



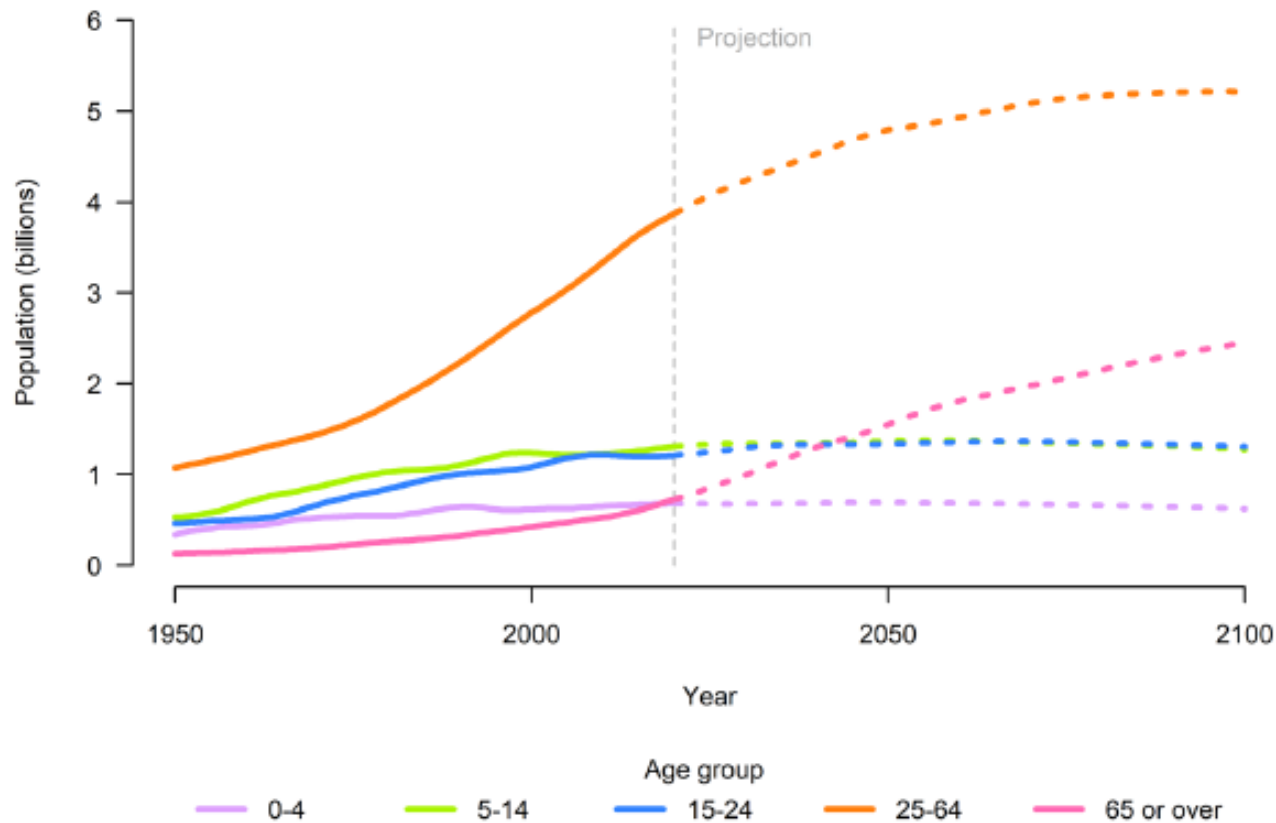
# The Later Life Workplace Index (LLWI) – The Basis for Holistic Human Resources Management to Shape Demographic Change

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# Demographic change is happening worldwide

**Figure 12. Estimated and projected global population by broad age group, 1950-2100, according to the medium-variant projection**

*Persons aged 65 years or over make up the fastest-growing age group*



Data source: United Nations, Department of Economic and Social Affairs, Population Division (2019). *World Population Prospects 2019*.

\* excluding Australia and New Zealand

# Demographic change requires the successful employment of older workforces: Three levels of relevance



# What is important at the organisational level?

Previous research has focused on individual aspects



Age-appropriate  
organisational climate



Personnel development /  
lifelong learning



Health  
management

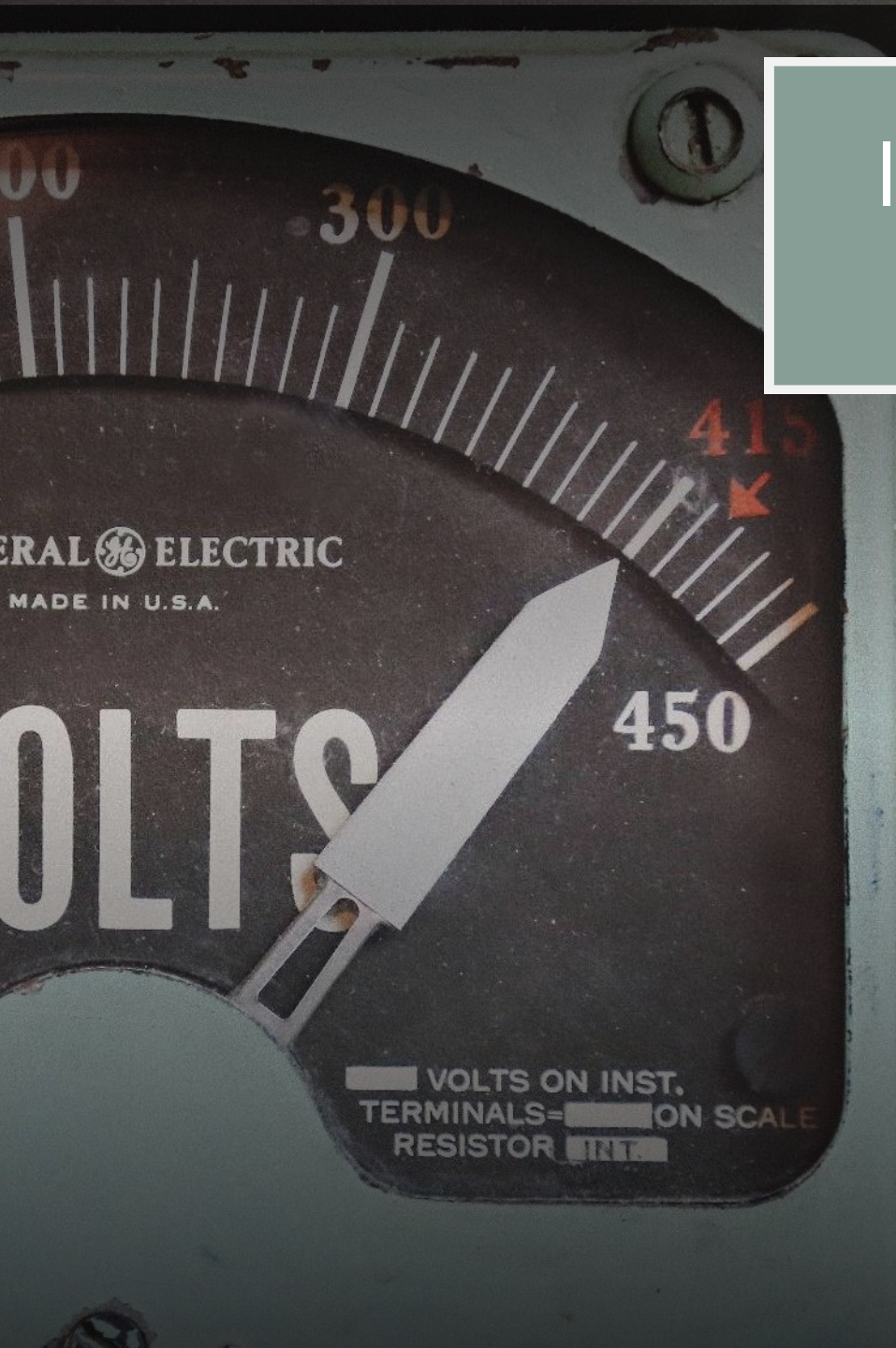


Ergonomic work design



Etc.



A close-up photograph of a vintage General Electric voltmeter. The dial is dark with white and red markings. A large white knife blade is stuck through the center of the dial, pointing towards the 450 mark. The text 'GENERAL ELECTRIC' and 'MADE IN U.S.A.' is visible on the left side of the dial. The word 'VOLTS' is partially visible at the bottom left. The needle is broken and bent, pointing towards the 415 mark. The background is a solid teal color.

If you can't measure it,  
you can't improve it.

Peter Drucker (1909 – 2005)

In order to make concrete  
working conditions and HR  
practices understandable, we  
have developed the Later Life  
Workplace Index (LLWI)



# What does an organisation look like that successfully employs older workers?



## For Research

Multidimensional analysis of organisational practices in dealing with ageing workforces

Understanding the set of organisational practices beneficial for making an ageing work staff 'work'

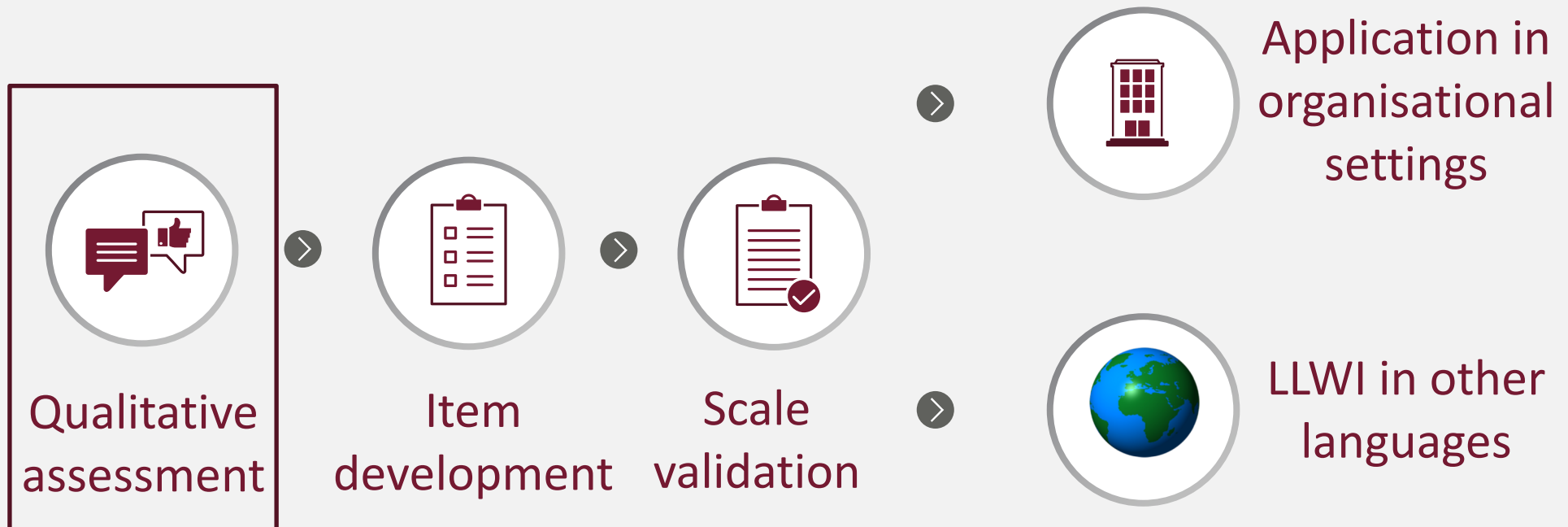


## For Practice

Enabling organisations to

- self-assess their own capabilities regarding employment of an ageing workforce
- identify best-practices
- deriving recommendations in order to maintain productivity, health, and motivation of older employees
- benchmark with peers

The development of the Later Life Workplace Index started with qualitative research and has been operationalized and validated by multiple studies



# Two qualitative datasets on age-friendly organisational practices

## German dataset (Wöhrmann et al., 2018)

27 semi-structured, transcribed, and content analyzed telephone interviews:

<b>Participants</b>	German HR and business managers, employees in retirement age, scientists, politicians
<b>Gender</b>	Male 74.1 % Women 25.9 %
<b>Age</b>	M = 52.7 years; SD = 10.6 years Range from 35 to 83 years
<b>Professional experience</b>	M = 28.44 years; SD = 11.4 years Range from 7 to 59 years
<b>Language</b>	German

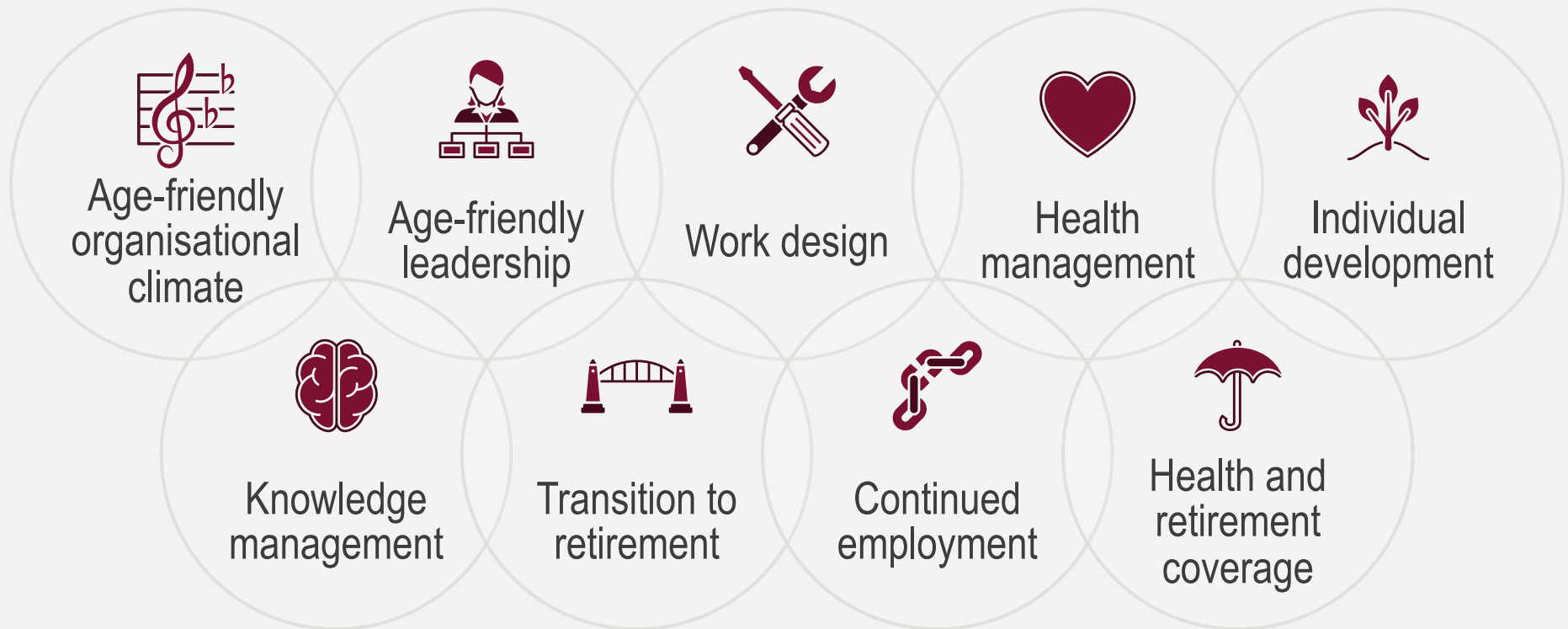
## U.S. dataset

Semi-structured self-assessment by 61 companies applying for the "Age Smart Employer Award"

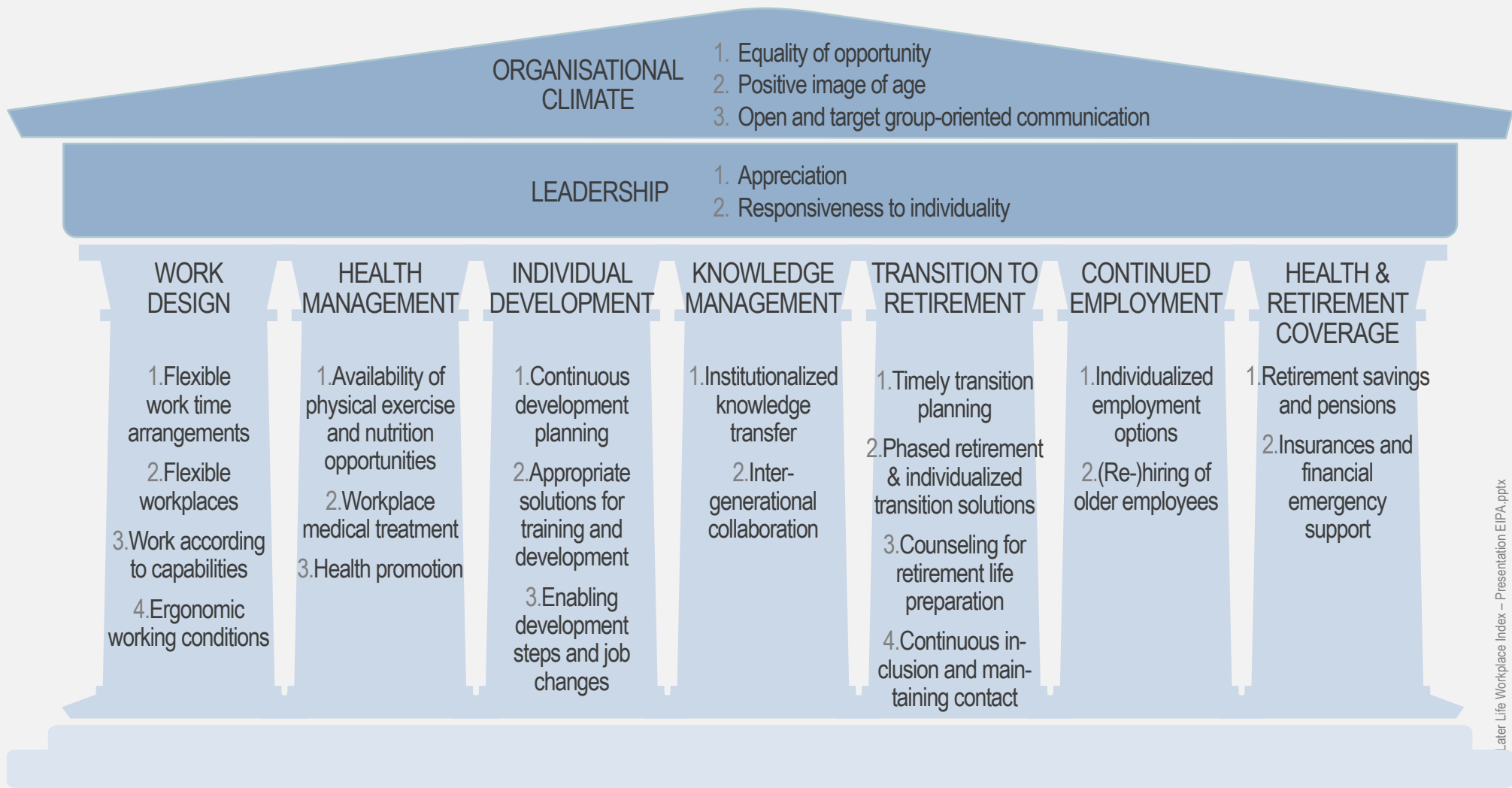
<b>Employees</b>	M = 7820, SD = 28,900 Range from 4 to 200,000
<b>Sectors</b>	72% B2C, 18% B2B, 10% B2BC
<b>Characteristics</b>	44% family owned 36% non-profit
<b>Industries</b>	Food (23%), Healthcare (18%), Social Service (15%), Service (13%) Manufacturing (13%), Entertainment (7%), Education (7%), Retail (5%)
<b>Language</b>	English



# The qualitative assessment revealed nine domains of organisational practices for the ageing workforce



# Each of the nine domains is further detailed by 2-4 indicators



## 1 Continuous development planning

Planning for each individual employee's future should be done on an ongoing basis at all ages and stages of the work life.

This could be done through individual meetings between managers and employees and by providing professional workshops that allow for self-reflection on abilities, competencies, and goals.

## 2 Appropriate solutions for training and development

The organisation should provide further training and education aligned with the individual employee's professional, educational, and life experience as well as with organisational goals.

Further, training content and methods should be targeted towards specific groups.

## 3 Enabling development steps and job changes

Modifications to an employee's current position, function or job should be made possible to reflect the specific competencies and development interests of an individual.

For example, this could be achieved by increasing job responsibilities, inclusion into other projects, or a horizontal or vertical change of position, which could also mean an additional apprenticeship or a new job within a different department.



Individual  
development



## Transition to retirement

### 1 Timely transition planning:

Managers should talk with employees about their personal plans for entering the retirement stage, including a succession plan.

Potential transition scenarios should be actively discussed to find individual solutions, for example, through annual employee interviews.

### 2 Phased retirement and individualized transition solutions

Generic solutions for the transition into retirement should be tailored according to employees' individual needs. Flexibility and imagination should be present when designing the employee's individual transition into retirement.

Phased retirement through a gradual reduction of working time should be offered companywide. Phased retirement can take place over a shorter or longer period of time, depending on needs.

### 3 Counseling for retirement life preparation

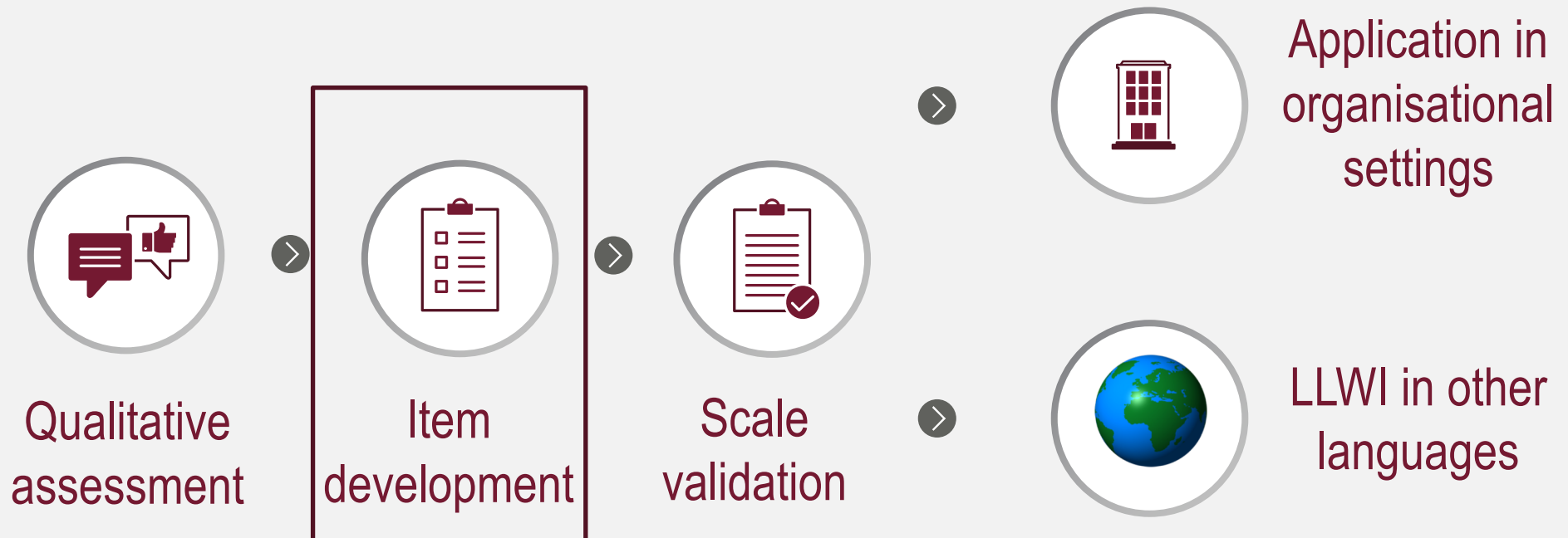
Organisations should support their employees in preparing mentally for the life change of retirement by providing advising and counseling. Employees should be motivated to actively design their retirement life prior to transition.

### 4 Continuous inclusion and maintaining contact

Tools should be in place to maintain contact with employees even after their retirement and to help them stay engaged as part of the organisation. This could be facilitated through an active management of relationships by means of an alumni network, invitations to organisational events or by allowing for voluntary work.



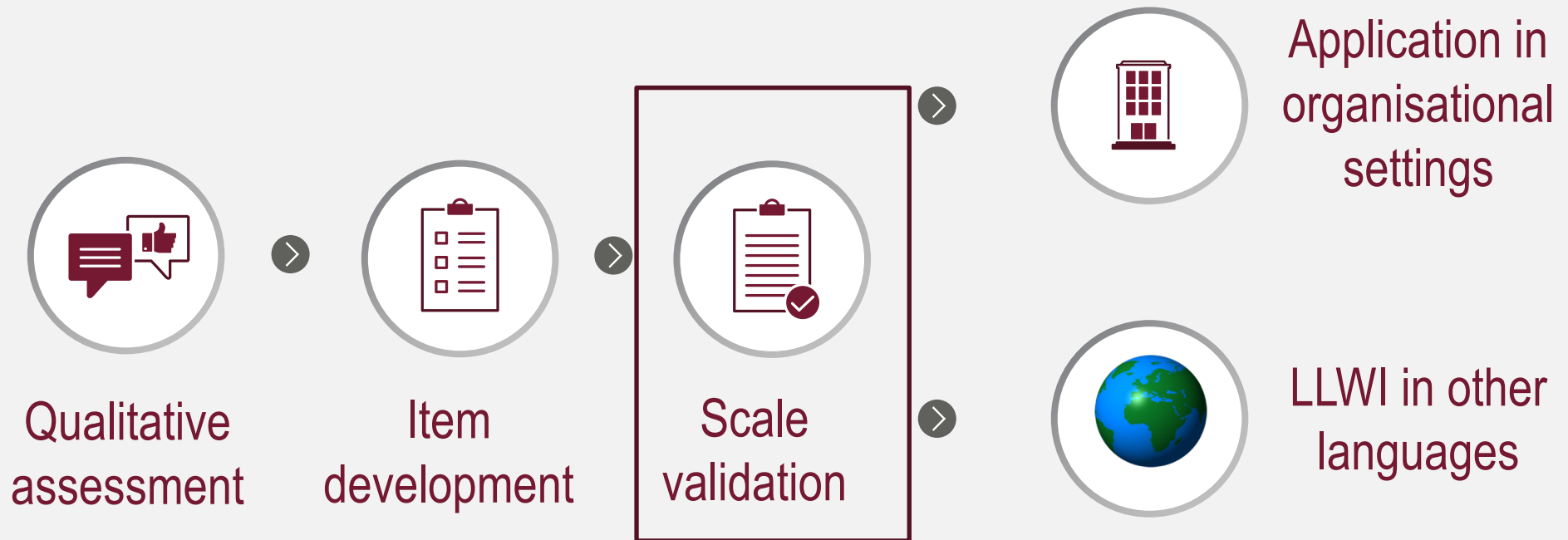
# Item development of the Later Life Workplace Index



# The measures are operationalized by 80 items in total

	# indicators	# items	Sample items
1 Age-friendly organisational climate	3	10	In our organisation, regardless of age, all employees have the same opportunities. In our organisation there is a positive attitude towards older employees.
2 Age-friendly leadership	1	6	Managers of our organisation sincerely support their employees in their professional and personal development.
3 Work design	4	14	In our organisation job rotation (regular change of responsibilities) is provided in case of monotonous routines or high physical strain at the workplace.
4 Health management	3	9	In our organisation employees regularly receive medical check-ups (e.g., vaccinations, stress tests, ...).
5 Individual development	1	8	In our organisation development prospects and qualification requirements are identified for employees, regardless of age.
6 Knowledge management	2	7	In our organisation employees pass on their knowledge to colleagues of other generations (younger or older).
7 Transition to retirement	4	14	In our organisation managers take time to plan the transition to retirement for individual employees.
8 Continued Employment	2	7	In our organisation employment opportunities for people in retirement age are clearly defined and structured (e.g., by integration into strategic workforce planning).
9 Health & retirement coverage	2	5	Our organisation offers employees comprehensive opportunities to save money for their retirement.

# Scale validation of the Later Life Workplace Index

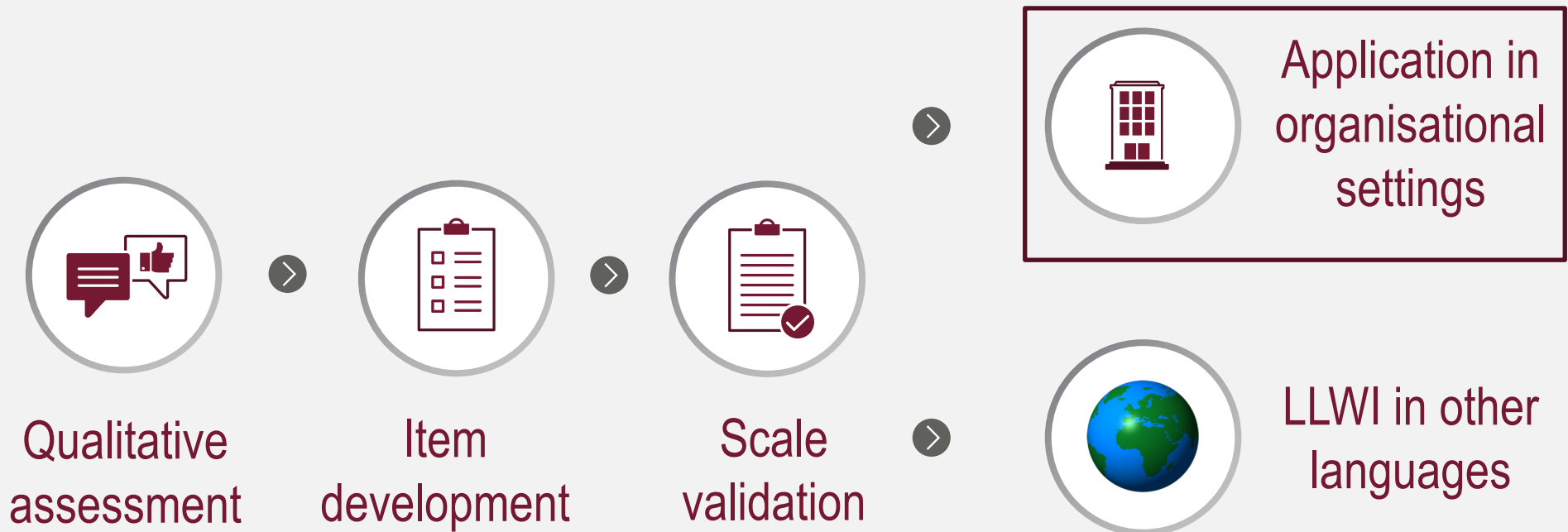


Overall, this first version of the Later Life Work Index shows sufficient reliability, validity, and efficiency regarding length and content coverage

Items	Each indicator is operationalized by 2 to 8 items, resulting in a comprehensive and efficient measure
Factor structure and construct validity	Cross-validated CFA supports the nine-factor structure with the underlying indicators
Reliability	Reliability is above .77 for all indicators, despite broadness of the overall index construct and limited items per indicator
Convergent validity	The index domains convert with existing unidimensional measures for age-diversity climate and HR practices. However, differing correlation pattern support the necessity to distinguish the index domains
Criterion validity	While effects on the perceived health status are limited, indexed practices show significant correlations with e.g. stress level, work engagement, and the intention to continue work beyond the official retirement age
Discriminant validity	The index is sufficiently independent from affect
Organisational level outcomes	Organisational effect have not yet been proven, but this is planned for end of this year



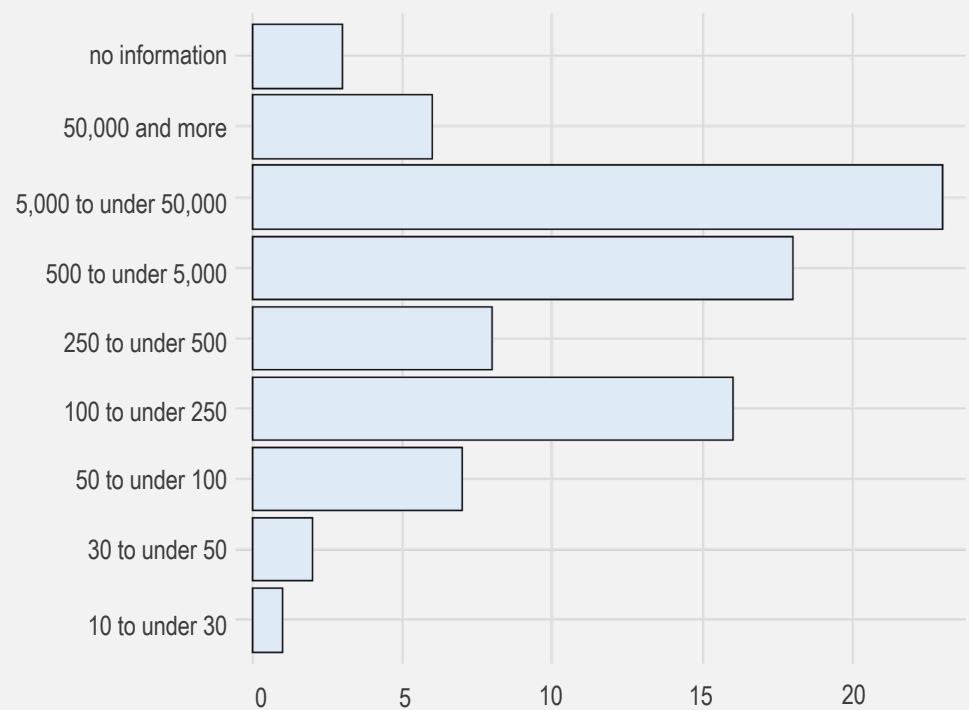
# Application of the Later Life Workplace Index in organisations



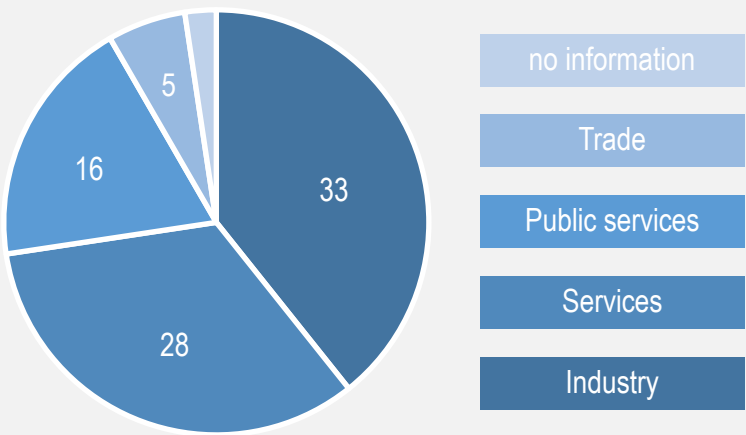
# More than 90 organisations have participated in the LLWI study



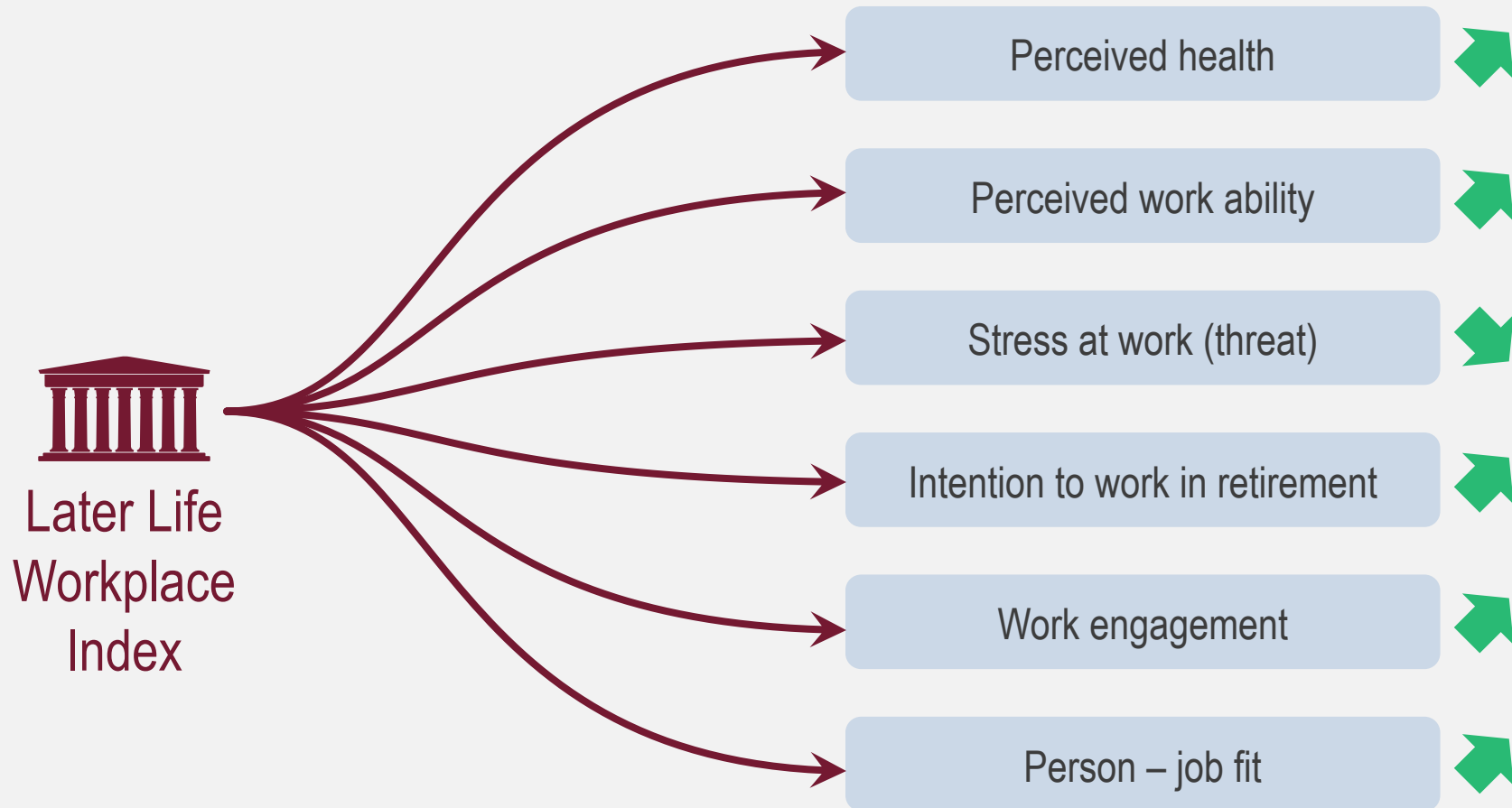
## Organisation size



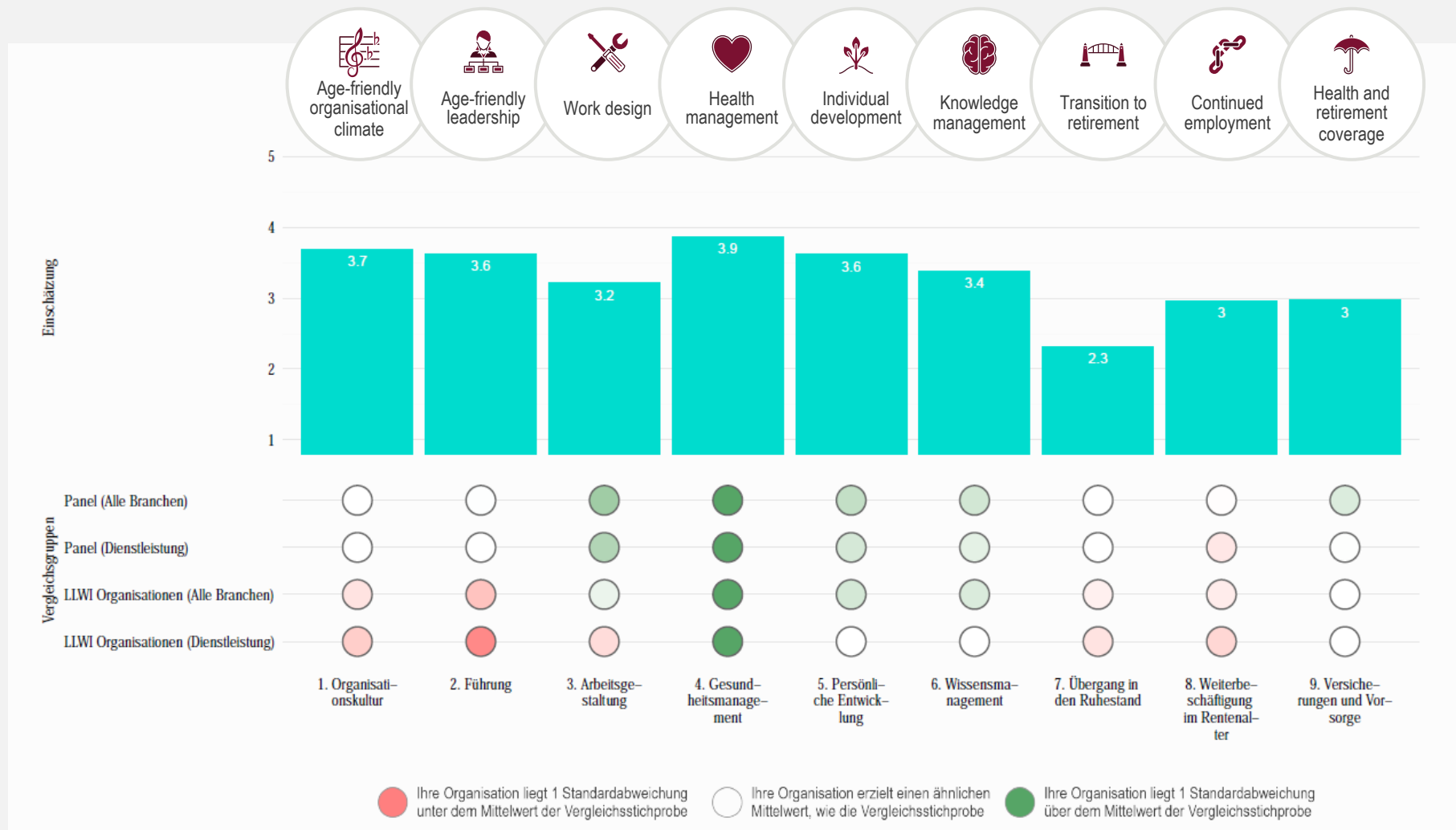
## Field



Results so far show positive effects  
on a number of relevant work outcomes

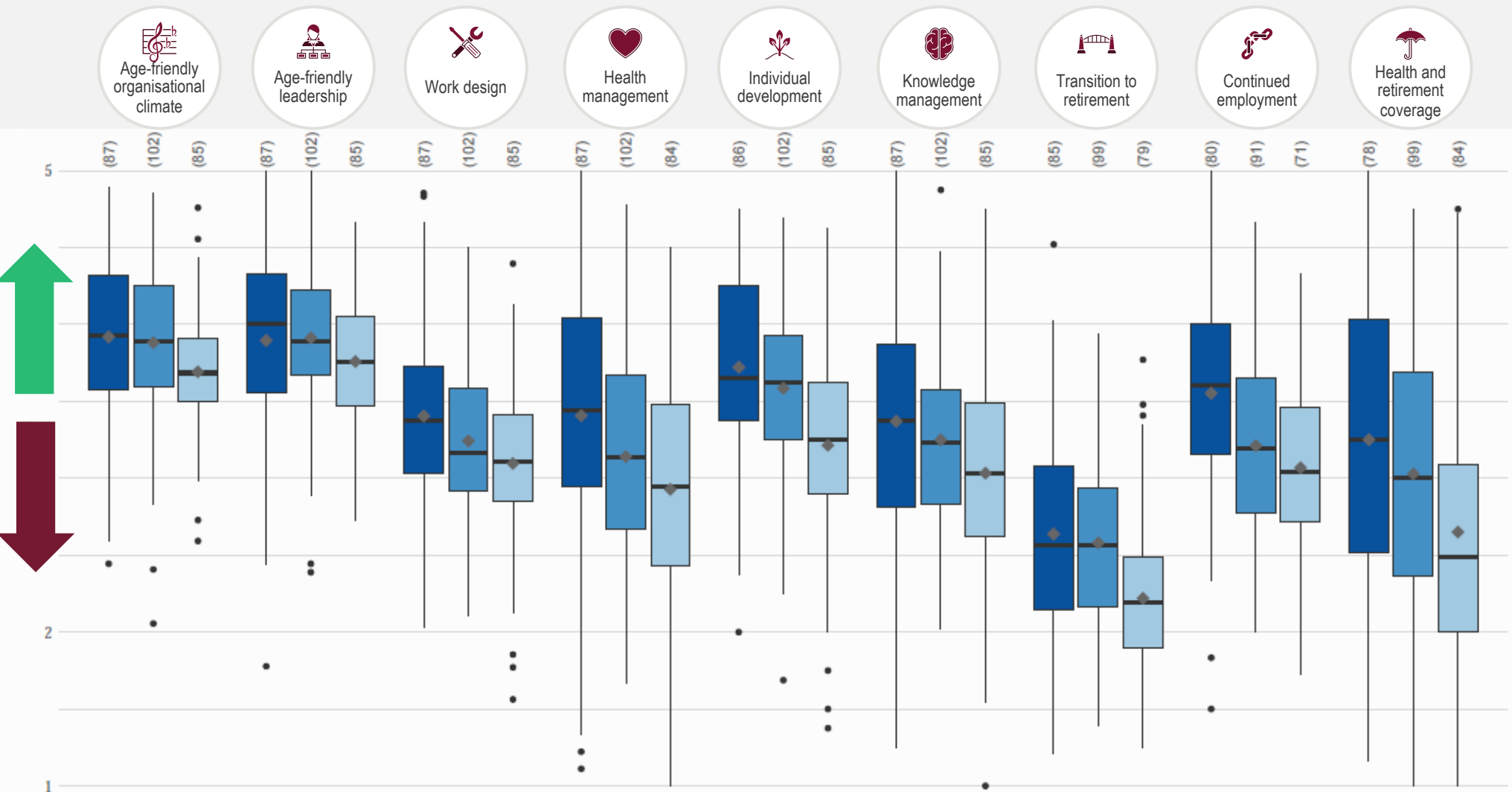


# We benchmark participating organisations with peers and provide detailed feedback to support organisational change

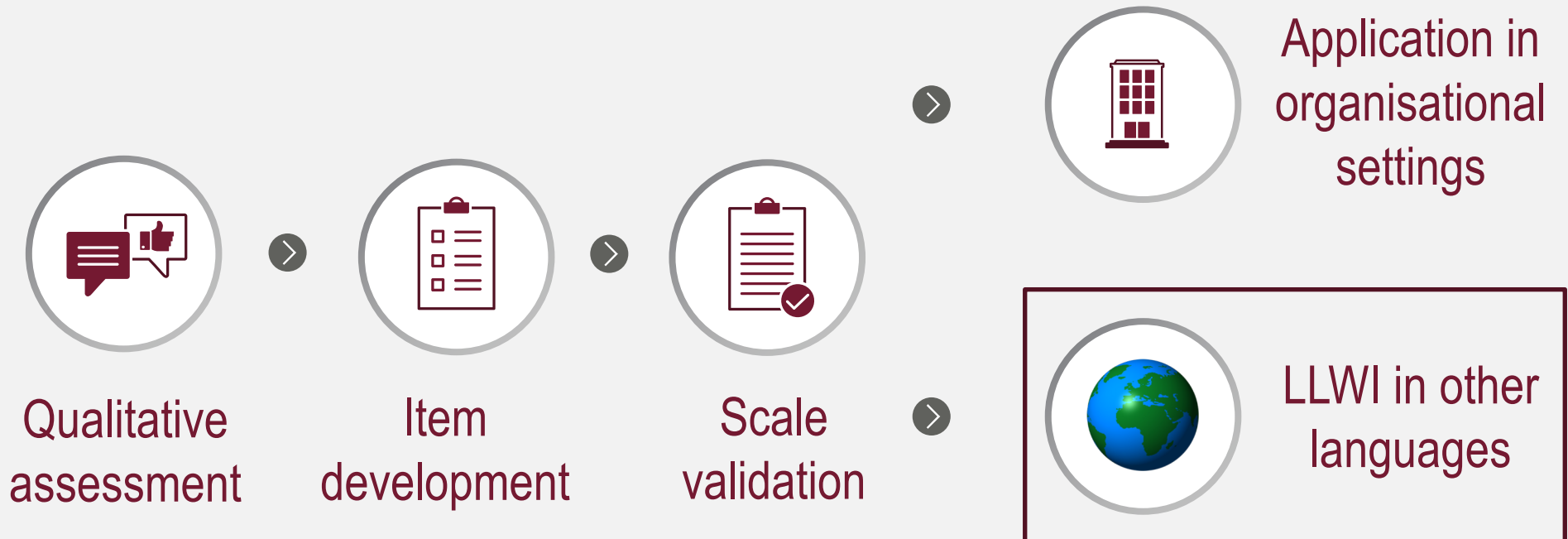




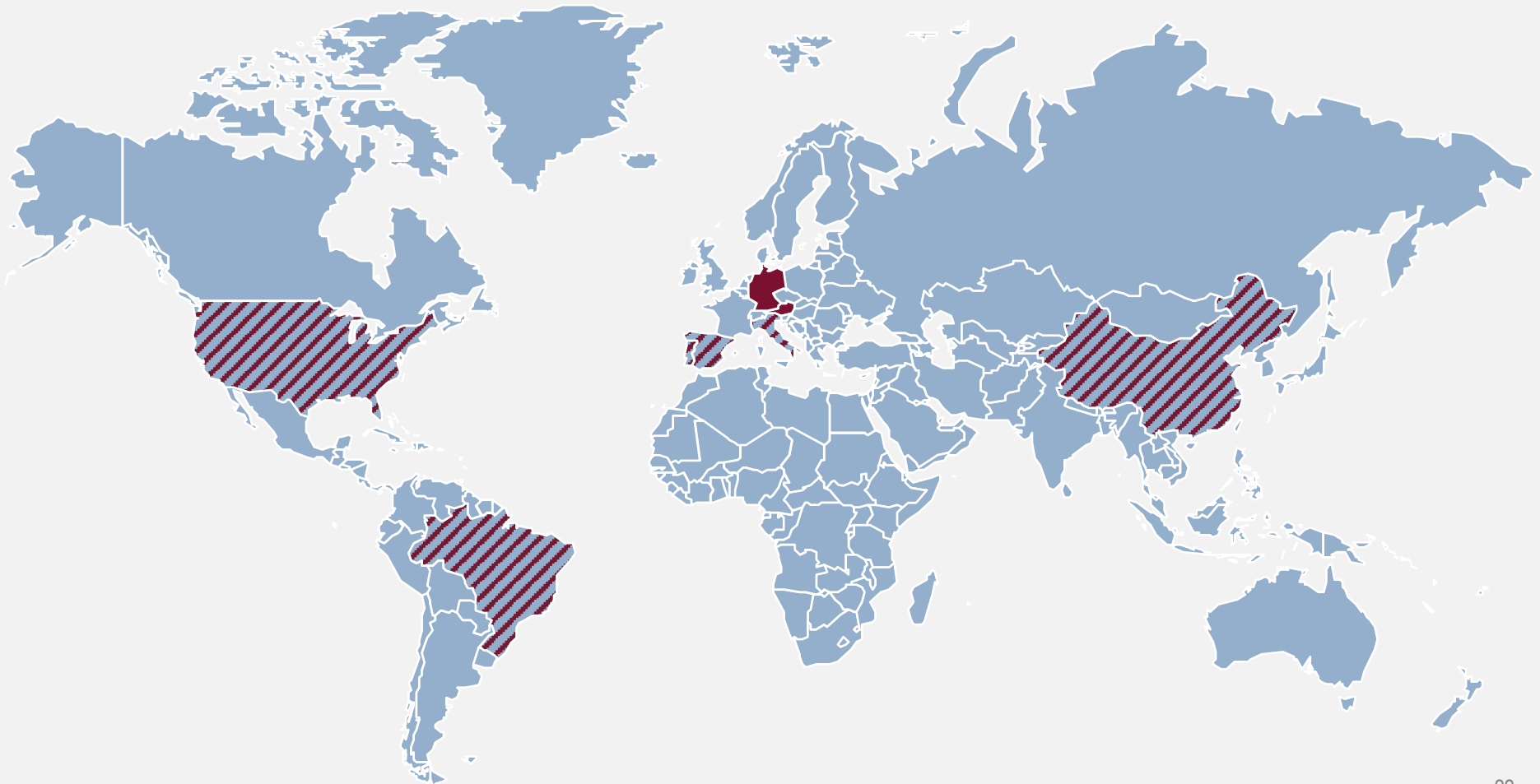
# LLWI ratings by HR, executives, and older employees



# Later Life Workplace Index: A global perspective



We are actively working with partners around the world to validate the LLWI in other countries



# Sample LLWI items in Portuguese

(Prof. Dr. Eduardo André da Silva Oliveira, University of Porto)

Later Life Workplace Index (LLWI_Portuguese_Version)		
Cultura Organizacional		
Igualdade de Oportunidades		
	Na nossa organização...	
OC1Q1	...independentemente da idade, todos os trabalhadores têm as mesmas oportunidades.	
OC1Q2	...independentemente da idade, todos os trabalhadores têm as mesmas oportunidades de formação contínua.	
OC1Q3	...independentemente da idade, todos os trabalhadores têm as mesmas oportunidades de desenvolvimento da carreira.	
...		
Transição para a reforma		
Planeamento atempado da transição		
	Na nossa organização...	
TR1Q1	...os gestores analisam atempadamente com os trabalhadores (ex., a partir dos 55 anos) o processo de transição para a reforma.	
TR1Q2	...os gestores dedicam algum tempo a planear a transição para a reforma de cada trabalhador.	
TR1Q3	...a planificação da sucessão de um trabalhador que vai reformar-se começa bem antes da data prevista de reforma.	

# The Later Life Workplace Index (LLWI) and ISO 23617

## Ageing societies – Guidelines for an age-inclusive workforce

### DRAFT INTERNATIONAL STANDARD

### **ISO/DIS 23617**

ISO/TC 314

Secretariat: **BSI**

Voting begins on:  
**2020-12-09**

Voting terminates on:  
**2021-03-03**

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## **Ageing societies — Guidelines for an age-inclusive workforce**

ICS: 03.100.30



**LEUPHANA**  
UNIVERSITY OF LÜNEBURG

Thank you for  
your attention!

# Contact



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# Your contact partners

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