

Logo of the organizer

**EDUCATIONAL ACTIVITY PROJECT
NAME**

**Organizer
Responsible person**

Year

1. EDUCATIONAL ACTIVITY PROJECT'S NAME

Age Management Advisor

2. EDUCATIONAL ACTIVITY PROJECT'S CHARACTERISTICS

The educational activity introduces basics and basic principles of age management, its objectives, tools, possibilities of implementation and measurement of the work ability of employees through WAI (Work Ability Index) and prepares them for activities in the environment of organizations. Participants will acquire the basic knowledge, competencies and skills necessary for the performance of the Age Management Adviser through lectures, practical exercises, group work, listening and their own experience. Graduates will be able to:

- orientate in theoretical background and age management methods
- apply the principles of age management
- explain and present the principles and objectives of age management
- identify needs of organizations in age management
- analyze the needs of individual age groups in the workplace
- choose the appropriate tools for implementing age management in organizations
- create internal documents for the implementation of age management
- design procedures for the implementation of individual age management measures
- monitor the implementation of age management in organizations
- suggest a modification of the procedures for the implementation of age management measures
- evaluate the benefits of each implemented measure to support the work ability of individual age groups at the workplace

3. THE ENTRANCE REQUIREMENTS FOR PARTICIPANTS

The course is designed primarily for human resources managers and management staff who have experience in managing human resources and want to learn about the specifics and the possibilities of implementing the management of age structure. The course is not intended for start-up staff without prior experience. The position foresees the superstructure / specialization of HR staff.

The minimum entrance requirements are:

- 18 years of age
- university education min. bachelor's level in humanities and social sciences (andragogy, personnel work, management, pedagogy, social work, psychology, etc.)
- previous personnel management practice
- basic knowledge and skills in human resource management, personnel processes, adult education and work psychology.

4. THE ORGANISATION OF THE EDUCATIONAL ACTIVITY

The education is realized in full-time form, while practical lessons are also included. The course is divided into five follow-up one-day blocks and total sum of 40 hours. Each of these blocks includes 6 lessons of theory and 2 lesson of practice. The lesson is 45 minutes long, and the lesson does not exceed 8 bussines hours per day. Short breaks (15 minutes) take place after 1.5 hours. Lunch is scheduled for one hour. At the beginning of the course, participants will be informed about OSH (Occupational health and safety).

5. SPATIAL, MATERIAL AND TECHNICAL ORGANISATION OF THE ACTIVITY

Theoretical lessons and practical exercises take place in a standard classroom environment allowing for interactive education and appropriate safety and hygiene regulations.

The following material and technical backgrounds must be available:

- PC with Internet connection and sound card
- Data Projector and Projection Screen
- Presenter
- Flipchart, stationery
- Required illustrative learning aids (documents, teaching materials, tutorials ...)
- Flexible layout for work in groups and simulation games

6. REQUIREMENTS FOR LECTURERS OF THE EDUCATIONAL ACTIVITY

Required qualification:

a) Competence:

- university education in an accredited degree program of a study subject, which corresponds to topics/modules of the program, or higher professional education in an accredited higher vocational school (VOŠ in CR) education program which corresponds to topics/modules of the program
- or a certificate of professional qualification, a lecturer of further education.

b) Pedagogical competence:

- successful study of andragogy (adult education), pedagogy, geragogy or successfully completed certified course of lecturers
- or successfully completed certified course of age management.

c) Professional experience:

- at least 3 years of lectures (at least one of the lecturers).

7. THE METHODOLOGY

Teaching methods:

- Professional lectures
- practical demonstration
- controlled discussion
- group work
- self-study
- practical exercises: work with information and visual material from the field of age management, solution of the case situations (application according to the workplace of the participants), work with documentation, presentation of independent work, etc. The lecturer will adapt the teaching to all relevant conditions, in particular the fact that they are adult learners. He will combine theory with practice and use his own practical experience, care for adequacy, individual approach and clarity. Emphasis is placed on the ability to apply theoretical knowledge to practical situations, to work independently and to solve problems.

8. THE EVALUATION OF THE EDUCATIONAL ACTIVITY

The activity will end with a practical test and a knowledge test. The knowledge test will be composed of 2–4 tasks per module and 75 % of correctly answered questions are considered to be successful in the test, with at least 50% of questions being answered correctly for each module. Thematic circuits of the test will consist of individual modules according to the curriculum. The practical exam will take the form of the final thesis/project according to the specified curriculum. The work/project will consist of an action plan for the implementation of age management in a selected (even fictive) organization in the range of 10–12 A4 pages. The practical test will be evaluated by two evaluators. A successful graduate will receive a certificate/certificate of completion.

9. THE TEACHING PLAN

Name of the educational institution		Address of the educational institution	
Age management advisor			
Module name	Number of hours		Way of conclusion
	Theoretical lessons	Practical exercises	
Basic principles of age management	6	2	Credit
Age management	6	2	Credit
Organizational culture	6	2	Credit
Work ability concept	6	2	Credit
Personnel processes supporting age management	6	2	
Number of hours of theoretical and practical lessons	30	10	
Number of hours	40		

10. MODULES OF THE EDUCATIONAL ACTIVITY

Module name	Basics of age management
Number of hours	8 hours (6 theor. lessons + 2 practical exercises)
Entrance requirements	See the entrance requirements for participants of the educational activity.
<p>Annotation defining the main module's goals Participants will learn about the aging of the population and related socio-economic and cultural aspects, labor market situations, and current workplace trends with a focus on the status of older adults. They will learn to identify the segments of the silver economy and the potential of its development.</p>	
<p>Expected learning outcomes The graduate of the module will be able to:</p> <ol style="list-style-type: none"> a) Demonstrate the knowledge of the relevant terminology b) Identify individual age dimensions and explain their interrelationship with the age management concept c) Explain the current state of the population in the context of demographic aging and characterize predictions of future development d) Describe the current structure of unemployment, its causes and impacts e) Specify the different employment policy areas and its instruments f) Identify vulnerable groups on the labor market and their specifics g) Explain the implications of Industry 4.0 in terms of changing the structure of the labor market h) Define the area of the silver economy, identify areas of the future development and characterize the challenges and opportunities for society and the individual 	
<p>Content of teaching</p> <ul style="list-style-type: none"> • The initial terminology • Periodization of the human age • Demographic aging of population • Labor Market, employment strategy • Industry 4.0 • Silver economy 	
<p>Teaching methods</p> <ul style="list-style-type: none"> • professional lectures • controlled discussion • presentation • demonstrations (videos, educational films, etc.) • practical exercises and independent work • self-study 	
<p>Way of conclusion The lecturer will observe during the education the work of the individual participants. On the basis of targeted observation, controlled interviewing (questioning) and the results of the partial tasks decides whether the participant has achieved the desired results or not. If the</p>	

lecturer is not convinced that the participant reached all required module outputs, he/she will enter a task on which the participant proves/does not prove that he reached necessary outputs.

Parameters for evaluating learning outcomes

Outcome	Parametres for evaluating
a)	Factually correct and precise definitions of terms.
b)	Factually accurate and complete indication of all age dimensions.
c)	Correct and comprehensive description of the current situation and future development.
d)	The factual description of the current state.
e)	Factual and correct listing of at least 5 areas/tools.
f)	A structured and complete list of target groups with a description of their specifics.
g)	Appropriate and complex characteristics of development and impacts.
h)	Comprehensive and complete definition of the area and its segments.

- **Recommended literature for lecturers**

- Ilmarinen J.: TOWARDS A LONGER WORKLIFE! Ageing and the quality of worklife in the European Union. Finnish Institute of Occupational Health (FIOH), Helsinki Finland 2005. ISBN 951-802-685-8 (hardback), ISBN 951-802-686-6 (PDF)
- Cimbalnikova L. et al. Age Management. Comparative analysis of approaches and conditions used in the Czech Republic and Finland. Prague: AIVD CR, 2011, ISBN 978-80-904531-2-8
- Employment Act 435/2004 Coll. (The Czech Republic)
- Initiative Industry 4.0, Ministry of Industry and Trade (The Czech Republic)

Module name	Age management – principles, concepts and models
Number of hours	8 hours (6 theor. lessons + 2 practical exercises)
Entrance requirements	See the entrance requirements for participants of the educational activity.
Annotation defining the main module´s goals	
<p>Participants will learn about the principles of age management, the contexts of its development, the possibilities of implementation and current trends of development. They will learn to identify all levels of age management and its actors, get an overview of its goals and methods (e.g. health management,...). They will get acquainted with selected concepts influencing the implementation of age management in organizations and will learn to identify the specifics of each age group in the work environment. They will be acquainted with the individual pillars of age management.</p>	
Expected learning outcomes	
The graduate of the module will be able to:	
<ul style="list-style-type: none"> a) Define age management as a specific discipline, its subject, objectives and historical development 	

- b) Characterize the linking of the concept of age management with the objectives and priorities of public policies
- c) Identify and characterize individual levels of age management
- d) Define the relationship of age management with talent management, diversity management, culture, and social responsibility of the organization
- e) Explain the potential benefits and risks of age management in the organization
- f) Name generations in the workplace and specify their different expectations
- g) Design and apply appropriate procedures for setting up a work environment that respects the specifics of selected age groups of workers
- h) Define the individual pillars of age management.

Content of teaching

- Historical development of age management
- Age management as part of public policies
- Active aging, healthy aging, successful aging
- Age management levels
- Social responsibility of organizations, talent management
- Generations in the labor market
- Specifics of different age groups
- Pillars of age management

Teaching methods

- professional lectures
- controlled discussion
- presentation
- demonstrations (videos, educational films, etc.)
- practical exercises and independent work
- self-study

Way of conclusion

The lecturer will observe during the education the work of the individual participants. On the basis of targeted observation, controlled interviewing (questioning) and the results of the partial tasks decides whether the participant has achieved the desired results or not. If the lecturer is not convinced that the participant reached all required module outputs, he/she will enter a task on which the participant proves/does not prove that he reached necessary outputs.

Parameters for evaluating learning outcomes

Outcome	Parametres for evaluating
a)	Factually correct and precise definitions of terms
b)	Factually accurate and complete indication of all contexts
c)	Correct and comprehensive description all levels
d)	The factual and complex definition
e)	Factually accurate and complete listing of benefits and risks
f)	Comprehensive and complete description of generations and its specifics
g)	Comprehensive and complete description of generations and its specifics Adequate and correct description of the methods, correct mention of at least 3

	suitable procedures
h)	Complete and factually correct definition.

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- Ilmarinen J.: TOWARDS A LONGER WORKLIFE! Ageing and the quality of worklife in the European Union. Finnish Institute of Occupational Health (FIOH), Helsinki Finland 2005. ISBN 951-802-685-8 (hardback), ISBN 951-802-686-6 (PDF)
- Cimbalnikova et al. Age Management. Comparative analysis of approaches and conditions used in the Czech Republic and Finland. Prague: AIVD CR, 2011, ISBN 978-80-904531-2-8
- Cimbalnikova et al. Age Management for working with target group 50+. Methodological manual. Prague: AIVD CR, 2012, ISBN 978-80-904531-5-9

Module name	Organizational culture, intergenerational cooperation
Number of hours	8 hours (6 theor. lessons + 2 practical exercises)
Entrance requirements	See the entrance requirements for participants of the educational activity.

Annotation defining the main module's goals

Participants will learn about the levels, factors and importance of organizational culture, with the aspects of social responsibility of the organization, the forms of age discrimination and ageism in organizations, the factors of social climate, the concept of generations of workers, factors of motivation and motivation, work satisfaction and the concept of engagement workers in the context of age management, with issues of collaboration, sharing and learning between generations at the workplace. They will learn to understand the fundamental context of organizational culture and intergenerational cooperation in the context of building an employer's good name from an age management point of view.

Expected learning outcomes

The graduate of the module will be able to:

- demonstrate the knowledge of relevant terminology;
- demonstrate knowledge of the characteristics of organizational culture, explain the importance of organizational culture;
- identify links between organizational culture and age management;
- understand discrimination and equal treatment in organizations;
- identify age stereotypes and ageism in organizations;
- prove knowledge of the essential provisions of Anti-Discrimination Act No. 198/2009 Coll., 365/2017 Coll. (The Czech Republic)
- identify factors of the social climate and identify its influence on the functioning of the organization in the context of age management;
- demonstrate knowledge of the specifics of different generations of workers in the company;
- demonstrate knowledge of the bases and theories of work motivation and knowledge of working incentives in terms of age management and different generations of workers;

- j) demonstrate orientation in terms of job satisfaction and understanding of employee engagement in terms of age management and different generations of workers;
- k) explain the factors of intergenerational cooperation, intergenerational sharing and learning in the workplace with the contexts of the concepts of diversity management, knowledge management and talent management;
- l) identify the context of age management and the reputation of the employer and clarify the benefits of age management for the reputation of the employer.

Content of teaching

- Organizational culture supporting age management
- Social responsibility of the organization
- Discrimination and equal treatment in organizations
- Age stereotypes in organisations
- Ageism in organizations
- Anti-Discrimination Act No. 198/2009 Coll., 365/2017 Coll.
- Social climate in the workplace
- Generation of workers
- Work motivation and staff stimulation
- Work satisfaction and employee engagement
- Intergenerational cooperation, inter-generational sharing and learning at the workplace; diversity management, knowledge management, talent management
- Building a good name of the employer

Teaching methods

- professional lectures
- controlled discussion
- individual and group work
- practical individual and group exercises
- presentation to individual and group work
- independent work
- self-study

Way of conclusion

The lecturer will observe during the education the work of the individual participants. On the basis of targeted observation, controlled interviewing (questioning) and the results of the partial tasks decides whether the participant has achieved the desired results or not. If the lecturer is not convinced that the participant reached all required module outputs, he/she will enter a task on which the participant proves/does not prove that he reached necessary outputs.

Parameters for evaluating learning outcomes

Outcome	Parametres for evaluating
a)	Definition of relevant terminology.
b)	Identification of essential characteristics and important factors of organizational culture and justification of its importance.
c)	Introduction of contexts of organizational culture and age management.
d)	Definition of discrimination and equal treatment in terms of the organizational environment.
e)	Determination of age stereotypes and ageism and their characteristics from

	the point of view of the organizational environment.
f)	Interpret the main provisions of Anti-Discrimination Act No. 198/2009 Coll., 365/2017 Coll.
g)	Identifying key factors of the impact of the social climate on an organization with relevant age management contexts.
h)	Introduction of typical (generalized) characteristics and differences of generations of workers in the company.
i)	Definition of the starting points of motivation work, enumeration of theories of work motivation and introduction of their characteristics, enumeration of tools of work stimulation in terms of age management and generations of workers.
j)	Definition of employee satisfaction and employee engagement in terms of age management and generations of workers.
k)	Introducing factors of intergenerational cooperation, sharing and learning at the workplace; defining the concept of diversity management, knowledge management and talent management, and putting them into context with inter-generational collaboration, sharing and learning at the workplace.
l)	Introduction of association of age management and an employer's good name and the benefits of age management for the reputation of the employer.

Recommended literature for lecturers

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- Cimbalnikova et al. Age Management for working with target group 50+. Methodological manual. Prague: AIVD CR, 2012, ISBN 978-80-904531-5-9
- Novotný et al. How to understand aging and how to respond to it. Possibilities of applying Age Management in the Czech Republic. Guide to individuals, organizations and society. Prague: AIVD CR, 2014, ISBN 978-80-904531-7-3

Module name	Work ability concept
Délka modulu	8 hours (6 theor.lessons + 2 practical exercises)
Vstupní předpoklady	See the entrance requirements for participants of the educational activity.

Annotation defining the main module's goals

Participants will be familiarized with the definition of working ability and with the various factors that form the work capacity within the "Work Ability House" and the related influences. They will know the content of the Work Ability Index and the use of its results. They will learn to understand the impact of aging on work ability and will be aware of measures to maintain work capacity with respect to individual generations at the workplace. Participants will also be acquainted with selected management measures to support change management in different generations from the employer's point of view. They will also learn how to set up a retirement strategy.

Expected learning outcomes

The graduate of the module will be able to:

- a) demonstrate the knowledge of terminology of the concept of work ability;
- b) create a list of the various factors of work capacity;
- c) demonstrate knowledge of the tool for measuring work capacity and the use of its results;
- d) demonstrate knowledge of the effects of aging on the various factors of work ability;
- e) name the measures for the support of the working capacity according to the individual stages of the "Work Ability House" from the employer's point of view;
- f) provide measures to support the changing of life patterns of different generations from the perspective of the employer;
- g) prepare a proposal for an appropriate retirement strategy.

Content of teaching

- Concept of work ability
- Individual factors of work ability and use of the obtained results
- Effect of aging on work ability
- Opportunities to support work ability for individual generations at the workplace
- Managerial measures to support change management in the life course
- Strategy for preparing for retirement

Teaching methods

- professional lectures
- controlled discussion
- individual and group work
- practical individual and group exercises
- presentation to individual and group work
- independent work
- self-study

Way of conclusion

The lecturer will observe during the education the work of the individual participants. On the basis of targeted observation, controlled interviewing (questioning) and the results of the partial tasks decides whether the participant has achieved the desired results or not. If the lecturer is not convinced that the participant reached all required module outputs, he/she will enter a task on which the participant proves/does not prove that he/she reached necessary outputs.

Parameters for evaluating learning outcomes

Outcome	Parametres for evaluating
a)	Factually correct definition of terminology of work ability concept.
b)	Identification of individual factors of work ability and explanation of interrelationships.
c)	Define the content of the tool and how to interpret its results.
d)	Adequate and accurate description of the effects of aging in individual areas of work ability.
e)	Name at least two options for supporting work ability at every generation.
f)	Name at least two managerial measures to support change management

	across generations
g)	Explain a comprehensive and factual definition of a retirement strategy.

Recommended literature for lecturers

- Ilmarinen J.: TOWARDS A LONGER WORKLIFE! Ageing and the quality of worklife in the European Union. Finnish Institute of Occupational Health (FIOH), Helsinki Finland 2005. ISBN 951-802-685-8 (hardback), ISBN 951-802-686-6 (PDF)
- Cimbalnikova et al. Age Management for working with target group 50+. Methodological manual. Prague: AIVD CR, 2012, ISBN 978-80-904531-5-9
- Novotný et al. How to understand aging and how to respond to it. Possibilities of applying Age Management in the Czech Republic. Guide to individuals, organizations and society. Prague: AIVD CR, 2014, ISBN 978-80-904531-7-3
- Štorová, I., Fukan, J. Employee and age. Czech-Moravian Confederation of Trade Unions and Association of Independent Trade Unions, Prague, 2012, ISBN 978-80-87137-35-2
- Štorová, I. : Age Management for Employers with a Focus on Older Workers, Confederation of Industry of the Czech Republic, 2015

Module name	Personnel processes supporting age management
Number of hours	8 hours (6 theor. lessons + 2 practical exercises)
Entrance requirements	See the entrance requirements for participants of the educational activity.

Annotation defining the main module's goals

Age management will be introduced to participants as a concept of employees's age management in the organization, as an age management audit, as an employment strategy of older people in the organization and as an involvement of older workers and management (line managers). In addition, participants will be familiarized with measures to support age management in the HR processes and their implementation, managing the intergenerational transfer of knowledge in the organization, training personnel and management to implement and implement age diversity in the organization, communication and awareness of age management in the organization, with the inclusion of age management in the social dialogue between the employer and the trade unions and with the assessment of the effectiveness of the age management in the organization.

Expected learning outcomes

The graduate of the module will be able to:

- a) prove the knowledge of relevant terminology;
- b) characterize age management at the level of organization and work groups/teams;
- c) analyze age management condition in the organization (age management audit);
- d) demonstrate knowledge to formulate the strategy for employing older people in the organization;
- e) indicate the ways of involving older workers and liner management in the implementation of age management;
- f) introduce measures to support age management in the personnel processes

system and the procedures for their implementation (recruitment and selection of workers, placement of workers, management of work performance, training and further education (intern and extern), development and management of workers' careers, working conditions and care for workers, internal and external personnel counselling; release of workers);

- g) present the aspects and factors of the intergenerational transfer of knowledge in the organization and to demonstrate the knowledge of the methods of its management;
- h) prove the skills to train personnel and management (line managers) to implement and apply age diversity in an organization;
- i) enumerate communication tools and procedures to raise awareness of age management in the organizations
- j) demonstrate knowledge of the inclusion of age management in the social dialogue between the employer and the trade unions;
- k) enumerate methods for evaluating the effectiveness of age management in the organization.

Content of teaching

- Age management at the level of organization (employer) and working groups/teams - managing the age structure of the workers
- Age management audit in the organization
- Employee's aging strategy - strategy for employment of older people
- Involving of older workers and management (line managers) in the implementation of age management
- Measures to support age management in the staff system and their implementation (recruitment and selection of staff, placement of employees, management of work performance, training and further education (intern and extern), development and management of the careers of employees, working conditions and care of workers, internal and external personnel counselling, releasing workers)
- Managing intergenerational knowledge transfer within an organization
- Training personnel and management of the organization to implement age diversity in an organization
- Communication and awareness of age management in an organization
- Age management in the social dialogue between the employer and the trade unions
- Assessing the effectiveness of the organization's age management

Teaching methods

- professional lectures
- controlled discussion
- Individual and group work
- practical individual and group exercises
- presentation to individual and group work
- individual work
- Self-study

Way of conclusion

The lecturer will observe during the education the work of the individual participants. On the basis of targeted observation, controlled interviewing (questioning) and the results of the partial tasks decides whether the participant has achieved the desired results or not. If the lecturer is not convinced that the participant reached all required module outputs, he/she will enter a task on which the participant proves/does not prove that he reached necessary outputs.

Parameters for evaluating learning outcomes

Outcome	Parametres for evaluating
a)	Definition of a relevant terminology.
b)	Definition of age management at organization level and workgroup/team level
c)	Description of the process of age management analysis in the organization (age management audit).
d)	Definition of the strategy of employing older people in the organization and the process of its creation and content.
e)	Introducing ways of involving older workers and line management into age management implementation.
f)	Introduction of measures to support age management in the personnel processes system and their implementation processes (recruitment and selection of workers, placement of workers, management of work performance, education, development and management of workers' careers, working conditions and care of workers, internal and external personnel counseling, release of workers).
g)	Definition of intergenerational knowledge transfer in organization and introduction of aspects, factors and methods of its management.
h)	Introducing the content and methods of training personnel and management (line managers) to implement and apply age diversity.
i)	Introducing the importance of communication and awareness of age management in the organization, putting communication tools and procedures to awareness of age management in the organization.
j)	Introducing procedures for integrating age management into social dialogue between employer and unions.
k)	Introducing methods for evaluating the effectiveness of age management in an organization.

Recommended literature for lecturers

- Ilmarinen J.: TOWARDS A LONGER WORKLIFE! Ageing and the quality of worklife in the European Union. Finnish Institute of Occupational Health (FIOH), Helsinki Finland 2005. ISBN 951-802-685-8 (hardback), ISBN 951-802-686-6 (PDF)
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- Novotný P. et al. How to understand aging and how to respond to it. Possibilities of applying Age Management in the Czech Republic. Guide to individuals, organizations and society. Prague: AIVD CR, 2014, ISBN 978-80-904531-7-3
- Štorová, I.: Age Management for Employers with a Focus on Older Workers, Confederation of Industry of the Czech Republic, 2015