



CREATIVE AGE MANAGEMENT STRATEGIES FOR SME IN THE BALTIC SEA REGION

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EXPECTED RESULTS

- database of contacts
- general overview of challenges
- general overview of strategies
- good practice examples
- recommendations for actions

DATABASE

3.4 Germany - Microsoft Excel nichtkommerzielle Verwendung

Start Einfügen Seitenlayout Formeln Daten Überprüfen Ansicht

Einfügen Zwischenablage

Schriftart Arial 11

Ausrichtung

Zahl

Bedingte Formatierung Als Tabelle Zellenformatvorlagen

Einfügen Löschen Format Zellen

Sortieren und Filtern Suchen und Auswählen Bearbeiten

Organization	Relevant Contact Person	Function	E-Mail of Contact Person	Telephone Number of Contact Person	Fax Number	Adress	Reference
STATE INSTITUTIONS AND AUTHORITIES							
Ministries							
German Federal Ministry of the Interior	André Fiemer	Associated Organization	Andre.Fiemer@bmi.bund.de	+49 (0)30-18681-1883	+49-(0)30-18 681-2926	Internetredaktion: Alt-Moabit 101 D, 10559 Berlin	http://www.bmi.bund.de/cjn_165/EN/Home/star
German Federal Ministry of Economics and Technology	Dr. Volker Hallwirth	Associated Organization	Volker.Hallwirth@bmwi.bund.de	+49 (0)30-18 615-0	+49 (0)30-18 615-7010	Scharnhorststr. 34-37, 10115 Berlin	http://www.bmwi.de/
German Federal Ministry of Transport, Building and Urban Development BMVBS	Dr. Sebastian Rudolph	Head of Communication and Spokesman of the Minister	E-Mail.presse@bmvbs.bund.de	+49 (0)30-18 300 - 2040	+49 (0)30-18 300 - 2059	Invalidenstraße 44, 10115 Berlin	http://www.bmvbs.de/DE/Home/home
Ministry of Employment and Social Affairs (BMAS)	Heike Zirten		info@bmas.bund.de	+49 (0)30-18 527-0	+49 (0)30-18 527-2236	Wilhelmstraße 49, 10117 Berlin, Postanschrift: 11017 Berlin	http://www.bmas.de/portal/16702/st
Ministry of Employment and Social Affairs (BMAS)	Thomas Salzmann	Board Member of DGD	thomas.salzmann@bmas.bund.de	+49 (0)30-18 527-2442	+49 (0)30-18 527-1207	Wilhelmstraße 49, 10117 Berlin, Postanschrift: 11017 Berlin	
Ministry of Employment and Social Affairs (BMAS)	Jens Flosdorff	Leiter der Pressestelle	presse@bmas.bund.de	+49 (0)30-18 527-2190	+49 (0)30-18 527-2191	Pressereferat - LA 2, Wilhelmstraße 49, 10117 Berlin	http://www.bmas.de/portal/41572/2010_01_13_anspr
Federal Ministry of Economics and Technology							
Ministry of Education and Research (BMBF)				+49 (0)228 99 57-0	+49 (0)228 99 57-83601	Dienstszitz Bonn, Heinemannstr. 2, 53175 Bonn	http://www.bmbf.de/
Ministry of Education and Research (BMBF)	Kornelia Haugg	Leiterin, Abteilung Berufliche Bildung & Lebenslanges Lernen	information@bmbf.bund.de	+49 (0)30 18 57-0	+49 (0)30 18 57-83601	Dienstszitz Berlin; Hannoversche Straße 28-30, 10115 Berlin	http://www.bmbf.de/
Ministry of Education and Research (BMBF)				+49 (0)30 18 57-0	+49 (0)30 18 57-83601	Dienstszitz Berlin Friedrichstraße 130 B, 10117 Berlin	
Gesundheitsforschungsrat (GFR) des Bundesministeriums für Bildung und Forschung (BMBF)	Dr. Marianne Kordel-Bödiger, Dr. Anne Lücke	Projekträger Gesundheitsforschung im DLR	marianne.kordel@dlr.de / anne.luecke@dlr.de	+49 (0)228-3821-137-198	+49 (0)228-3821-257	Heinrich-Konen-Straße 1, 53227 Bonn	http://www.gesundheitsforschung-bmbf.de
Ministry of Education and Research (BMBF)						Referat Öffentlichkeitsarbeit:	

Government Institutions Associations Business Development R&D Companies

Microsoft Excel nichtkommerzielle Verwendung - 3.4 Germany

Posteingang - ... 3 Sources Adre... Google Überset... Preliminary Re... 110316 PM Kiel... e-Mail text - Mi... Microsoft Excel... DE 10:45

GENERAL OVERVIEWS

2009 Ageing Report:

Economic and budgetary projections for the EU-27
Member States (2008-2060)

EUROPEAN ECONOMY 2 | 2009



European Foundation for the Improvement of Living and Working Conditions

Family life and work



Second European Quality of Life Survey

ELLI Index Europe 2010 -
Indicators in Depth

ELLI

European Lifelong Learning Indicators

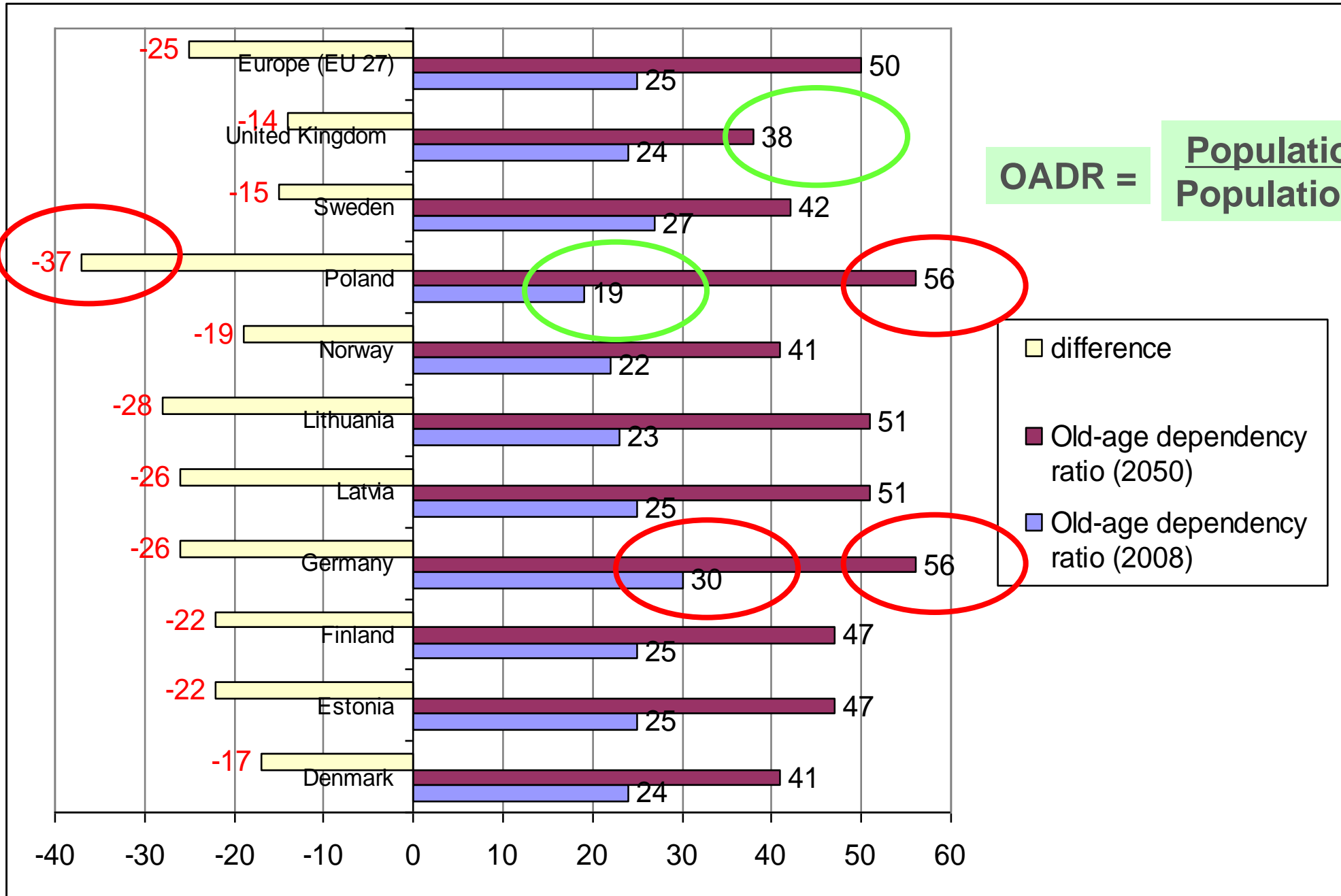
**Working longer through better working
conditions, new modes of work and career
organisation**

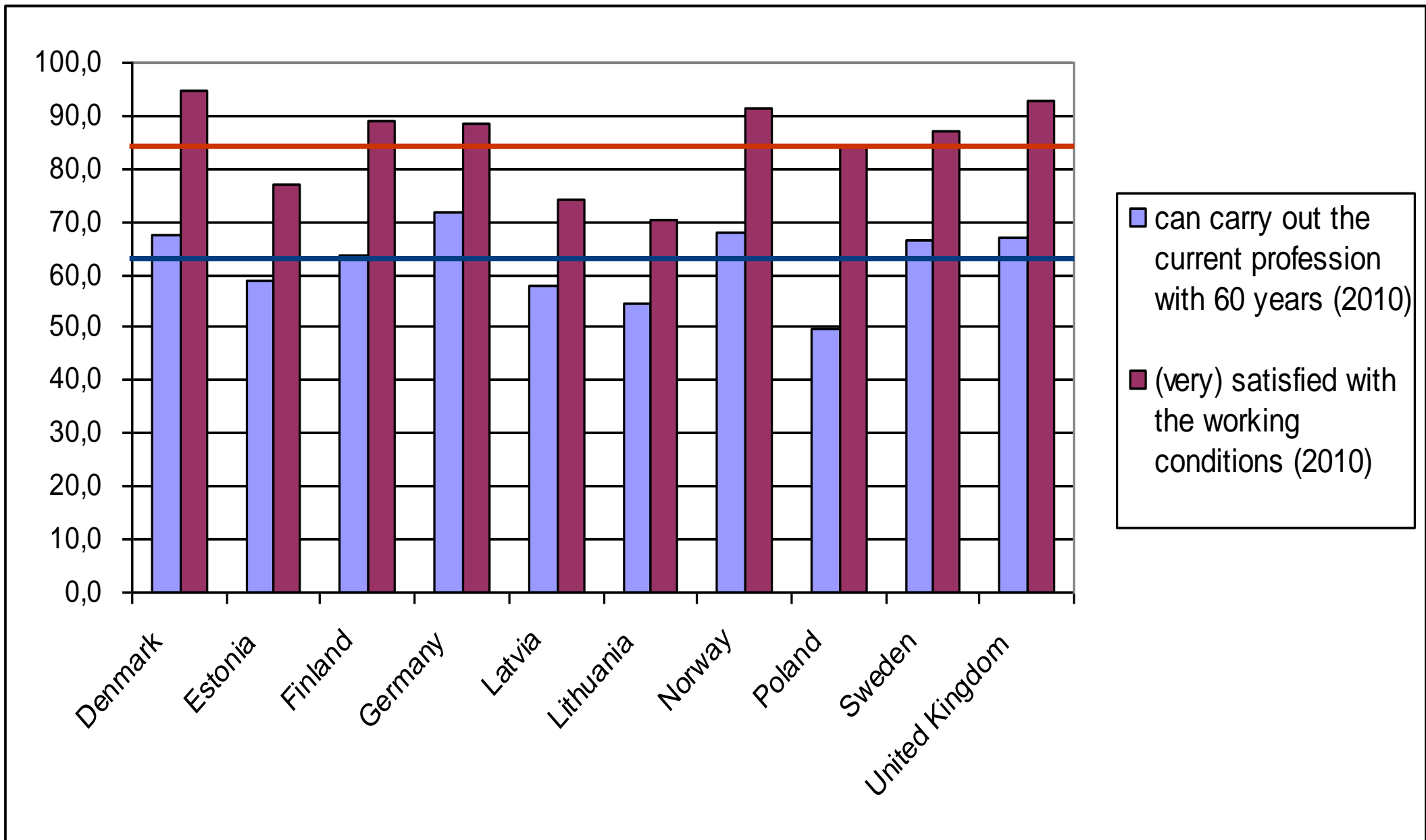


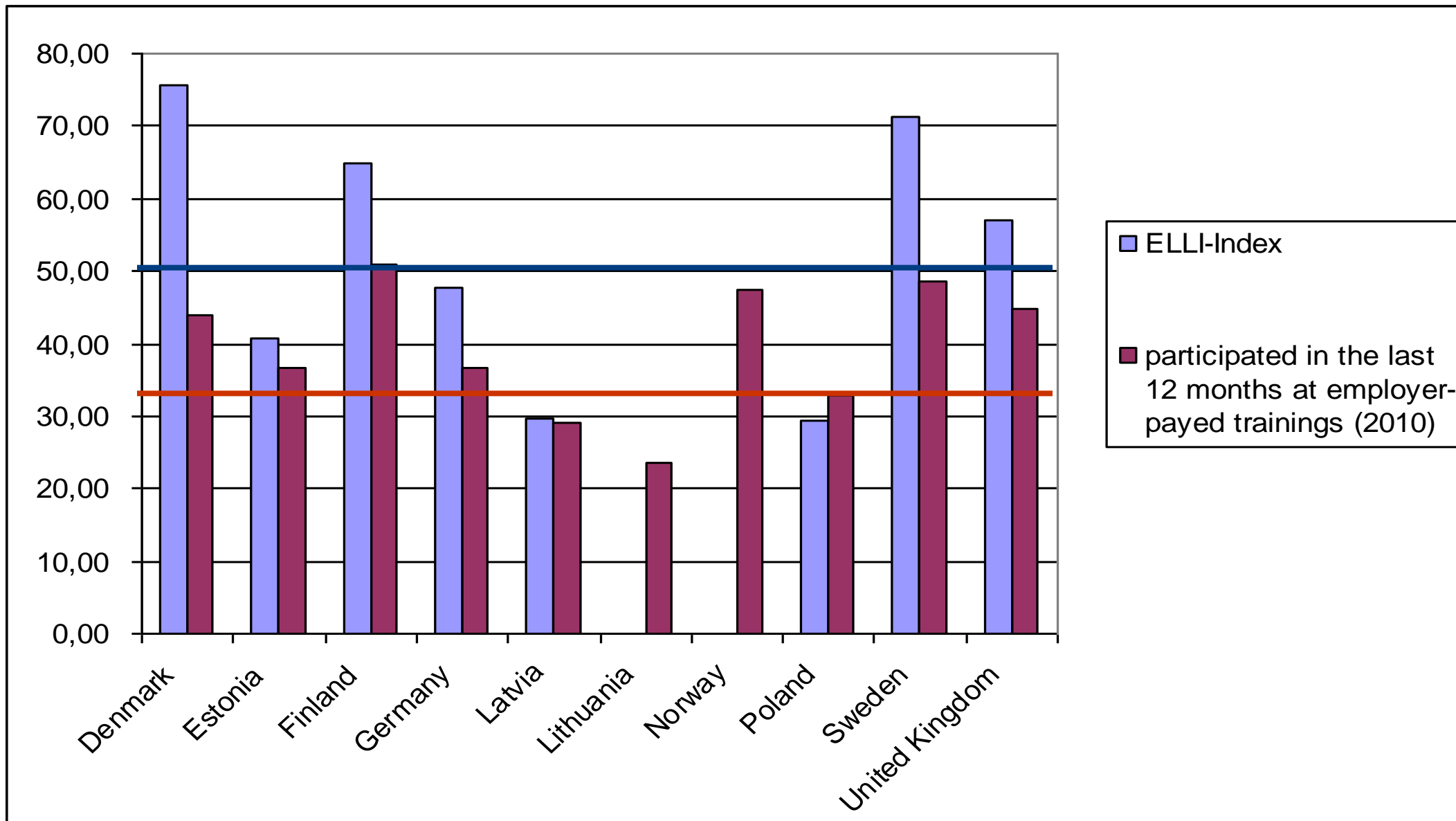
Eurofound

TABULAR OVERVIEW OF STRUCTURAL DATA

Demographic Indicators Data and Indicators	Poland	Lithuania	Latvia	Germany	Latvia	Lithuania	Germany	Poland	Sweden	Weighted Average EU	
Population *** (2007)	5,468,918	1,315,918	5,298,468	82,488,958	2,259,818	3,575,498	4,627,928	58,518,248	3,891,888	68,776,238	495,488,888
Young Population - 18-14 years (as % of total) (2008)	14,8	14,8	14,3	14,3	15,3	15,3	15,3	15,3	16,8	17,5	15,7
Young Population - 18-14 years (as % of total) (2005)	16,9	14,5	15,1	15,1	16,1	16,1	16,1	16,1	16,5	16,5	14,1
difference	-2,1	0,3	-0,8	-0,8	-0,8	-0,8	-0,8	-0,8	0,3	1,0	1,6
Working Age Population (15-64 years) (as % of total) (2008)	66,8	68,1	66,1	66,1	68,8	68,8	68,8	68,8	65,1	66,4	67,9
Working Age Population (15-64 years) (as % of total) (2005)	59,8	58,1	57,9	58,9	57,8	58,1	58,1	58,1	58,8	58,5	57,1
difference	7,0	10,0	8,2	7,2	11,0	10,7	10,7	10,7	6,3	7,9	10,8
Olderly Population - 65 years (as % of total) (2008)	17,5	17,5	16,1	16,1	17,9	17,9	17,9	17,9	17,1	16,1	17,1
Olderly Population - 65 years (as % of total) (2005)	24,1	27,4	21,1	21,1	23,1	23,1	23,1	23,1	24,7	23,8	28,8
difference	-6,6	-9,9	-5,0	-5,0	-6,2	-6,2	-6,2	-6,2	-7,6	-7,7	-11,7
Average age - (year)	48,4	39,4	41,6	41,6	39,6	39,6	39,6	39,6	41,4	39,6	41,2
Female	37,8	38,1	38,1	38,1	38,1	38,1	38,1	38,1	38,1	38,1	38,1
Male	48,9	40,7	45,1	45,1	41,1	41,1	41,1	41,1	44,7	41,1	44,2
Fertility Rate - (births/woman) (2008)	1,55	1,55	1,55	1,55	1,55	1,55	1,55	1,55	1,55	1,55	1,52
Average GDP Expenditure of birth (year) (2008) males	76,4	76,4	76,4	76,4	76,4	76,4	76,4	76,4	76,4	76,4	76,89
Average GDP Expenditure of birth (year) (2008) females	82,99	82,99	82,99	82,99	82,99	82,99	82,99	82,99	82,99	82,99	83,18
Average GDP Expenditure of birth (year) (2008) females	81,69	81,69	81,69	81,69	81,69	81,69	81,69	81,69	81,69	81,69	82,88
Average GDP Expenditure of birth (year) (2005) females	87,29	86,89	88,29	87,39	85,39	85,39	85,39	85,39	86,69	88,27	87,87
Fertility rate 15-64 (2008) males	77,1	77,1	77,1	77,1	77,1	77,1	77,1	77,1	77,1	77,1	77,8
Fertility rate 15-64 (2008) females	76,1	76,1	76,1	76,1	76,1	76,1	76,1	76,1	76,1	76,1	76,4
Fertility rate 15-64 (2008) males	69,7	69,7	69,7	69,7	69,7	69,7	69,7	69,7	69,7	69,7	69,9
Fertility rate 15-64 (2008) females	55,8	55,8	55,8	55,8	55,8	55,8	55,8	55,8	55,8	55,8	56,2
Employment rate - (2008)	5,3	5,3	5,3	5,3	5,3	5,3	5,3	5,3	5,3	5,3	7,2
Old-age dependency ratio (2008)	2,1	2,1	2,1	2,1	2,1	2,1	2,1	2,1	2,1	2,1	2,5
Old-age dependency ratio (2005)	4,7	4,7	4,7	4,7	4,7	4,7	4,7	4,7	4,7	4,7	5,8
difference	-2,6	-2,6	-2,6	-2,6	-2,6	-2,6	-2,6	-2,6	-2,6	-2,6	-3,3
Young-age dependency ratio 15-64 (2008)	5,1	5,1	5,1	5,1	5,1	5,1	5,1	5,1	5,1	5,1	5,7
Young-age dependency ratio 15-64 (2005)	2,3	2,3	2,3	2,3	2,3	2,3	2,3	2,3	2,3	2,3	2,8
difference	-2,8	-2,8	-2,8	-2,8	-2,8	-2,8	-2,8	-2,8	-2,8	-2,8	-3,1
Legal retirement age - (planned changes)	65	65	65	65	65	65	65	65	65	65	65
Actual retirement age - (2008 unless otherwise stated)	61,3	62,1	61,6	61,6	62,9	62,9	62,9	62,9	63,8	63,4	61,4
Unemployed the unemployed population with 65 years (2005)	69	69	69	69	69	69	69	69	69	69	68,2
Unemployed the unemployed population with 65 years (2008)	67	67	67	67	67	67	67	67	67	67	66,8
Unemployed the unemployed population with 65 years (2005)	44,2	44,2	44,2	44,2	44,2	44,2	44,2	44,2	44,2	44,2	35,4
Unemployed the unemployed population with 65 years (2008)	24,3	24,3	24,3	24,3	24,3	24,3	24,3	24,3	24,3	24,3	14,4
Unemployed the unemployed population with 65 years (2005)	33	33	33	33	33	33	33	33	33	33	32,3
Unemployed the unemployed population with 65 years (2008)	34	34	34	34	34	34	34	34	34	34	32,3
Unemployed the unemployed population with 65 years (2005)	36,9	36,9	36,9	36,9	36,9	36,9	36,9	36,9	36,9	36,9	26,1
Unemployed the unemployed population with 65 years (2008)	44,8	44,8	44,8	44,8	44,8	44,8	44,8	44,8	44,8	44,8	44,8
EU11 index	76,1	76,1	76,1	76,1	76,1	76,1	76,1	76,1	76,1	76,1	52,867
Working hours (2008) well as well with 65 years or social obligations (2005)	75,7	75,7	75,7	75,7	75,7	75,7	75,7	75,7	75,7	75,7	79,4
Working hours (2008) well as well with 65 years or social obligations (2008)	88,6	88,6	88,6	88,6	88,6	88,6	88,6	88,6	88,6	88,6	87,3







European Foundation for the improvement of living and working conditions, Fourth European Working Conditions Survey (EWCS), Dublin 2008; 2010 - First Findings.

<http://www.eurofound.europa.eu/surveys/smt/ewcs/results.htm>

European Lifelong Learning Indicators; Bertelsmann-Stiftung www.elli.org

GOOD PRACTICE EXAMPLES

- State innovation strategy
 - **Latvia:** Demographic Affairs Council
 - **Poland:** National Strategic Reference Frames
- Institutional innovation strategy
 - **Germany:** Collective Agreement Chemical Industry
- Innovation strategies in companies
 - **Finland:** Work Ability and Age Management
 - **Denmark:** Compulsory Pre-Retirement Counselling
 - **Norway:** Development Process for a Senior Policy

“DEMOGRAPHIC AFFAIRS COUNCIL”

- Established on 12 th April 2011
- Chaired by Prime Minister
- To promote the national demographic policy and its implementation at all levels of government
- A Demographic Affairs Sub-committee has been established in the Saeima with 22 members, the largest of all existing parliamentary committees



ACTIVE LABOUR MARKET POLICY

NATIONAL STRATEGIC REFERENCE FRAMES

- increase the transfer between unemployment and work, from inactivity to employment
- develop effective labour market and social care institutions
- modernise social care systems and labour market
- increase the society education level and quality of learning
- promote new attitude towards job in balance with human life cycle

Ministry of Regional Development, Warsaw, May 2007

COLLECTIVE AGREEMENT IG BCE: "LIFE-TIME WORK AND DEMOGRAPHY"

- **Demography Fund: from 2010 the employer pays 300.00 € per pay-scale employee (about 10.500 roubles)**
- **5 ways to use: retirement plan, long-term annual leave accounts, occupational disability insurance, partial retirement, partial pension**
- **Basis for decisions: demography analysis**

AWAKENING TO AGE MANAGEMENT

- Promoting Work Ability & well-being at work
- Target group 50+ → starting with the youngest
- Reducing sickness – Occupational Health Management
- Developing working conditions
- Training / Lifelong Learning
- Appreciative Leadership

Prof. PD Juhani Ilmarinen, 2006, FIOH: various companies of different size

COMPULSORY PRE-RETIREMENT COUNSELLING

- more active ageing
- contributions for seniors
- a tool box to change these prospects into
- more seniors staying longer at the labour market
- more seniors getting involved in voluntary work
- more seniors being socially and practically self-reliant
- evaluations of pre-retirement courses for elderly employees

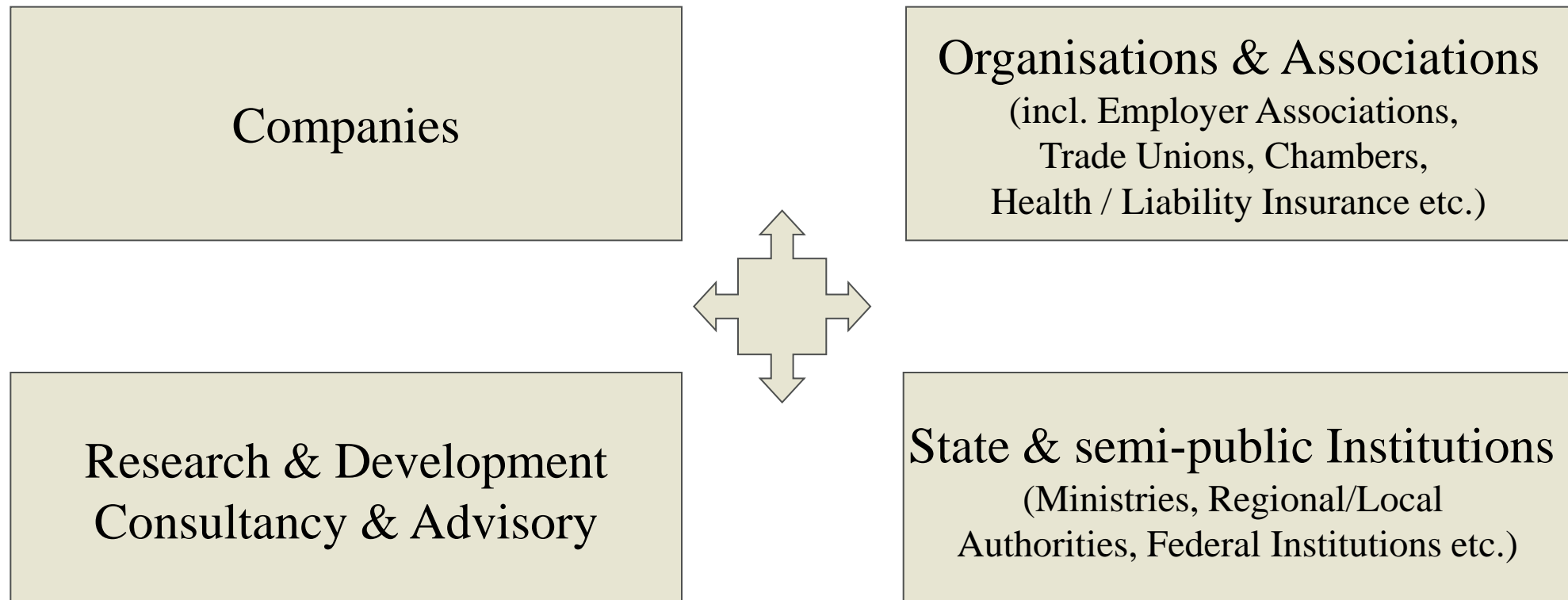
Poul-Erik Tindbæk, City of Aarhus

Developing a Senior Policy in your Company – Description of a Development Process

Preparation Phase	Mapping Phase	Analysis Phase	Development Phase	Execution Phase
<p>Plan the development work</p> <ul style="list-style-type: none"> Clarify who is to be involved 	<p>Map: The age and skills composition</p>	<p>Analyze:</p> <ul style="list-style-type: none"> The age and skills composition 	<p>Develop the company's senior policy:</p>	<ul style="list-style-type: none"> Inform
<p>Create a common platform, increased awareness by discussing topics such as:</p> <ul style="list-style-type: none"> being a senior worker ageing and work employability learning ability adaptability work ability skills 	<p>Map: Current practice</p>	<ul style="list-style-type: none"> Current practice Seniorworkers' wishes and needs 	<p>Measures at:</p> <ul style="list-style-type: none"> Company level Individual level 	<ul style="list-style-type: none"> Initiate Senior policy in everyday practice
	<p>Map: Seniorworkers' wishes and needs</p>		<p>Documentation</p>	<p>Evaluation</p>

CONCLUSIONS

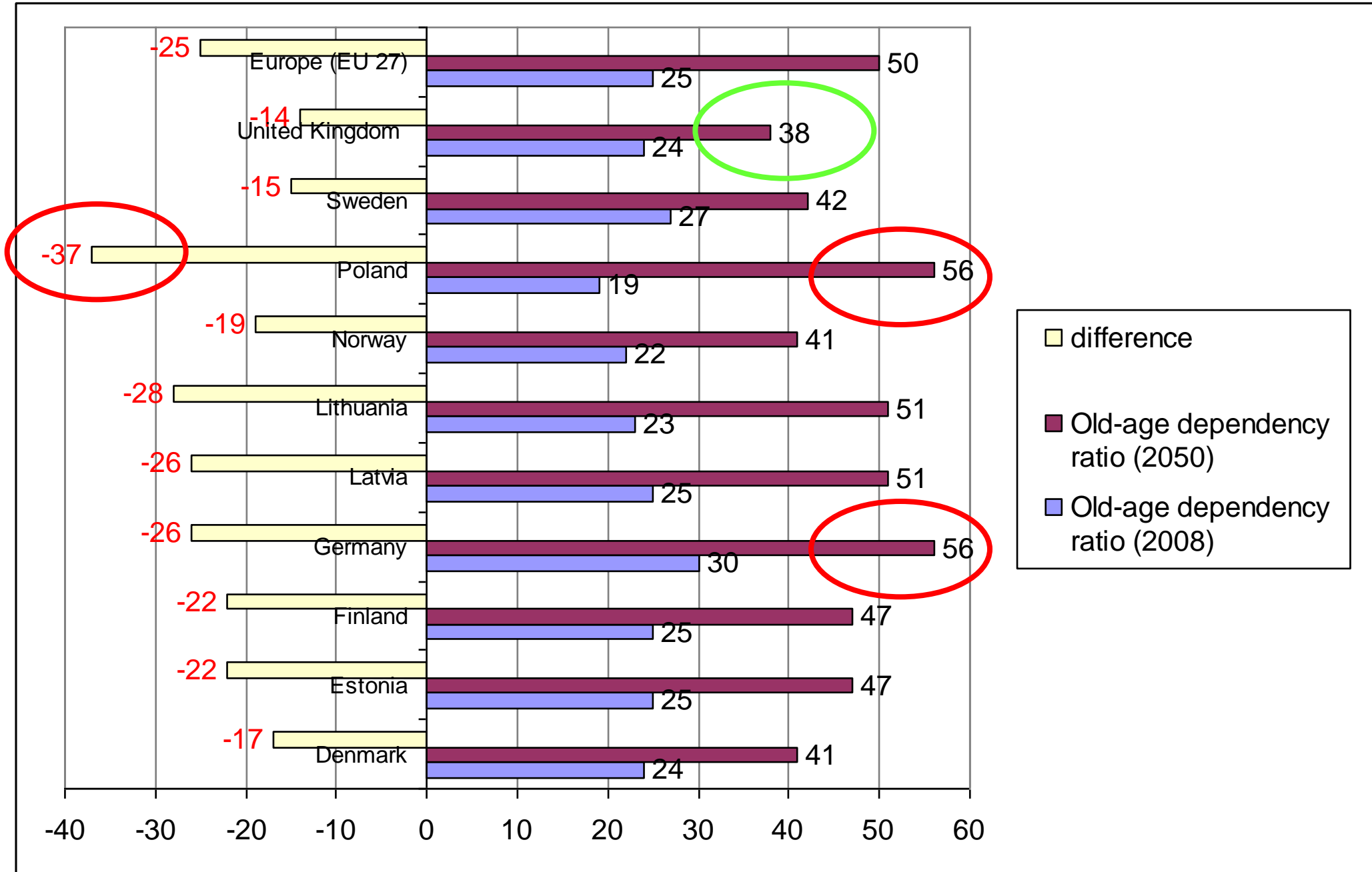
- No blueprint to cope with the demographic change
- Lots of activities, but rarely matched policies
- Need for strategic cooperation and networks





THANK YOU FOR YOUR ATTENTION!



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 difference
 Old-age dependency ratio (2050)
 Old-age dependency ratio (2008)