



This project is implemented through the  
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# Cross-generational competence management Good Practice Cases

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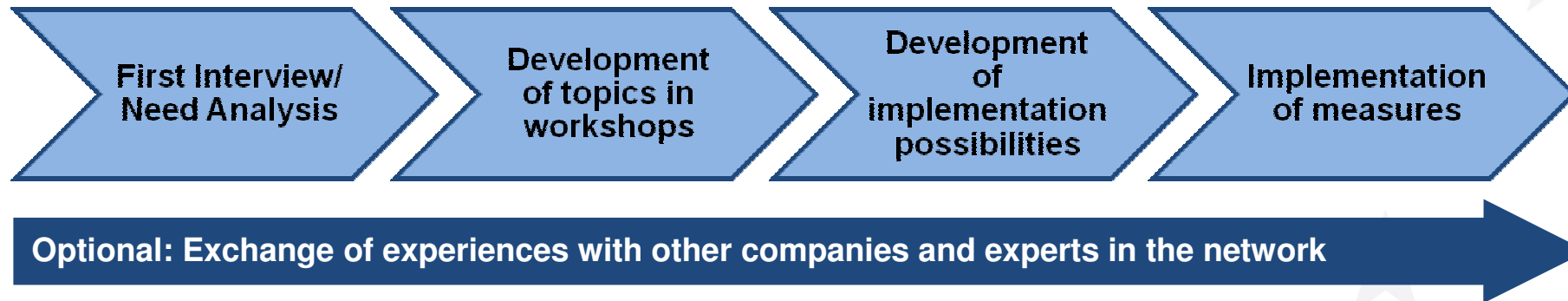
November 5<sup>th</sup>, 2012  
Ljubljana, Slovenia



- Active engagement in regional and cross-regional economic and labor policy development for more than 10 years
- 40 professionally trained employees
- Competences
  - Organisation- & HR-Development
  - International Affairs & Networks
  - Diversity Management
  - Applied Research
  - Aid Schemes (Programme monitoring, Aid programmes consulting)

- Demographic changes combined with longer educational programs lead to an older Styrian workforce
- Difference between branches and industries, but definitely negative effects on the performance and competitiveness of certain companies and regions
- Based on a current study within the Styrian Employment Pact (STEBEP) the following three industries were chosen for consulting
  - Tourism
  - Metal processing and production
  - Healthcare
- Also the gender aspect is taken into consideration here

- Target Group: 15-20 SMEs
  - Industries in the region which are affected the most by demographic change
  - Involvement of HRD-Managers and affected people
- Duration: 15 months
  - 3 to 8 days individual consulting depending on size and requirements
- Top Priority 1: Competence Management
  - Tailor-made consulting for implementing cross-generational competence management
- Top Priority 2: Ageing-Network
  - Platform for exchange of information and cross-company/  
cross-regional exchange



- Central Topics are
  - Knowledge transfer and Knowledge management
  - Reinforcement of cross-generational teamwork
  - Integration of suitable measures in the HRD strategy

- First Interview – First Contact
  - Management/ HRD
- Analysis
  - Basis: Demographic Check (Age Structure)
  - In-depth interview: Focus “Competence Management“
- Part 1: Wissen.Wert.Schatz
  - Short input: definition and meaning of cross-generational competence management
  - Formal vs. Informal knowledge
  - Similarities and differences

- Part 2: Alter.Wissen.Wert
  - "Young meet Young/ Old meet Old"
  - Need analysis in the organisational units
  - Integration of management (HRD)
- Part 3: Team.Wissen.Pool
  - "Old meet Young - Young meet Old"
  - Competence partnership – knowledge partnership
  - Dealings with employees from other cultures
  - Integration of management (HRD)

- Catalogue of Measures
  - Integration of management level
  - Possible scenarios for implementation: Knowledge Agreement, Pool of Knowledge for all, “Knowledge Handbook“, ...
- Reflection
  - After 6 months reflection on all levels
- Termination
  - Development of a standard in the area of competence management
  - Preparation of report about consulting process



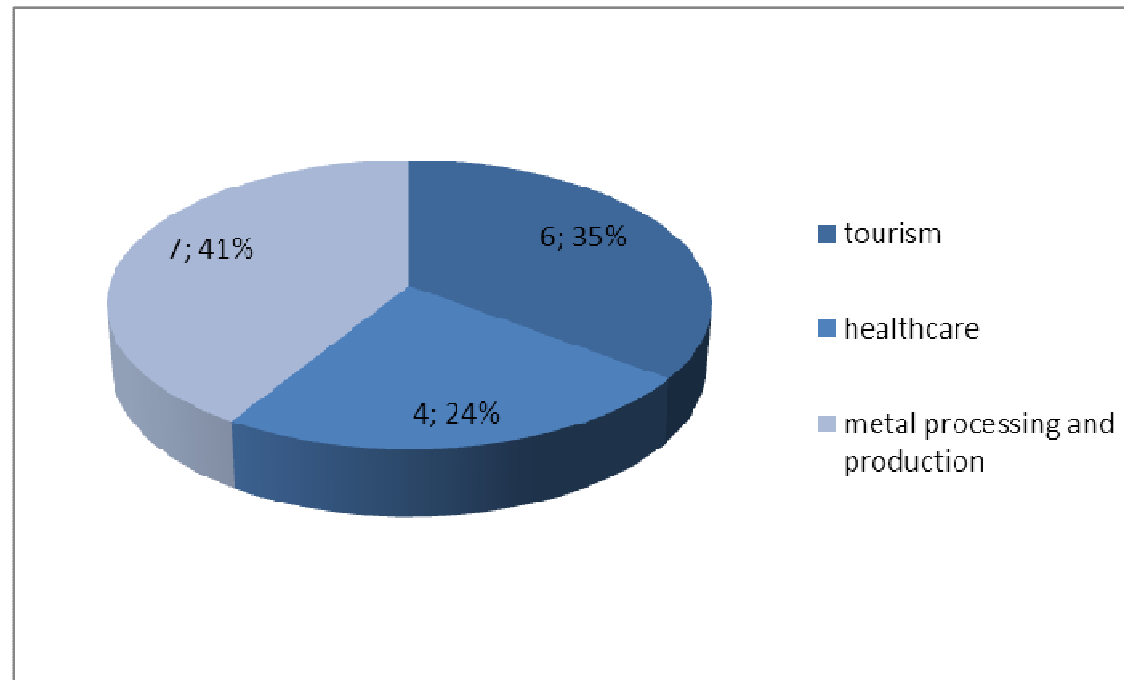
## Acquisition process

- Informed SMEs via mail and/or phone (~ 100 companies)
- 25 on-site appointments and/ or In-depth interviews

## Result

17 participating companies (68% of all visited companies!)  
with 5-250 employees

## Participating companies per industry



## Content of individual consulting processes

### Age Structure Analysis

- Basis and starting position for consulting process

### Mentoring

- Introduction of (cross-generational) mentoring programmes

### Work Ability Coaching

- Standardised tool to examine personal work ability
- 2 levels: person and company → deduction of measures

## Content of individual consulting processes

### Process optimisation

- Employee manual
- Further development of existing knowledge management tools, e.g. handbook for organisational development

### Cross-generational collaboration

- Empowerment of cross-generational teamwork
- Age-appropriate leadership – development of a strategy on management level
- Processes and structures among departments with respect to age structure

## Content of individual consulting processes

### Competence/knowledge management

- Improvement of collaboration and cross-generational knowledge transfer and knowledge management
- Design of competence map
- Employee survey

Content	Tourism	Metal Processing Production	Healthcare
Age structure analysis	2	5	3
Mentoring			1
Work ability coaching		3	
Process optimisation	4	2	1
Cross-generational collaboration		1	2
Competence/knowledge management	1	1	1

- A institution, which offers care of people who suffer on chronic mental illness. Therefore they are not able to live independent.
- 24 beds
- about 70 employees
  - 97 % femal
  - 3 % male
- Functions of the employees
  - graduate nurse
  - health care assistant

- The result of the Age-Structur-Analysis (ASA) shows
  - the current average age is between 35 and 40 years.
- This company has already had experience with consultancy as they previously participated in another funded project regarding demographic management.
- The initial consultation with the management led to the topic “cross-generational competence management” and decided to implement a standardised mentoring program for new employees.



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The mentoring program pursues the following aims:

- Optimisation of new employees training
- Strengthening of cross-generational team work in the organisation
- Development of customised measures and sustainable integration
- Optimisation of processes and interface management to prevent the loss of knowledge and information

## Process of consultancy

- To work on an individual mentoring concept in a **workshop** including the **management** and important key workers. Thereby it is essential to analyse and respond to the organisation's structure.
- Development of **standard instruments** and on going adjustment
- To acquire **potential mentors** (possibility of an **information meeting**)
  - Basic framework
  - Mentoring training
  - Tasks, function, responsibilities

- **Mentoring program implementation**
  - Define process (who needs to be involved)
  - Hand book
  - Manual mentoring
  - Instruments (guideline for mentoring conversations, mentoring agreement)
  - **Pilot with a mentoring couples**
    - 5 couples will start next week
  - **Reflexion and further development**
    - In December the Mentors have their first possibility to make a reflexion

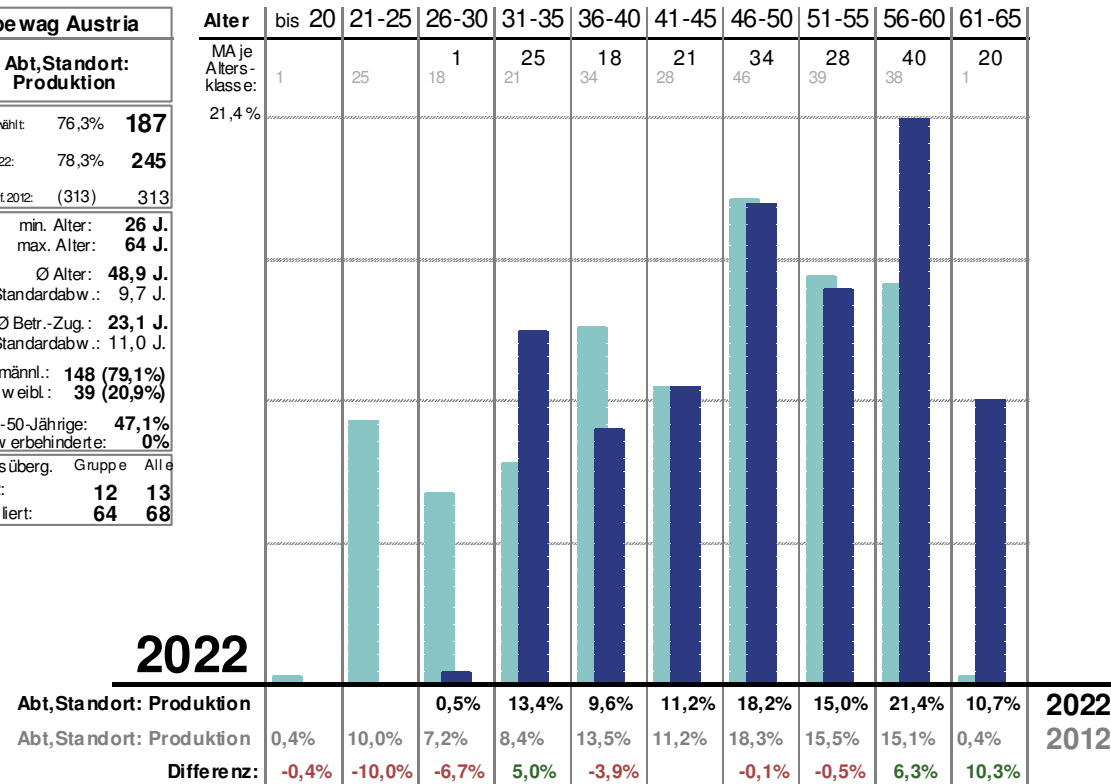
In addition it might be possible to consider a mentoring program as well for the inhabitants of this organisation (Peer-mentoring).

- Company in the metal industry
- 251 employees
  - 62 women
  - 189 men
- This company has hundreds of years of experience in the manufacturing of chains and their components. Since the first documented reference of its forging plant in 1479, the company group became one of the leading chain manufacturers worldwide.
- Today its success is based on well-engineered state-of-the-art quality products.

## Simulation

ASA - AltersStrukturAnalyse

pewag Austria	
<b>Abt, Standort: Produktion</b>	
ausgewählt:	76,3% <b>187</b>
Alle 2022:	78,3% <b>245</b>
Alle Anf. 2012:	(313) 313
min. Alter:	<b>26 J.</b>
max. Alter:	<b>64 J.</b>
Ø Alter:	<b>48,9 J.</b>
Standardabw.:	9,7 J.
Ø Betr.-Zug.:	<b>23,1 J.</b>
Standardabw.:	11,0 J.
männl.:	<b>148 (79,1%)</b>
weibl.:	<b>39 (20,9%)</b>
Über-50-Jährige:	<b>47,1%</b>
Schw erbehinderte:	<b>0%</b>
Altersüberg. Gruppe	Alle
2022:	<b>12 13</b>
kumuliert:	<b>64 68</b>



- Example of one department: Production
- In 2022 the number of employees in production reduced by 64 employees from 251 to 187.
  - 60 people were at that time already 56 years (32%).
  - Overall, 47,1% of the production were more than 50 years old.
  - Only one employee will be under 31 years old
  - The average age would increase from 43,2 years to 48,9 years.

## Process of consultancy

- **First Interview – First Contact**

- Management/ HRD

- **Analysis**

- Basis: Age-Structure-Analysis
- In-depth interview: Focus “Competence Management“

- **Part 1: “Wissen.Wert.Schatz “ – “Knowledge.Value.Treasure”**

- Short input: definition and meaning of cross-generational competence management
- Formal vs. Informal knowledge
- Similarities and differences

## Process of consultancy

- **Part 2: “Alter.Wissen.Wert “ - “Age.Knowledge.Value”**
  - “Young meet Young/ Old meet Old“
  - Need analysis in the organisational units
  - Integration of management (HRD)
- **Part 3: Team.Wissen.Pool” – “Team.Knowledge.Pool”**
  - “Old meet Young - Young meet Old“
  - Competence partnership – knowledge partnership
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## Content of the workshops

- **Cross-generational collaboration**

- Empowerment of cross-generational teamwork
- Age-appropriate leadership – development of a strategy on management level
- Processes and structures among departments with respect to age structure

- **Catalogue of Measures**
  - Integration of management level
  - Possible scenarios for implementation: Knowledge Agreement, Pool of Knowledge for all, “Knowledge Handbook“, ...
- **Reflection**
  - After 6 months reflection on all levels
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# Challenges and lessons learnt

- Acquisition of SME´ s in the selected regions
- Well managed – 17 SME´ s are participating
- ASA was carried out in 15 organisations only a few of them have dealt with the subject demographic change the first time and had a light bulb moment.
- Hardly any good practice examples fro SME´ s can be found – neither in Austria nor in Europe.
- In Styria mainly large sized organisations with more than 250 employees are working actively with this topic.
- It is not possible to fully implement these findings to SME` s
- A new idea: companies with experience act like “mentors” for other companies. This should be guaranteed in networking events.

- The consulting approach should ensure a customised offer and consultancy.
- Companies need individual advice and implementations possibilities.
- Every company is different and requires different concepts, ideas and strategies.
- Due to limited resources SME's face bigger problems to spend time on this to
- There is a great interest in knowledge management, cross generational team work, work load management, work flow optimisation, managing age-appropriate and employee survey.
- Furthermore, companies are already aware of these topics but only use different expressions.
- The highlight for me is the enthusiastic participations

- One finding for the future should be to provide even more consultation for companies to work on individual solutions.
- It needs to be recognised that in the regions - mainly in the rural area – only an intact infrastructure can stop a rural depopulation.
- Therefore, the organisations and the regional labour market policy committee need to cooperate even more and work together. To operate a nursery together etc., cross-community accommodation for children (after-school care program in the afternoon, lunch meetings, sport and leisure activities)

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your attention!



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