirement pension, becoming an incentive form for the older employees that belong to a difficult re-allocation category.

This system, though, on one hand constitutes an important tool for the income distribution, on the other hand it subtracted from the labor market still valid employees that are "still available to work under-the-table", increasing the imbalance of the revenues and the costs for the State. Looking at this, the legislator gave the major part of the burden to the employers and allowed new and stricter qualitative and quantitative pre-requisites for the access to pre-retirement.

2.1.2 The progressive pre-retirement

The progressive pre-retirement, created in 1984, ensures the older employees an almost total preservation of its incomes, allowing them to mould for some time the pre-existing work relation, transformed in part-time, with an anticipated retirement proportionally reduced.

Another form of progressive pre-retirement is allowed by a law of 1991, with this one the companies that have been using for more than 24 months of the Redundancy Fund (Cassa Integrazione Guadagni), can give the chance to their employees with an age less than the one allowed for the pension for old age (minus 60 months), to ask the change of their work relation from full time to a part-time, with the right to use at the same time the retirement pension

2.1.3 From the pre-retirement to the long term mobility

The pre-retirement institute was outdone with a Law of 1991, which allows the payment for an indemnity of mobility, the length of this mobility is based on the age, so that it guarantees a longer coverage for the employees over 50. This system has the merit, on one side, to keep the finality to re-allocate the older employee, and on the other hand to develop the function to take the employee to the retirement following the least burdensome modality for the State.

2.1.4 The territorial mobility

The process of internal mobility due to work motivations is a phenomenon with quantitative significance and increasing in our Country. To facilitate the introduction, not only to the employment world, of the people in mobility, many support actions have been created:

- collaboration between the Department for Work and Social Policies and the Department for Productive Activities to re-program the European Social Fund (FSE), training internships in the modality “back and forth” and integrated paths to introduce the disadvantaged subjects to the companies and establishment created by the public aid;
- initiatives with the Department for Infrastructures and Transports for interventions concentrated for the housing for the employees in mobility;
- accords with the Department for Work and Social Policies and for Development to guarantee the interaction between the financial opportunities and support for the self-enterprise and the services supplied in the network for the self-entrepreneurship for the youth that want to start a company on their own.

2.1.5. Policies for the training

The policies for the professional training are based on a wide system and consolidated financial tools and management established by the ESF and by the law for the professional training of 1993, but also by the Inter-professional Funds. For what concerns the law of 1993, the financial traditional channel for the professional training, in 2003 there was a turning point in the strategy of the law. The resources distribution to the Regions has been created by a measure on the general criteria for the promotion of the Training plans individual, company and territorial, that move in the direction of one “specialization” of the existent financial tools. This system ensures the involvement of the beneficiaries of the actions of the professional training that are less accessible by the new Inter-professional Funds.

This allows to give the 70% of the assigned resources to the Regions for dedicated interventions:

1. for the employees of private companies with less than 15 employees;
2. for the employees of any private company that have part-time contracts, determined time or coordinated and continuous collaboration, that are part of contract typologies with reduced hours, modulated or flexible and in some projects;
3. for the employees of any private company placed in integration earning fund ordinary and extraordinary, or above 45 years of age or holding only the elementary school license or obligatory education.

In regards to the Individual Professional Training, the experimentation is started in 2000 and is based on two organizational devices: the **catalogs** and the **vouchers**.

The analyses made till now show the coming up of some needs relative to:

- the activation of measurements to help the weaker employees;
- professional needs in the reference territorial area and characterized by the logistics conditions and the flexibility to the characteristics and the needs of the users.

The experience of the this kind of training is coming up as an opportunity that has great importance for the development of the politics of *lifelong learning*. There are new company behaviors that promote the access of the employees to the training, avoiding the organizational complications and the economical costs connected with the activation of company training. Among the training typologies coming up there is a particular regard to the

company vouchers, the individual economic incentives to finance training activities chosen by the beneficiaries.

2.1.6 The territorial policies

Among the tools for the promotion of the employment for the elders, the so called territorial pacts have an essential role, they are local agreements between the social parties and the public administration, with the aim to increase the employment rates, allowing the entrance and/or the re-introduction of the disadvantaged subjects in the labor market.

This territorial strategy is based on the assignment to the Regions and local governments of the legislative power on the matter of “employment preservation and security, professions, complementary and integrative welfare” and a legislative power exclusively on the education and professional learning matter.

2.1.7 Regions Initiatives

A law of 2003 allows the Regions to be engaged on different levels, especially for what concerns the realization of the formative booklet, the certification of the competences system and the credits certification.

The new contracts by the Biagi law

The Law for the labor market reform wants to update the juridical tools for the labor market, creating new types of contract:

- **Intermittent employment:** gives the availability of the employee, even for long term employment, to carry out “performances that can be discontinuous or intermittent” (job on call) on request by the employer and with a “congruous” monthly allowance , in the down times;
- **Job sharing;**
- **Work by project:** for those who do a “prevalently independent job and without a subordination bond” and for this there are major preservations;
- **Occasional and accessory work:** this is an irregular working activity carried out by subjects at risk of social exclusion and not yet in the labor market or close to the exit.

The new is that the contract is stipulated, it should happen not among the employer and the employee, but with the purchase of vouchers or equivalent ticket through authorized agencies for a certain amount of performances, the correspondent salary is paid to the

employee after the performance. The reform creates numerous interventions that, directly or indirectly, promote the permanence or the re-integration in the labor market for the people over fifty.

1. the institution of the “*social agencies for the employment*” or of a “*personal service*” that, on the base of a proper convention with the public subject, are given incentives if they “take charge of” the disadvantaged employees so that they can be rapidly re-collocated in the labor market;
2. the intermittent work can be experimented among the “employees over 45 years of age that have been out of the productive cycle or that are part of the mobility and unemployment lists”;
3. the contract of introduction that allows, among the categories of the accepted people, the “employees over fifty years old that do not have employment” and generally the once that want to take again a working activity and that did not work for at least two years;
4. the work by project;
5. the accessory work.

PART II – GOOD PRACTICES DEVELOPED THROUGH “EOLO” PROJECT

1. THE REGIONAL AND LOCAL SITUATION

Analysis of the employment situation of the Apulia Region has contrasting elements. It is possible to discern the 70% of employment rates vis-à-vis the 44,4% of the unemployment rate (characterised by the prevalence of female unemployment.). This region shows the lowest unemployment rate than the whole Southern part of Italy but at the same time it is higher than the national average.

Taking into account the agricultural sector, it is interesting to underline that the amount of occupied farmers over the total (10%) is far higher than the national average rate (5%) and, far lower than the Southern average rate. The split of occupied farmers in the Apulia region according to sex, considers 1/3 of female presence in line with what happens with other geographic areas.

Information received from pro-capita surveys conducted on the topic of job offer in agriculture reveals that most of businesses located in the Apulia Region as well as in the Southern Italian part of the country are farmers' family run based. However, the recruitment of human resources external to the enterprises is limited to cultivations' interventions (i.e. collection) requiring the highest level of working need satisfaction.

Statistics, moreover, highlight a tendency typical of the Southern Italian regions whereby more workers have definite contracts with respect to those having an undetermined and stable contract. It is also important to consider that the structural characteristics and the kind of cultivations conducted in the Apulia's farms do not allow, in general, a stable employment to their families while underestimating the family labour forces and the research for alternative source of income.

The family run business type of the Apulian farms represents a fundamental factor in the balance of the economic system of rural areas since it has an important role when calming the overwhelming difficulties of the region down and constituting a fragile as well as a crucial role for its components. It is also important to consider that the primary sector could become a useful place for a decisive change of generations whose the primary sector needs the most.

The majority of the Apulian farms, as well as for the national and Southern ones, are family run managed. It is also necessary to highlight the marked Apulian farmers. From statistics, in fact, it is possible to study that the 60% of farmers is more than 55 years old

while lower is the level of 35 years old workers (less than the 5% over the total). From this perspective, therefore, it is possible to consider a scarce generational change, an important factor either for the continuation of the farm either for the introduction of innovation.

2. ACTIONS AIMING AT THE AGEING MANAGEMENT

– NEIGHBOURHOOD'S SERVICES AND ITINERANT DESK.

The Eolo's project – the era of the agricultural access", approved and funded by the Apulian Region in the framework of the EU initiative EQUAL, has been realised in the primary sector aiming at favouring integration with other production's sectors, but also reinforcing the context with instruments and methodologies adopted in other sectors (learning permanent itineraries, the use of IT, social services in support of the working activities).

Eolo is willing to work in the testing of the ageing management in the ambit of diverse actions seeking to facilitate a functional and continuous farmers' access to the labour market. In particular, there has been the necessity to facilitate such activities through two specific actions. The foremost action to be presented is the set up pf neighbourhood's services in the agricultural world, which has been conceived in order to favour families, women and men during their working age.

There has been, therefore, the need to limit the problem in the management of younger, elderly and disabled people. These three categories represent a limitation to women and men's possibility involved in the fields or in farms far from the urban centres. Eolo focused on the problem of those who did not have easy access to the social services' network, as it contrarily occurs in the urban areas, and who usually tend to be satisfied with the minimum provisions available to them and to renounce to their job. From this perspective, it follows that these families are their income reduced to the minimum level of poverty. This problem is far from those issues dealt with in the bargaining phase with trade unions and workers organisations as it seems not to directly attack the labour market. The perception is, contrarily, that the social need to be a determining factor, especially for women, once they are faced to decide whether to work or remaining inactive workers. It is useless to highlight that the choice to cure family needs has an incidence over the productivity of the territory and also on the job offer. Services planned by social enterprises considered: a service of transportation for disabled in the agricultural fields; a in house assistance service to elderly people living in extra urban areas; a service aimed at including mental disabled people in the labour market as the flower

businesses. Three different services have demonstrated how there are several spaces for social interventions including agriculture and connecting the rural territories.

It is not that simple to estimate to what extent these neighbourhood's services are available and their incidence on the population's choice towards the labour market as well as the length necessary to re-qualify personal competences. In multiplying the length of services for the number of beneficiaries it is possible to reach a number of 15.000 working hours which correspond to a same amount of freedom available potential farmers.

The “**itinerant desk**”, is an innovative tool for this sector, which has been conceived in order to meet the need of the entrepreneur and the worker. It offers people the opportunity to have in their houses listening services available to consider problems, requirements and queries and to respond to those with the offer of training programme in line with the expresses needs. Against this it is possible to find past experiences when people had to address to offices of specific sector organisations or to other consulting companies.

Consulting activities in support of training and teaching programme represents a valid tool for the growing processes of farms in the territory of the Apulia Region since they are aimed at reinforcing workers and entrepreneurs personal development and professional growth dynamics and at filling the lack of knowledge in certain cases.

Initially, the first step has been to constitute a working group able to follow the project during the whole process. The Project Manager has been in charge of guiding the general management of the process itself, to appoint people and give methodological and organisational indications during the development n of the action; moreover, the PM has been in charge of selecting researchers on the basis of their skills and personal motivations.

Once the set up of the working it has been possible to provide technical training through the organisation of a teaching Workshop where to confer the actions' goals and the basis to set up the methodology of the activity. At the same time, it has been possible to determine and select a research sample.

An interview questionnaire has been firstly planned allowing the recognition and tracking of beneficiaries necessities.

The methodology for investigation has been used either at the quantitative wither at the qualitative level in order to collect diverse but complementary knowledge value data. Quantitative investigation has used formalised data collection systems which have made possible to represent data with the numerical shape and to obtain a precise description of the variables subject to investigation.

Qualitative investigation, instead, has used tracking systems which did not produce a rigid formalisation. However, it has allowed the investigation to proceed with an in depth

analysis while taking into account those variables which had not been originally considered but gained more relevance throughout the course of the investigation.

Considering the qualitative investigation, it has been possible to consider in this phase the set up of an interview questionnaire that will be used as a tool to dialogue with the operators of the sector. The questionnaire has been conceived while considering questions able to investigate over the research variables with more preciseness and able to give space to the beneficiaries while expressing eventual comments later considered to be highly valuable.

Regarding the quantitative investigation, the questionnaire has represented a detailed list of questions linked to the topic subject to research and presented according to a sequence able to efficaciously and precise estimate data.

Trainers and technicians of the project (the desk operators) have introduced the questionnaire to about 200 operators of the sector which has been structured in three parts:

- Collection of personal data of the worker/entrepreneur (personal information, academics records, professional experience gained in the sector, etc.)
- Collection of those data relative to the enterprise (history of the enterprise, relationship with associations and various consultants, etc.) with particular attention to the need of the interviewed;
- Collection of information related to the sector investigated (labour market, skills and experience, social and family environment, security on the working place and the promotion of the agriculture products etc.).

This procedure has met difficulties in terms of time organisations (choice of proper time schedules and seasons) and approach. From this perspective, it was decided to use technical professional to conducts interviews in farms or in specific associations, Agronomic centres and Agriculture Assistance Centres spread across the territory of the Bari and Brindisi Provinces.

In order to optimise the achieved results from the research action Focus Groups have been constituted made of big companies, universities, institutions' representatives who will provide their contribution in terms of experience and skills.

Such a transformation has reduced, in the first instance, the value of the intervention but at the same time it has allowed the creation of a direct contact useful to understand the real competences the beneficiaries substantially needed since the goal was to test a field "itinerant desk" to be spread across through a direct contact with workers and small entrepreneurs.

Interviews are usually written in order to be analysed.

The following study has consider more contents: data linked to variables are subject to analysis which have later compared amongst interviews.

Questionnaires have been one by one revised in order to verify whether these have been satisfactorily and adequately filled in.

Ultimately, from the data base constitution, to the statistics elaboration and to the study over the use of results in order to increase sector operators competences and skills.

In the specific, the analysis of questionnaires provided has allowed to consider either desk operators perceptions either statistics' data. In particular, the outcome has been that the 50% of the interviewed people was older than 45 years old and that the 60% of them did not continued education after the intermediated school. These sector operators have expressed the necessity to use guiding actions included and provided by the project.

The work which has been developed so far has highlighted that operators' necessities have been normally unexpressed as considered useless. This is not the case and Eolo decided to suggest solutions coherently with its approach to tutoring customised to the territory.

Topics considered are the following:

- Security regulations on work places;
- Regulations on the evolution of labour market in agriculture;
- Techniques for the promotion of agricultural products;
- Rants for agricultural business and farms;
- Fruit soil's feeding;
- Defense of vine trees;
- 1148/01 EU Regulation and trading regulations over fresh agricultural products.

Topics have been presented in two-three hours training sessions agreed with beneficiaries. No more than three meetings have been held.

Experts have prepared per each topic, a topic content and goal form and a brief presentation containing the core of the subject and information immediately useful to the involved operator.

Sessions have been evaluated according to action's efficacy and the repeatability of the intervention of that sort.

The innovation behind the itinerant desk is within the creation itself while reaching different targets of farmers who would otherwise not receive information about news of Eolo's activities. Moreover, the territory has gained a space for interaction where different actors operating in different sectors could confront themselves and have access to topics which are detrimental for the working life of workers.

There have been no more than three meetings and activities have been conducted while using the consulting approach aimed at interpreting the customers' needs and suggesting won skills in an interactive manner.

Given the specific intervention there is the necessity of optimising times of intervention and safeguarding the principle of uniqueness through the training process conducted in parallel with the development of activities.

At the end of each seminar two evaluation forms have been distributed. Participants are required to provide an overall mark about the action, their own expectations and their satisfaction concerning the acquired information. Trainers, instead, are required to give evaluate workers/entrepreneurs in relations to their respective competencies, motivations and their personal tendencies towards professional growth.