

AGEING WORKFORCE – A CHALLENGE FOR WORK SCIENCE, JOB DESIGN AND HUMAN RESOURCES DEVELOPMENT

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BACKGROUND



Demographic Change in a nutshell

- **Lower birth rates**
- **Increasing longevity**
- **More healthy life years**



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Impact on enterprises, economies and societies

- **Lack of competent workers**
- **Competition for young entrants**
- **Stressed social insurance systems / pension funds**
- **Raised statutory retirement age**
- **Rehabilitation vs Early Retirement**

Challenge

- **Maintain employability of the workforce**



Work Ability

Physical, mental and psychological capacity to carry out the tasks which are substantial to one's own job.

Employability

Capacities to carry out tasks in *any* job

Altered Performance

A term which recognises that workers' capacities change with age - a decreasing physical capacity may be replaced by knowledge and experience.

Flashlights on Situation in German State Forest Enterprises

- High number of workers with limited work ability (up to 1/3 in some districts)
- Reasons and age of incurrence very individual
- Only limited co-ordinated concepts to maintain employability

GOOD PRACTICES EXIST!



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IMPORTANT: Find task which foster the self-esteem and professionalism of forest workers.

Conclusions and Outlook

- **Maintaining employability of the workforce is a huge challenge and a necessity!**
- **Integrated concepts need to be developed to maintain the employability – on enterprise and individual levels.**
- **Age friendly working conditions are needed.**
- **Measures need to kick in at an early stage in working life – focus on „sustainable work“ (Eurofound)**

**Thank you for
your attention
and looking forward to
exchange and co-operation!**



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