

**Thriving at 55+** is a two-year research programme aiming to investigate how to best support workers at the age of 55 years and over in being satisfied and productive at work. Workers aged 55+ are not always utilised or valued as much as they could be in the workplace, yet their contributions are increasingly necessary as the European population ages. In order to achieve our aim, we would like first to identify which organisational strategies and practices can help employees aged 55 years and over to continue to thrive and make a good contribution in late career.

We want to be as objective as possible and are interested in what are the experiences with these strategies and practices and what needs exist in the field of age-sensitive management.

We ask questions based on 6 sections:

- Background information
- Recruitment
- Working environment
- Retirement
- Manager training
- Reasons for organisations to not engage in HR practices

**Interviewee's name:**

**Organisation:**

**Occupation:**

**Function:**

**Interview code:**

**Date of interview:**

**Interview method:**    ☐ Phone    ☐ Face-to-face

## BACKGROUND INFORMATION

- **HR systems/levels of the decision-making process?**
- **Industry?**
- **Sector (private/public)?**
- **Size of the organisation?**
- **Age profile (how many older workers – 55 years and over – in the organisation)?**
- **Gender profile?**
- **Union recognition/staff association?**
- **Do you have any diversity/equal opportunities policy in place?**

If yes: Can you, please give more details?

Do you benchmark your strategy with other (ICT) companies?

What are the experiences about well working strategies and not working strategies?

- **Are you currently involved in any R&D project related to ageing workforce?**

If yes: Can you please give more details (e.g. objectives, experiences)?

- **Have you ever applied for (or won) an award related to age-management?**

If yes: Can you, please give more details?

- **Which do you think are the key challenges for the organisation in relation to staffing?**

- **Which do you think are the key challenges for the organisation in relation to older workers' staffing?**

- **Which do you think are the benefits (if any) for the organisations in relation to older workers' staffing?**

## **RECRUITMENT**

- **In general, what priorities in respect of hiring staff is your organisation addressing?**

- **Do you get people aged 55 years and over applying for jobs?**

If yes: What do you think are the reasons?

How suitable do they tend to be?

What type of jobs/job profiles do older workers tend to apply for?

- **Are there specific approaches you use to encourage applications from older workers?**

If yes: Can you, please give details?

## **WORKING ENVIRONMENT**

### *Flexible working options*

■ **Is there a norm of working long hours?**

Does it differ by occupational/or age group?

■ **Does your organisation provide opportunities for flexible working options** (e.g. flexible working schedules, part-time work, job sharing, work from home, etc.)?

If yes: Can you, please describe what forms of flexible working options are available?

**Are there any flexible working options particularly meant for older workers?**

If yes: Which ones?

■ **Does your organisation tend to get requests for flexible work arrangements from older workers?**

If yes: Which forms of flexible working are most requested?

### *Job design*

■ **Does your organisation foresee any opportunities for designing and re-designing jobs/creating roles specifically for older employees?**

If yes: Can you, please give more details?

■ **Are the older employees in your organisation given opportunities to have input in determining their workload and/or job content?**

If yes: Can you, please give more details/an example?

### *Employee training*

■ **To what extent do you expect your staff to arrive ready-trained for the job they will be doing?**

■ **What kind of training and organisational learning is available for your employees** (e.g. induction, procedural training, career development, skill up-date, etc.)? **Does it differ by occupational groups?** (If yes: Can you please give more details?)

■ **What is the participation rate of older workers in training?** (Are there any particular forms of training designed for older workers?)

### *Performance evaluation*

- **Do some or all staff receive performance-related pay?**

If yes: Can you, please give more details?

- **Do employees have input in setting performance standards?**

If yes: Can you, please give more details?

- **Do you think that your employees are provided with (useful) feedback on their performance?** (Can you please give more details?)

### *Compensation*

- **Does your organisation offer incentives for continued employment?**

If yes: Can you, please give more details?

- **What kind of employee benefits do you think are offered for the employees in your organisation?** (Are there any specific types of benefits for older workers, such as health checks, health insurance, additional leave, etc.?)

### *Recognition and respect*

- **Do you feel that your organisation demonstrates its recognition of the (experience, knowledge, skills and expertise) of older employees?** Could you please give an example?

- **Do you feel that older employees in your organisation are treated with respect from others?** Could you please give an example?

## **RETIREMENT**

- **What is the normal retirement age of staff** (and are there differences by occupational group, gender, etc.)?

- **Do you provide a retirement planning service for older workers?**

If yes: Can you, please give more details?

- **Are there opportunities for reduced responsibility options/schemes, redeployment to other jobs for older workers or ‘phased retirement’?**

If yes: Can you, please give more details?

■ **Are there practices for re-employing retired people?** (Are there re-employed retired people in your organisation? If yes: What types of jobs have they been re-employed in?)

■ **Which do you think are the key obstacles for people to remain in the workforce after the normal retirement age?**

### **MANAGER TRAINING**

■ **Do managers in your organisation receive training on age awareness and age-diverse management?**

If yes: Can you please give more details (e.g. what topics, in-door or external training, etc.)?

If no: Do you think that managers (in your organisation and in general) would benefit from training on age awareness and age-diverse management?

### **WHAT DO YOU THINK ARE THE POTENTIAL REASONS FOR ORGANISATIONS TO NOT ENGAGE IN AGE-DIVERSE HR PRACTICES?**

**These were all of our questions. Would you like to add anything?**

***Thank you for your contributions!***