

iHRM Newsletter

Inclusive Human Resources Management for Older Workers • Number 1 • June 2014
www.i-hrm.eu • info@i-hrm.eu • Project No. 538832-LLP-1-2013-1-NL-ERASMUS-EQR



Welcome!

This is the first e-Newsletter about the iHRM project. More about the project you'll find on our web-site <http://i-hrm.eu>, where you can follow our activities. For specific information you can contact info@i-hrm.eu, or partners in each of the six countries (The Netherlands, Portugal, Denmark, Slovenia, Poland, and Spain).

Project iHRM is About Aging Workforce and the Role of HR Managers

The aging of both population and workforce is a global issue that has created concern about labour and skill shortages. In Europe, if nothing is done, there could be only one person employed for every retiree by 2050, at the same time that labour market could shrink by nearly 15%. This would come with heavy costs for companies' competitiveness and the social security systems and the social cohesion would be affected.

Human Resource managers are in a key position to help organisation's deal with the challenges of an ageing workforce.

The project aims to:

- Develop an innovative training programme for Human Resource (HR) managers on inclusive HRM practices for Older Workers (OW), based in research and using mobile technology
- To provide the knowledge and competences needed for these professionals to deal effectively with the challenges of an aging workforce

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Lifelong Learning Programme



Inclusive Human Resources Management Practices for Older Workers

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What Is in the Project for You?

- **HR managers** will have access to a specific and flexible training, based in m-learning, to help them devise and implement HR strategies to recruit and retain OW, preventing skills and labour shortages.
- **Higher education institutions** will have new means (research and learning contents) that they can use to modernize their curricula in HRM education in order to adjust them to the new requirements of the HR managers' profession. Education professionals will have access to an innovative and user friendly tool for training HR managers in how to deal with the challenges of the aging working force.
- **Key-actors in HR** and employment will have more information (resulting from research) where to base their activities and policy making.
- **Older workers** will have the possibility to actively participate in the development of a more supportive work environment.

The Key Activities

- **Research** (January to August 2014) Work Environment Constraints to OW Employment and on HRM Best Inclusive Practices for OW in all countries of the consortium: survey, case studies (interviews, focus groups)
- **Handbook on Inclusive HRM Practices for OW** (December 2014) disseminating the project's results, designed for all target groups
- **Video** (May 2015) promoting inclusive HRM
- **National Seminars** (countries of the consortium, May 2015) for HR managers
- **M-Learning Course (learning with the aid of mobile devices, such as phones and tables) on Inclusive HRM Practices for OW** (pilot training, November 2015) designed especially for HR managers and key actors in the area of HR and employment
- **Final Conference** (Slovenia, March 2016) for HR managers, education professionals and researchers, and key-actors in the area of HR and employment

Overview: From October 2013 to June 2014

1st Project Meeting, Rotterdam, 16–17 December 2013

The meeting was organized by the project coordinator in the Rotterdam School of Management. The partners had the opportunity to analyse the project application, divide responsibilities and plan in detail all project tasks and activities. The partners focused on the management issues and discussed research on older workers in the partner countries.



The Work Done

- **Project Website** was designed where you can find information about the project ...
- **Project Group in LinkedIn** was created for the dissemination of the project's objectives, activities and results to all target groups
- **Project Newsletter** was designed and you're reading the 1st issue.
- **Research methodology** was prepared and the data from survey, case studies (interviews, focus groups) were collected in all countries of the consortium, the key research findings are discussed ...
- **M-Learning Course** – the content for the course was developed ...

Our Plans for the Next Period Until February 2015

- **Research report** will be prepared
- **Handbook on Inclusive HRM Practices** for OW will be prepared and disseminating in December 2014
- **National Seminars** will be prepared for implementation in May 2015.
- **M-Learning Course** preparing the learning materials for mobile devices, such as phones and tables) on Inclusive HRM Practices



2nd Project Meeting, Porto, 17–18 June 2014

The meeting was organized by the project partner Advancis from Porto. The partners discussed the key research results, the M-learning programme and other organisational issues.

Research: First Findings

During the 2nd project meeting in Porto, the first results of the research were presented by RSM. Desk research into evidence on the performance and well-being of older workers show that

older workers described themselves as being competent and fit to do their work. It seems that negative stereotypes are the most important hindrance for older workers. Actual job performance does not weaken with age and is even supported by experience. Older workers can continue to extend and develop their mental capacity, however highly demanding physical jobs become more difficult with increasing age.

What is also striking from previous research is the strong commitment of older workers and their continued motivation to learn. Older workers focus more on the interpersonal side and are better able to control their emotions. The needs of people do change over time as they get older. For example, team work becomes more important as well as the need for more flexibility and job control.

Some preliminary conclusions were also presented based on the interviews with HR professionals. In most organizations, there were no HR measures specific for older workers. Due to the current economic circumstances there was a lack of urgency to hire older workers, especially given that they are usual more expensive than younger workers.

HR measures for older workers take usually place within the context of sustainable employability, which is focused on creating conditions for continued functioning and well-being in current and future work environment for people from all ages.

