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

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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
DEFINITIONS

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!
Good practices

- Specialist groups of workers with altered performances, eg. for infrastructural, silviculture or maintenance tasks.
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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 live – focus on „sustainable work“ (Eurofound)
Thank you for your attention and looking forward to exchange and co-operation!

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