

COMPLEMENTING AAI ON THE ORGANISATIONAL LEVEL: AN ORGANISATIONAL INDEX FOR WORK IN RETIREMENT AGE (SILVER WORK INDEX)

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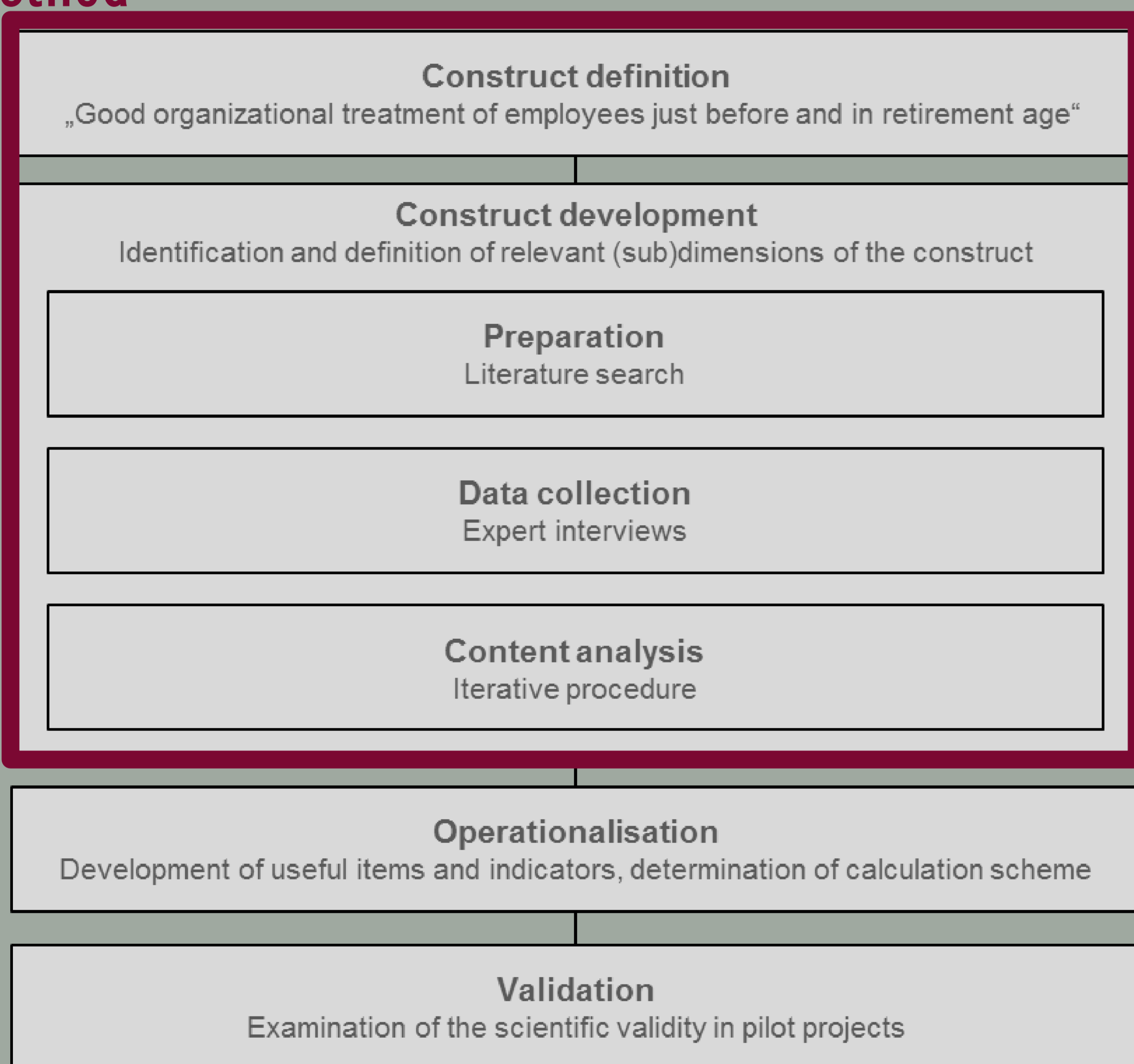
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Background

While AAI monitors active ageing outcomes at international, national, and subnational levels to indicate the untapped potential of older people for more active participation, it also spans a field for indices that focus on such potential on organisational level. Thus, the aim of the current study is to identify attributes of good organisational management of employees who are just about to retire and of those who would like to continue working in spite of having reached retirement age. The identified attributes are supposed to be made usable for organisations through the development of an index for work in retirement age on organisational level (Silver Work Index) complementing the AAI.

Method



Sample

- 27 subject-matter experts, such as HR executives, HR managers, representatives of strategic and operational management, management consultants and employees in retirement age as well as scientists from various disciplines (e.g., demography, economics, gerontology, psychology)
- Gender: male 74,1 %, female 25,9 %
- Age \bar{x} 52,7 years (SD = 10,58), range from 35 to 83 years
- Occupational tenure: \bar{x} 28,4 years (SD = 11,37), range from 7 to 59 years
- Focus group: Participants in workshop „Older workforces – challenges for leadership and HR management“

Procedure

- Semistructured telephone interviews (June to November 2013)
- Duration of interview: 30-60 minutes
- Audio recording and transcription

Analysis

- Qualitative content analysis following Mayring (2010)
- Determination of interrater-reliabilities (Krippendorff's alpha \bar{x} .53)
- Further specification of indicators based on feedback of raters

Results

Organizational culture

Equality of opportunity
 Positive image of age
 Target group oriented communication

Leadership

Equality of opportunity
 Positive image of age
 Target group oriented communication

Work design	Health management	Individual development	Knowledge management	Transition into retirement phase	Employment in retirement age
Flexible working time arrangements	Offers for movement and nutrition	Continuous development planning	Targeted knowledge transfer	Timely planning	Employment options
Flexible work places	Medical offers	Appropriate solutions for training and development	Inter-generative exchange of knowledge	Individual transition solutions	Strategic planning
Appropriate physical strain	Promotion of health consciousness	Enabling of development		Preparation of the retirement stage	Open communication
Ergonomic workplace conditions				Continuous inclusion and maintaining contact	Individual arrangements

Appreciation and Individuality

Discussion

The identified indicators of good organisational management of employees just before and in retirement age are often applicable to employees of every age. However, some dimensions, such as transition into retirement phase as well as employment in retirement age are topics specific to age that differentiate the Silver Work Index (SWI). Results can help to reflect and possibly improve the management of older employees in organisations. Thus, the SWI has the potential to complement the AAI by adding a focus on good organisational practice and thus supporting the participation of older employees.

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