
Results of the survey

1. Project - Workshop „CHANGE“

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und Organisationsentwicklung**

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Potenziale entfalten –
Veränderungen gemeinsam gestalten.

Recruiting employees (production & engineering)

Recruiting employees (production for groups of countries)		West & North (D, S, UK)	South (F, E, I)	East (Pl, Ro)
1.1	Shortage of skilled staff (current)	2,10	2,10	2,50
1.2	Shortage of skilled staff anticipated (future)	2,40	2,20	2,80
1.3	Older applicants recruited	1,70	2,00	1,80
1.4	Job advertisements also aimed at older applicants	1,80	1,90	1,80
1.5	We train young people and take over this	1,40	2,20	1,70

green = good Conditions, yellow = partly/partly, red = critical Conditions

Recruiting employees (engineering for groups of countries)		West & North (D, S, UK)	South (F, E, I)	East (Pl, Ro)
1.1	Shortage of skilled staff (current)	2,30	1,70	2,30
1.2	Shortage of skilled staff anticipated (future)	2,50	2,00	2,70
1.3	Older applicants recruited	1,80	2,10	1,70
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Recruiting of skilled staff is current difficult and will get more difficult in the future.

It is harder to get skilled staff

- in the area of engineering than in the production
- in eastern europe harder than in the other parts of europe

Qualification und job design (production)

Qualification and job design (production for groups of countries)		West & North (D, S, UK)	South (F, E, I)	East (PL, Ro)
2.1	Complex work assignments present	1,20	1,60	1,00
2.2	Future qualification requirements are known	1,80	2,00	1,00
2.3	Current qualification requirements are known	1,90	2,10	1,00
2.4	Staff discussions regarding training and qualification	1,70	1,30	1,50
2.5	Opportunities of further training are present	1,80	1,80	1,00
2.6	Training on the job is possible	2,10	1,90	1,00
2.7	Work in groups	1,40	1,30	1,00
2.8	Change of work assignments occurring	2,30	2,10	1,50
2.9	Further training for older staff	2,50	2,20	1,00
2.10	Support for further training for older staff	2,40	1,90	1,50
2.11	Age-appropriate learning methods are in use	2,20	2,20	2,00
2.12	New technology familiar to both old and young	1,40	1,70	1,20
2.13	Deployment spectrum same for old and young	1,40	1,80	2,20
2.14	Workplaces with new technology also for older staff	1,80	2,00	1,00
2.15	No age limit for job placements	1,10	2,00	1,00
2.16	Sabbatical for further training/regeneration	1,80	1,90	2,80

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The job design supports learning in and near the job

Conditions for qualification are considered as good til partly/partly

No special actions for older staff

Results are similar between production and engineering

In east europe conditions are considered better than in other parts of europe

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Health promotion (production)

health promotion (production for groups of countries)		West & North (D, S, UK)	South (F, E, I)	East (PI, Ro)
3.1	"Age-critical" workplaces are available	2,20	2,40	2,20
3.2	Shift work is in place (night or rotating shifts)	2,60	2,80	2,50
3.3	State of health of staff is known	1,60	1,30	1,00
3.4	Starting points for health promotion are known	1,10	1,50	1,00
3.5	Reduction of physical and psychological strain	1,60	1,90	1,50
3.6	Preserving health through preventive measures	1,70	1,90	1,50
3.7	Able to arrange own work	2,40	2,40	1,80
3.8	Limited time under severe working conditions	2,50	1,90	1,50
3.9	Workplaces available for older staff	2,50	2,60	2,80
3.10	Departure from shift work is possible	2,20	1,30	2,30
3.11	Shift work is organised to protect health of staff	2,00	2,00	2,30

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High level of physical and psychological strain

Shift work in the night

Age-critical workplaces are available

No special workplaces for older staff

More critical conditions in the production than in engineering

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Know-how Transfer (production & engineering)

Know-how Transfer (production for groups of countries)		West & North (D, S, UK)	South (F, E, I)	East (Pl, Ro)
4.1	Older employees have specific knowledge	1,10	1,10	1,00
4.2	Preparations for start of retirement made together	1,90	2,30	1,80
4.3	Preparations for start of retirement made individually	1,70	1,60	2,00
4.4	Mixed-age teams for exchange of knowledge	2,20	2,30	1,00
4.5	Systems for transfer of knowledge in place	2,40	2,00	1,00

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Specific knowledge by older employees

Only a few teams with mixed age (except eastern europe)

No systematic exchange of knowledge

Know-how Transfer (engineering for groups of countries)		West & North (D, S, UK)	South (F, E, I)	East (Pl, Ro)
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Similar results for production und engineering

Corporate Culture (production & engineering)

Corporate Culture (production for groups of countries)		West & North (D, S, UK)	South (F, E, I)	East (Pl, Ro)
5.1	Elimination of prejudiced against older staff	2,50	2,40	2,20
5.2	Recognition and appreciation	1,60	1,30	1,00
5.3	Staff cooperation and own initiative	1,70	2,20	1,20
5.4	Management deals with ageing employees	2,40	1,60	1,80
5.5	Guidelines for a balanced personnel policy	2,60	2,00	2,00

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Prejudices against capacity of older staff

Leadership is not so much engaged as they should

Better results in eastern europe

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Activities in companies and business

Activities in companies and business		West & North (D, S, UK)	South (F, E, I)	East (PL, Ro)
1.1	Analysis von working conditions (health)	1,80	1,90	1,00
1.2	Integration management following longer sickness	1,20	1,60	1,00
1.3	Health promotion (behaviour)	1,70	2,00	1,00
1.4	Health-promoting working conditions	1,70	1,80	1,00
1.5	Special health-promoting measures for older staff	2,40	1,80	1,00
1.6	Age structure analysis	2,30	2,00	1,20
1.7	Staff planning (quantitative and qualitative)	2,10	2,00	1,00
1.8	Vocational training	1,50	1,70	1,00
1.9	Further training	1,60	1,80	1,00
1.10	Varied work assignments	1,90	2,30	1,20
1.11	Age-appropriate learning methods are in use	2,20	2,70	1,50
1.12	Know-how transfer and knowledge management	2,20	2,60	1,20
1.13	Staff-oriented management	2,30	2,20	1,70
1.14	Compatibility of family and career	2,40	2,10	2,00
2.1	Securing and training skilled staff (TV or BV)	1,90	2,40	1,50
2.2	Age-appropriate work structuring (TV or BV)	2,60	2,10	3,00
2.3	Special exemptions for older staff (TV or BV)	1,90	1,90	2,00
2.4	Qualification measures for works councils	2,10	2,80	1,30
2.5	Regional networks	1,90	2,40	1,80

green = very good or good Quality, yellow= medium Quality, red = low Quality or no Arrangements

Different evaluation of the activities between eastern and the other parts of Europe

Activities are evaluated with „medium quality“

Only a short difference between the topic „health protection“ and „getting and holding a good staff“

Actions in companies are stronger than actions at the business area.

Needs for action in companies

Needs for actions in companies		West & North (D, S, UK)	South (F, E, I)	East (Pl, Ro)
1.1	Staff planning	2,60	2,90	2,80
1.2	Training personnel	2,40	3,00	3,00
1.3	Recruiting personnel	2,50	2,50	3,00
1.4	Integrating new employees	2,60	2,50	2,80
1.5	Promoting employee loyalty	2,60	2,50	2,00
1.6	Training and developing employees	2,60	2,80	3,00
1.7	Avoiding physical and psychological strain	2,20	2,90	2,50
1.8	Knowledge sharing (know-how transfer, knowledge management)	2,50	2,90	2,80
1.9	Part-time work for training: paid release from duties for training	2,20	2,30	2,20
2.1	Ergonomics at the workplace	2,60	2,00	2,80
2.2	Varied work assignments	2,50	1,80	2,80
2.3	Opportunities for learning and development in work	2,50	2,40	3,00
2.4	Appropriate organisation of work load	2,40	2,50	2,50
2.5	Good plant work organisation	2,50	2,60	2,00
2.6	Ergonomic work structuring	2,30	2,10	2,80
2.7	Staff-oriented management	2,30	2,30	2,80
2.8	Co-determination and cooperation of employees	2,50	2,40	2,80
2.9	Compatibility of family and career	2,40	2,30	2,80
2.10	Special exemptions for older staff	2,20	2,40	2,00
2.11	Company integration management	2,20	2,60	1,80

green = low level, yellow = medium level, red = high level

Actions are necessary at all topics

Only a small difference between the topics „health protection“ and „getting saving skilled workers“

Only a small difference between the different parts of europe.



Thank you for your attention

Vielen Dank für Ihre Aufmerksamkeit

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