**Scientific review what works in age management**

**SLOVAKIA**

1. **Introduction to age management in Slovakia**

Slovakia experienced significant demographic growth between 1960 and 1989. During this period, birth rates were very high and almost 80,000 children were born every year, even more than 100,000. The increased population numbers benefit the economy of the state, as all of these people bring new consumption. People born in these years form a population of economically active age people. This high number of working-age people and their impact on the economy can be termed the demographic dividend. Demographic dividend is not a long-term sustainable phenomenon but is limited in time. In the short term, Slovakia will deplete the possibilities of using the demographic dividend and will face the impact of population aging or even diminishing the population. This challenge is faced not only by Slovakia itself, but by most European countries.

As in neighbouring countries, the most characteristic feature of the current demographic situation in the Slovak Republic is aging of the population. This is mainly due to two factors: reduced fertility, improving the health status of the population causing higher life expectancy.

The National Programme for Active Ageing notes that while the EU will be missing 15 % of the workforce due to the ageing of the population in 2050, Slovakia will lack up to 21% of the workforce. The Slovak republic will grow older and there is a well-founded assumption that it will also be less numerous and ethnically poorer.

Aging population will result in a number of significant changes in the state administration and politics that will include the changes to the content of political programmes (the age structure of the population dramatically changes and the political views of older workers will be a key to success) and changes in the pension and healthcare systems as well as in the perception of the role of lifelong education and learning.

Expressed the above mentioned numerically, based on the data of the INFOSTAT, the Demographic Research Centre – Institute of Informatics and Statistics, the average age of the population of Slovakia following the mean forecast scenarios will increase from the current 40,2 years (2016) to more than 49 years in 2060.

1. **Governments’ strategies and policies**

|  |  |  |  |
| --- | --- | --- | --- |
| Strategy / Policy / Law | Brief Summary | Relation to AMA | Link/Source |
| The National Programme for Active Ageing | The Programme responds to the fact of population ageing, which is the result of current demographic trends across almost all EU countries. It is the first national document that admits that to support active ageing is one of the most important political priorities and matter of public interest which offers a chance for a better and sustainable development for all as a basic vision of Slovak society. It also captures a broad period of human life and thus the diversity of positions and relationships in which people aged 50 and plus actively function (NP, 2014). | In the chapter No. 6 of this Programme that deals with Employment and employability of older people, there is a brief subchapter incorporated which deals with age management (equivalent to age management concept used in this analysis). It warns employers that even now it is absolute necessity to think about the consequences of population ageing and they should pay more attention to the analysis of the age structure of their employees. | <https://www.employment.gov.sk/sk/ministerstvo/rada-vlady-sr-prava-seniorov/narodny-program-aktivneho-starnutia-roky-2014-2020.html> |
| The National Employment Strategy | A study of a comprehensive programme for employment, common strategic objectives for employment and long-term intentions for their achievement  This document points out the fact that in the context of the employment strategy in the Slovak Republic, it is necessary to address the issue of employment of older people. It is based on the reality that population ageing is one of the greatest challenges of the 21st century for Slovakia which hits irreversibly all spheres of the society. | One of the basic principles of public policies for active ageing is the principle of employment which is based on the rights of older people and seniors to work and have and earn income from employment or self-employment even after reaching the retirement age. The employment in older age allows to assess work experience and capital of older people, to enhance their economic sovereignty and to maintain, respectively to create new work and social contacts. An essential part of the application of this principle is the creation of flexible and “age-friendly” working conditions (Chapter 2.3, section Questions on employment of older people). | <https://www.employment.gov.sk/sk/praca-zamestnanost/podpora-zamestnanosti/narodna-strategia-zamestnanosti/> |
| The Strategy for Active Ageing | It deals primarily with the position and of the older people in the labour market within the concept of active ageing. Legal strategies for the utilization of the older workforce will be crucial for the Slovak economy after the year of 2020, also in the context of fulfilling of the objectives of the European Employment Strategy. | In terms of age management, the reference to the importance of the individual work ability measurements as an effective tool with a significant contributions to the economic and social development, as well as a powerful tool to mitigate the negative effect of ageing process, is more than accurate here. | <https://www.ia.gov.sk/cv/images/projekty/strategiaaktivnehostarnutia/Strategia_aktivneho_starnutia_podkladova_studia.pdf> |
| National Reform Programme of the Slovak Republic 2017 | describes the structural measures that the Slovak government plans to implement in the next two years. The new complex approach to the identification of priorities taking into account GDP, as well as other life quality aspects, identified the labour market, the healthcare system and the primary education as the biggest challenges of the Slovak economy. | This document refers only marginally to the situation of people older than 50 years in labour market in terms of noting the high rate of unemployment amongst the elderly. | <https://ec.europa.eu/info/sites/info/files/2017-european-semester-national-reform-programme-slovakia-en.pdf> |
| Strategy for Smart Specialisation of the Slovak Republic (RIS3) | The RIS3 document is the national R&I strategy for 2014-2020. It sets goals and policy measures are aimed at research, innovation and education. Goal 1 tackles challenge of the dual economy and aims at increasing embeddedness of key industries in Slovakia. Goal 2 relates to support to economic growth via results of excellent science. Goal 3 aims at creating dynamic, open and inclusive innovative society as a condition for improving quality of life contains three policy measures on grand societal challenges. Goal 4 aims at improving quality of human resources for innovative Slovakia’ contains policy measures aimed at improving system of vocational education and supporting excellent higher education. | It is assumed that by the support of the priority areas of RIS3 SK we can obtain positive effect in resolving multiple societal topics, one of which is ageing population and quality of life. Moreover, the development trend in prospective areas of specialization has already been identified – it is technology and services for the active life and ageing. Although, in the section of human resources development, the document primarily focuses on training and development of pupils´ competences and skills and lifelong enhancing and updating professional skills and knowledge of employees, it is necessary to consider also the impacts of conceptual solutions of the demographic prognoses on the economy of Slovakia. | <https://rio.jrc.ec.europa.eu/en/library/strategy-smart-specialisation-slovak-republic-ris3> |
| Active labor market measures for 50+ people | Summary information on measures dealing with employment and employability of older people in the framework of active labor market instruments | Active labor market measures (AOTP) focused on stimulating demand for labor, in particular by providing contributions to employers and UoZ to create new jobs, are:  - contribution to self-employment (Section 49 of the Act),  - contribution to employment of disadvantaged UoZ (Section 50 of the Act),  - Contribution to support the development of local and regional employment (Section 50j of the Act),  - Contribution to setting up a sheltered workshop and sheltered workplace (Section 56 of the Act),  - contribution of a disabled citizen to self-employment (Section 57 of the Act). |  |

European Strategies:

EUROPE 2020: A European strategy for smart, sustainable and inclusive growth. EUROPEAN COMMISSION, 2010

<http://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf>

Six key objectives:

* an overall employment rate of 75% for the age group 20-64 years,
* achieve a female employment rate of 65%;
* employment rate of older workers of 55%
* reduce unemployment among persons aged 15-24 years by one third compared to 2010,
* reduce unemployment among low-skilled persons by a quarter compared to 2010,
* increase labor productivity by 20% compared to 2010

1. **Research papers (2p)**

|  |  |  |  |
| --- | --- | --- | --- |
| Scientific evidence | Brief Summary | Relation to the role of AMA | Link/Source |
| Cooperation, Need for Communication and Resumption of Dialogue in relation to Age-groups | The aim of the project is to support the dialogue between generations, to integrate the adults and the young people into intergeneration communication and creative process of education aimed at intergeneration dialogue, information and experience exchange. | to start up the discussion, information exchange and to develop mutual exchange of experience with the aim to promote an intergenerational dialogue and cooperation,   to increase general awareness of importance of intergenerational dialogue and solidarity,   to promote the activities that will help struggle against discrimination based on age,   to eliminate stereotypes concerned with age,   to remove intergenerational barriers,   to promote and extend the cooperation and interactivity between generations at the national and international levels, sectors of education and labour, | <http://www.ies.stuba.sk/grundtvig-concordia/>  <https://www.zak.kit.edu/downloads/CONCORDIA-proceeding_from_conferences.pdf> |
| Active labor market measures for 50+ people  (Evaluation of application for 2016) |  |  | <http://www.upsvar.sk/buxus/docs/statistic/aotp_2016/Vyhodnotenie_AOTP_2016.pdf> |
| Comparative Age Management: Theoretical Perspectives and Practical Implications | The SAGE Handbook of Aging, Work and Society | key international contributors to the field of study come together to create a definitive map of the subject. Framed by an authoritative introductory chapter, the SAGE Handbook of Aging, Work and Society offers a critical overview of the most significant themes and topics, with discussions of current research, theoretical controversies and emerging issues, divided into sections covering:  Key Issues and Challenges; The Aging Workforce; Managing an Aging Workforce; Living in an Aging Society; Developing Public Policy | <http://sk.sagepub.com/reference/the-sage-handbook-of-aging-work-and-society> |

1. **Good practice examples (2p)**

|  |  |  |  |
| --- | --- | --- | --- |
| Good practice example | Brief Summary | Transferability of skills to AMA qualification | Link/Source |
| Concordia | Cooperation, Need for Communication and Resumption of Dialogue in relation to Age-groups / project to support the dialogue between generations, to integrate the adults and the young people into intergeneration communication and creative process of education aimed at intergeneration dialogue, information and experience exchange. | to start up the discussion, information exchange and to develop mutual exchange of experience with the aim to promote an intergenerational dialogue and cooperation, | <https://www.zak.kit.edu/downloads/CONCORDIA-proceeding_from_conferences.pdf> |

1. **Research methodology** 
   1. Methodology of data gathering
   2. Online survey - identification of skill needs for AMA qualification
   3. Consultation with partners and national experts
2. **Results of the** [**survey**](https://docs.google.com/forms/d/e/1FAIpQLSeRuil8YMIvkWQq3EohpkwiB-wid3yOnF9U1crHoLu-dl-Suw/viewform?usp=sf_link) **and consultation**

**A) Management Skills**

|  |  |  |
| --- | --- | --- |
| A1 | Strategic planning and formulation | 4,2 |
| A2 | Strategy implementation | 4 |
| A4 | Performance management in terms of planning, conducting, follow up and assessment | 4 |
| A7 | Change management | 4 |
| A10 | Cultural diversity Management | 4 |
| A9 | People Management | 3,9 |
| A5 | Environmental scanning and analysis for decision-making | 3,8 |
| A3 | Delegation of tasks to teams and individuals | 3,7 |
| A6 | Managing internal and external relationships with key stakeholders | 3,7 |
| A12 | Conflict management | 3,5 |
| A8 | Risk identification and management | 3,4 |
| A13 | Time management | 3,1 |
| A11 | Financial management | 3 |

**B) Technical Skills**

|  |  |  |
| --- | --- | --- |
| B17 | Lifelong learning | 4,4 |
| B15 | Work ability support | 4,2 |
| B18 | Motivation by age groups | 4,2 |
| B19 | Analysis of working conditions | 4,2 |
| B6 | Planning | 4,1 |
| B3 | Strategy formulation and implementation | 4 |
| B5 | Project development | 4 |
| B14 | Customer oriented | 3,9 |
| B11 | Conducting meetings | 3,7 |
| B16 | Creating health benefits | 3,7 |
| B10 | Quality | 3,6 |
| B2 | Occupational health and safety skills | 3,5 |
| B1 | Technical skills | 3,4 |
| B12 | Key performance indicators/criteria for definition and analysis | 3,3 |
| B13 | Key performance indicators/criteria for monitoring | 3,3 |
| B9 | Reporting | 3,2 |
| B4 | Market and competitor analysis | 3,1 |
| B7 | Assessing financial products/services | 3 |
| B8 | Budgeting | 2,9 |

**C) Social Skills**

|  |  |  |
| --- | --- | --- |
| C7 | Leading, developing and managing people | 4,5 |
| C5 | Impact and influence | 4,4 |
| C09 | Social commitment | 4,4 |
| C1 | Dialogue and persuasion capacity | 4,3 |
| C4 | Relationship building and Networking | 4,3 |
| C8 | Team leadership | 4,2 |
| C2 | Capacity of building sensemaking | 4,1 |
| C3 | Organizational awareness | 3,9 |
| C10 | Market orientation | 3,9 |
| C12 | Cooperation programmes | 3,8 |
| C11 | Environmental issues | 3,5 |
| C6 | Assertiveness and use of positional power | 3,3 |

**D) Behavioral Skills**

|  |  |  |
| --- | --- | --- |
| D14 | Emotional Intelligence | 4,6 |
| D8 | Interpersonal understanding | 4,4 |
| D7 | Initiative | 4,3 |
| D3 | Flexibility | 4,2 |
| D6 | Conceptual thinking | 4,2 |
| D11 | Team working and collaboration | 4,2 |
| D9 | Understanding of the organization | 4,1 |
| D2 | Consistency | 4 |
| D5 | Analytical thinking | 4 |
| D12 | Concern for order, quality and accuracy | 4 |
| D13 | Search of information capacity | 4 |
| D15 | Stress Resistance | 4 |
| D1 | Self-control and confidence | 3,9 |
| D10 | Achievement orientation | 3,8 |
| D4 | Organizational commitment | 3,7 |

**E) Information and communication Skills**

|  |  |  |
| --- | --- | --- |
| E7 | Verbal communication | 4,6 |
| E8 | Non Verbal communication | 4,4 |
| E1 | Office tools | 4 |
| E9 | Written communication | 3,9 |
| E2 | Presentations with new PPT social tools | 3,7 |
| E5 | Social tools: web 2.0 | 3,7 |
| E3 | eLearning | 3,6 |
| E10 | Smart tools | 3,6 |
| E6 | Videostreaming | 3,4 |
| E4 | Advanced excel tools | 3,2 |

**F) INTERGENERATIONAL ACTIVITIES**

**F1. Have you ever participated in intergenerational activities in your company? Specify what type activities where organised:**

**F3. How relevant and useful would you find the following types activities to ensure intergenerational knowledge transfer and cooperation:**

|  |  |
| --- | --- |
| Mentoring | 4,6 |
| Coaching | 4,5 |
| F2f Training courses | 4,2 |
| Social Activities | 4,2 |
| External intergeneration activities (cooperation) | 3,9 |
| Online Training courses | 3,6 |
| Job shadowing | 3,3 |

**F4. What impact/benefit/motivation can you obtain/did you obtain in sharing knowledge and experience with and elder/younger generation?**

|  |  |
| --- | --- |
| Being useful | 4,6 |
| Sharing experiences | 4,3 |
| Career development | 4,1 |
| Prestige | 3,2 |

1. **Recommendation for policy makers to support AMA**

1. Europe should act jointly preventing the situation of financial and social breakdown that may be caused by ageing of its society in forthcoming decades.

2. The gap between young generations and the elderly population with respect to their understanding and perception of social and economic issues is widening fast.

3. To improve a knowledge-oriented European society. Alumni Clubs and U3As’ involvement will be crucial in the processes of knowledge transfer and skills moulding between more and less experienced participants of labour market.

4. To make the seniors more active (building a new approach among to-be seniors based on activeness and participation). Supporting entrepreneurial attitude (development of SME and NGO sectors) will also accelerate the process.

5. European society needs more effective education system. Vocational education should be planned in a more detail way adjusting to the needs of labour market and also considering the time requirements of the process.

6. Common policy of EU states in the aspect of its competitiveness and presence in external markets should be prepared and introduced. Exchange of knowledge, offers, good practices including benchmarking within EU is one of the elementary aspects. Strong European economy is one of key aspects of preventing the situation of crisis because of ageing societies within EU.

7. Demographic policies must strengthen intercultural competences. Population ageing and immigration go together. Ageing societies have to be especially open and welcoming to migrant populations and refugees. This includes providing better access to education and social and political participation to ethnic and religious minorities already in place.

8. The social aspect of lifelong learning has to be taken as an opportunity to strengthen the possibility of intergenerational learning.

9. Keep people in the labour market. SME offer an opportunity to combine research, development and applied expertise in intergenerational working and learning processes. Age discrimination for employees and jobless older than 40 years has to be addressed by considering the options of anonymous application procedures.

10. Research and public dialogue should raise the question of how younger and intermediate generations handle the uncertain future.

11. Political participation has many faces. Political participation cannot be reduced to voting and party membership. It includes non-institutional forms such as joining local political organisations, individual action such as wearing a badge or singing petitions, as well as contacting press organs or political representatives.

12. Exchange services for seniors and families children. Local forms of self-organised or participatory organised services can address specific needs in local communities and provide seniors with the cultural and social capital of being able to control and implement their own ideas and strategies on a local scale. Seniors’ social services could be combined with childcare facilities.

1. **Summary**

The results of the survey can be found in item 6 and the research method of the survey in item 5.