

## Questionnaire "Demogrphic change, skilled workers and personnel work in the European aerospace industry"

### A. Company and contact person

Name of company		Contact person	
Country		E-mail	
Address		Phone	

The company is ...	<input type="checkbox"/>	independent	<input type="checkbox"/>	part of a group
Please indicate name of group				
The company is ...	<input type="checkbox"/>	an OEM	<input type="checkbox"/>	a supplier
and produces:				

### B. Employment development 2016

#### 1. What is the employee headcount on 1 March 2016?

Formal employment	Total	Men	Women	Precarious employment	Total	Men	Women
Permanent staff				Fixed-term work			
<i>Thereof:</i> Production				Temporary work			
<i>Thereof:</i> Administration				Work contracts			
<i>Thereof:</i> Development / construction				Other			

#### 2. What further development in employment can be expected for 2016/2017?

Permanent staff	<input type="checkbox"/>	likely reduction of		jobs
	<input type="checkbox"/>	no changes		
	<input type="checkbox"/>	likely increase by		jobs
Fixed-term work	<input type="checkbox"/>	likely reduction of		jobs
	<input type="checkbox"/>	no changes		
	<input type="checkbox"/>	likely increase by		jobs
Temporary work	<input type="checkbox"/>	likely reduction of		jobs
	<input type="checkbox"/>	no changes		
	<input type="checkbox"/>	likely increase by		jobs
Work contracts	<input type="checkbox"/>	likely reduction of		jobs
	<input type="checkbox"/>	no changes		
	<input type="checkbox"/>	likely increase by		jobs

**3. Development of younger workers and securing skilled personnel: What types of training/education does the company offer?**

Type of training	Yes	No	Number		
			male	female	total
Dual system (company/school)	<input type="checkbox"/>	<input type="checkbox"/>			
Trainees	<input type="checkbox"/>	<input type="checkbox"/>			
Entirely at the company	<input type="checkbox"/>	<input type="checkbox"/>			
Entirely at vocational schools	<input type="checkbox"/>	<input type="checkbox"/>			
School with internship/traineeship	<input type="checkbox"/>	<input type="checkbox"/>			
Different learning centres (training alliance)	<input type="checkbox"/>	<input type="checkbox"/>			
Integrated degree programme (university/company)	<input type="checkbox"/>	<input type="checkbox"/>			

**C. Age and qualification structure**

**1. Current age structure: How are employees divided among age groups?**

Age pattern of employees			What is the average age of the employees?  <input type="text"/> years
15 to 24 years	25 to 34 years	35 to 44 years	
45 to 54 years	55 to 59 years	60 years and older	

**2. How many employees in the age group "60 years and older" work full-time and how many part-time?**

Employees "60 years and older"		
Total	full-time	part-time

**3. What concrete measures and instruments as part of a strategic personnel policy are implemented at the company to secure the future need for skilled workers?**

*(please mark, if in place)?*

*Please indicate, if workers' representation is/will be involved?*

Instrument	in place		Workers' representation involved?		
	YES	NO	Yes	No	Unknown
Regular determination of demand for skilled workers	<input type="checkbox"/>	<input type="checkbox"/>			
Qualification demand analysis	<input type="checkbox"/>	<input type="checkbox"/>			
Corporate qualification programmes	<input type="checkbox"/>	<input type="checkbox"/>			
Inter-company qualification programmes	<input type="checkbox"/>	<input type="checkbox"/>			
Personnel and organisation development programmes	<input type="checkbox"/>	<input type="checkbox"/>			
Support programmes for school-leavers	<input type="checkbox"/>	<input type="checkbox"/>			
Retention programmes for former apprentices/trainees who begin university studies	<input type="checkbox"/>	<input type="checkbox"/>			
Recruitment programmes for skilled workers (from abroad)	<input type="checkbox"/>	<input type="checkbox"/>			
Skilled labour initiatives (at schools, universities, labour market)	<input type="checkbox"/>	<input type="checkbox"/>			
Strategic cooperation with schools or universities to promote young talents	<input type="checkbox"/>	<input type="checkbox"/>			

"Personnel work and demography" <b>Part A) Company conditions</b>		On a scale from 1 to 5, whereas 1 = fully accurate and 5 = not at all accurate, please rate the statements of the employees in each employment category.														
		Please answer each question separately for the employees in each employment category (production, development/construction, administration).														
Employment category		Production					Development / construction					Administration				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
		fully accurate	largely accurate	partly accurate	largely inaccurate	not at all accurate	fully accurate	largely accurate	partly accurate	largely inaccurate	not at all accurate	fully accurate	largely accurate	partly accurate	largely inaccurate	not at all accurate
<b>1</b>	<b>Acquisition of employees</b>															
1.1	It is increasingly difficult to find junior employees on the labour market.															
1.2	It is to be expected that the demographic changes in our regional labour market will lead in future to difficulties in recruiting new employees.															
1.3	We also hire older applicants in our company.															
1.4	We always word job postings in a way that also address older skilled personnel.															
1.5	We train regularly and usually take on our apprentices/trainees.															
<b>2</b>	<b>Qualification and learning-conducive work environment</b>															
2.1	We usually have complete work tasks that require a longer training period and expertise coming from experience.															
2.2	We have sufficient information on future qualification requirements at the company.															
2.3	We have sufficient information on necessary employee qualification needs.															
2.4	There are regular employee performance reviews with each member of the entire workforce in order to determine qualification needs and to discuss further career development.															
2.5	At our company we offer training opportunities to our employees so that they can further develop their qualifications.															
2.6	We shape our work tasks and group tasks in a way that facilitates on-the-job training.															
2.7	The employees at our company mostly work in groups or teams.															
2.8	We see to it that our employees change their work tasks and workplace every now and then so they also train their ability to learn.															

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		Please answer each question separately for the employees in each employment category (production, development/construction, administration).														
<i>Employment category</i>		<b>Production</b>					<b>Development / construction</b>					<b>Administration</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>	<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>	<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>
<b>2.9</b>	We regularly check if the older employees participate in internal further training measures as often as the younger employees.															
<b>2.10</b>	We actively endorse the participation of older employees in further training.															
<b>2.11</b>	For our internal further training measures we use age-appropriate and adult-compatible learning methods.															
<b>2.12</b>	Middle-aged and older employees work as competently with new technologies as their younger colleagues.															
<b>2.13</b>	The older employees' range of work is as large as that of the younger ones.															
<b>2.14</b>	We promote and watch that older and younger employees work equally often at workstations where new techniques and developments play a role.															
<b>2.15</b>	There are no age limits when we fill vacancies internally within our company.															
<b>2.16</b>	We make it possible for our employees to take a sabbatical in order to educate themselves further or to regenerate.															
<b>3</b>	<b>Promoting health and age-appropriate personnel deployment</b>															
<b>3.1</b>	Certain workstations or work areas at our company are "age critical" (e.g. physically demanding work, clocked work, highly stressful work environments)															
<b>3.2</b>	Work is partially done in shifts (rotating shifts, night shifts)															
<b>3.3</b>	We have sufficient information on the physical condition of the workforce.															
<b>3.4</b>	Possible approaches to promote health at the workplace are known to us.															
<b>3.5</b>	We take concrete steps to reduce physical and psychological work load.															

"Personnel work and demography" <b>Part A) Company conditions</b>		On a scale from 1 to 5, whereas 1 = fully accurate and 5 = not at all accurate, please rate the statements of the employees in each employment category.														
		Please answer each question separately for the employees in each employment category (production, development/construction, administration).														
<i>Employment category</i>		<b>Production</b>					<b>Development / construction</b>					<b>Administration</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>	<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>	<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>
<b>3.6</b>	We take preventive measures to promote the employees' good health (e.g. workplace with ergonomic layout, holding health workshops, back pain prevention training).															
<b>3.7</b>	We shape work routines and work assignments so that older employees can organise their work themselves and in this way largely determine their own work rhythm.															
<b>3.8</b>	We see to it that employees remain in age-critical work areas for a "limited period of time" and offer them the opportunity to change to work stations that are less demanding.															
<b>3.9</b>	We define age-appropriate workplaces and use them specifically for older employees.															
<b>3.10</b>	We make it possible for older employees to stop working shifts after having done so for many years.															
<b>3.11</b>	If this is not practicable, we shape shiftwork in a way that protects their health insofar as possible (planning of shift sequences, location, time and distribution of working time according to health criteria).															
<b>4</b>	<b>Transfer of know-how</b>															
<b>4.1</b>	Our older employees have specific (experienced-based) know-how that is essential to maintain operational work processes.															
<b>4.2</b>	Together with the employees close to retirement we discuss in good time when and how they want to retire.															
<b>4.3</b>	We offer to older employees - depending on their own and company interests - different retirement models (e.g. work until standard retirement age, part-time).															
<b>4.4</b>	We purposely set up aged-mixed teams in order to promote the transfer of know-how among the different generations.															

"Personnel work and demography" <b>Part A) Company conditions</b>		On a scale from 1 to 5, whereas <b>1</b> = fully accurate and <b>5</b> = not at all accurate, please rate the statements of the employees in each employment category.														
		Please answer each question separately for the employees in each employment category (production, development/construction, administration).														
<i>Employment category</i>		<b>Production</b>					<b>Development / construction</b>					<b>Administration</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>	<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>	<i>fully accurate</i>	<i>largely accurate</i>	<i>partly accurate</i>	<i>largely inaccurate</i>	<i>not at all accurate</i>
<b>4.5</b>	We maintain specific systems of knowledge transfer among the generations: e.g. temporary supervision of younger colleagues by older colleagues (sponsors, mentors, coaches), long-term cooperation of younger and older colleagues (tandem, age-mixed project teams, etc.)															
<b>5</b>	<b>Company culture</b>															
<b>5.1</b>	We have strategies to combat prejudices claiming older employees are generally less productive.															
<b>5.2</b>	We make sure that older and younger employees alike feel appreciated and valued for their work.															
<b>5.3</b>	We see to it that a cooperative managerial style is pursued at our company and that the employees are involved in important questions that affect their work and develop initiative.															
<b>5.4</b>	Our managers and employee representatives have already knowledgeably dealt with the topic of "age and ageing staff".															
<b>5.5</b>	We have developed company guidelines for a well-balanced personnel policy.															

"Personnel work and demography" Part B) Measures taken in the company or in the sector				If such measures exist, how do you rate their quality on a scale of 1 = very good to 5 = very bad				
Do the following measures exist in your company or in companies in your sector?								
1. Company measures		Yes	No	1 = very good	2 = good	3 = partly good/ partly bad	4 = bad	5 = very bad
1.1	Analysis of working conditions and their effect on the employees' health (physical and psychological risk assessment)							
1.2	Systematic reintegration programme for staff after a long illness							
1.3	Company measures to promote health (behaviour)							
1.4	Measures for shaping working conditions that promote health (conditions)							
1.5	Specific measures taking into account the workload of older employees or of employees whose abilities have changed							
1.6	Age structure analyses							
1.7	Personnel requirement analysis (quantitative and qualitative)							
1.8	Vocational training of new employees							
1.9	Offers for company-internal and external qualification							
1.10	Work assignments where employees can contribute and further develop their qualifications							
1.11	Transfer of know-how and knowledge management between company and external institutions (e.g. universities)							
1.12	Transfer of know-how and knowledge management in the company							
1.13	Managerial development focusing on "employee-oriented leadership"							
1.14	Measures to better reconcile work and family life							
2. Policies taken at company level or above		Yes	No	1 = very good	2 = good	3 = partly good/ partly bad	4 = bad	5 = very bad
2.1	Collective labour agreements or company agreements on securing skilled personnel and qualification							
2.2	Collective labour agreements or company agreements for age-appropriate working conditions / for working conditions adjusted to ageing personnel							
2.3	Collective labour agreements or company agreements with special rules for older employees (e.g. partial retirement, working conditions relief)							
2.4	Qualification measures for works council members / workforce representatives on the topic of "personnel work and demography"							
2.5	Regional networks of companies, possibly involving outside actors where necessary (e.g. trade unions, business associations, health insurance companies, employment agencies, universities etc.)							

"Personnel work and demography" Part C) Importance for the actors' work						
How strong is the commitment of the following organisations or groups of people to the topic "demography and personnel work"		very strong	strong	moderate	weak	very weak
1.	Importance for the work of the trade union					
2.	Importance of the topic to the business associations					
3.	Importance of the topic for the work of regional actors (municipality, employment agencies, social insurance agencies, etc.)					
4.	Importance of the topic for the work of workforce representatives					
5.	Importance of the topic for the work of the management					
6.	Importance of the topic to the employees					
"Personnel work and demography" Part D) Need for action on the company and sector levels						
How do you assess the need for action for your company or the companies of your sector?		nonexistent	small	moderate	large	very large
1.	<b>Securing skilled workers</b>					
1.1	Personnel planning (quantitative and qualitative)					
1.2	Personnel training					
1.3	Personnel recruitment					
1.4	Integration of new colleagues					
1.5	Retention of employees					
1.6	Qualification and development of employees					
1.7	Prevention of premature physical and psychological deterioration					
1.8	Sharing knowledge (transfer of know-how, knowledge management)					
2.	<b>Ageing at the workplace while staying healthy and competent</b> (ageing-appropriate work structures)					
2.1	Workplace and work environment with ergonomic layout					
2.2	Variation in work assignments					
2.3	Opportunities to learn and develop further at work					
2.4	Appropriate workload					
2.5	Work structures well organized for operation					
2.6	Ergonomic work structures					
2.7	Employee-oriented leadership					
2.8	Employee participation and involvement					
2.9	Compatibility of family and work					
3.	<b>Offers for specific target groups</b> (age-appropriate work structures)					
3.1	for ageing employees: such as early retirement, relief through working time arrangements, working conditions that promote health					
3.2	for employees whose abilities have changed, such as reintegration programmes into company					
3.3	<b>Part-time education and sabbatical:</b> paid leave for qualification					
3.4	<b>Compatibility of family and work:</b> leave to care for family members, part-time jobs, provision of childcare, home office					