De Intergenerational Learning Toolkit

van ontwikkeling tot testen

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Goals of presentation

1) Discuss some of the challenges organizations face in regards to an ageing workforce and
2) Present the results of the European Union project called SILVER that developed and tested the IGL Toolkit

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Structure of talk

1) Introduction to problem
2) Results of research
   – Quantitative
   – Qualitative
3) Toolkit design
4) Results of testing and evaluation
Europe is ageing

% population >50
Focus of my research

- Older average age of European citizens
- Low European birth rates
- Age of retirement
- Labor demand
- Average worker age
Employee meeting anno 2025?

YES!

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## Ageing Monitor 2012 (n=1147)

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Private sector</th>
<th>Public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, ageing is a current problem</td>
<td>35%</td>
<td>35%</td>
<td>50%</td>
</tr>
<tr>
<td>Yes, ageing will be a problem in the future</td>
<td>64%</td>
<td>52%</td>
<td>66%</td>
</tr>
<tr>
<td>Ability to change</td>
<td>63</td>
<td>58</td>
<td>70</td>
</tr>
<tr>
<td>Structure Personnel not even</td>
<td>63</td>
<td>60</td>
<td>66</td>
</tr>
<tr>
<td>Organizational flexibility</td>
<td>52</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>Motivation</td>
<td>45</td>
<td>46</td>
<td>42</td>
</tr>
<tr>
<td>Increased illness</td>
<td>43</td>
<td>48</td>
<td>36</td>
</tr>
<tr>
<td>Increased salary costs</td>
<td>41</td>
<td>36</td>
<td>49</td>
</tr>
<tr>
<td>Decreased internal mobility</td>
<td>39</td>
<td>36</td>
<td>45</td>
</tr>
<tr>
<td>Young employee intake less</td>
<td>39</td>
<td>46</td>
<td>44</td>
</tr>
<tr>
<td>Decreased productivity</td>
<td>32</td>
<td>40</td>
<td>20</td>
</tr>
</tbody>
</table>

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## Ageing Monitor 2012 \( (n=1147) \)

<table>
<thead>
<tr>
<th>Current policies regarding ageing?</th>
<th>Total</th>
<th>Private sector</th>
<th>Public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job size reduction</td>
<td>57</td>
<td>57</td>
<td>57</td>
</tr>
<tr>
<td>Individual counselling</td>
<td>57</td>
<td>51</td>
<td>65</td>
</tr>
<tr>
<td>Alternative tasks</td>
<td>47</td>
<td>49</td>
<td>43</td>
</tr>
<tr>
<td>Partial pension</td>
<td>43</td>
<td>40</td>
<td>49</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>33</td>
<td>29</td>
<td>38</td>
</tr>
<tr>
<td>Schooling</td>
<td>18</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td>Demotion</td>
<td>8</td>
<td>10</td>
<td>6</td>
</tr>
</tbody>
</table>

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Qualitative Study (n=32)

• 32 semi-structured interviews with HR managers
• 32 different organizations from KIS
  — Health care, Higher education, IT, Banking, Infrastructure, IRS, Police
• 6 countries
  — NL, EL, FI, DE, UK, RO
Problems found...

1. Older employee learning
   – Important in changing environments
2. Generational strife
   – (reverse) ageism
3. Looming loss of critical knowledge and skills
   – Many people leaving on pension very soon
4. Waste of human capital
   – Knowledge and diversity not capitalized upon
IGL is not new, but...

Types of IGL found in literature.

• (Reverse) mentoring
• Mixed-age teams
• IG trainings and workshops
Project SILVER helps with implementing IGL in organizations

Project SILVER: developing learning as a bridge between generations

The SILVER project aims to develop a unique holistic and inclusive approach for intergenerational learning among knowledge workers, by addressing the difficulties of implementing it in an organisation. The research

http://www.intergenerationallearning.eu/latest-news

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The IGL Toolkit
Testing the IGL Toolkit

• 43 organizations (multiple departments) participated in testing
• Sectors: Health care, Higher education, IT, Banking, Infrastructure, IRS, Police
• Most-used tools:
  1. Short workshops focusing on awareness (all countries)
  2. Survey (16 orgs in NL, 2 in DE)
  3. Mentoring (2 orgs in UK and 2 EL)
  4. Mixed-age teams (2 orgs in NL, 1 in RO)
  5. Knowledge capturing (4 orgs DE, 2 in NL)
Conclusions from testing

The IGL toolkit helps organizations to:

• Raise awareness about diversity
• Foster cooperation
• Improve knowledge sharing and learning
Conclusions from evaluation

*Positive*
- flexibility and ease of use;
- mirrors typical organizational activities;
- readily available and free of charge.

*Less Positive*
- Unwieldy
- Analysis too complicated
- Evaluations too generic
Implementing IGL/Policy Issues

Some CSF’s:

• Sense of urgency felt by all stakeholders.
• Clear support by management.
• Explicit links to learner goal rationalities.
• Open and flexible learning environments.
• Realistic expectations.
Discussion and close

More info?

- See [www.intergenerationallearning.eu](http://www.intergenerationallearning.eu)
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