



50+ INNOVATIVE COACHING

Research report 50+ Innovative Coaching



Central College
Nottingham



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BILDUNG. FREUDE INKLUSIVE.



Introduction

The project “50+ Innovative Coaching” is aimed at transfer to Italy, Austria, Belgium, Romania and United Kingdom the innovative “50+ coach Model” developed and successfully implemented by the German centre of studies BFW Nürnberg. The model consist of a training course (contents and methods) addressed to SMEs coaches and HR managers who will integrate their skills with new competences aimed at support 50+ workers to preserve their employability.

Partners involved are:

Levanto - Belgium – www.levanto.be (= lead partner)

Centro Study d’Impresa – Italy – www.ciscorno.it

Berufsförderungsinstitut Wien – Austria – www.bfi-wien.at

Central College Nottingham – UK – www.snc.ac.uk

Pro Mente Upper Austria – Austria – www.pmooe.at

Institute for training, studies and research – Romania – www.cursformatori.ro

European Masters of skilled craft – Norway – www.euomasc.org
for the evaluation

In work package 1 of the project each partner (except Norway) collected data and information through desk research of the situation of the 50+ workers in SMEs, the specificities of the territorial/national context about the counselors/coaches frame of competences and existing certification systems for counselors and coaches.

And each partner (except Norway) made 5 interviews with managers / representatives of regional SME’s.

The results of the desk researches and the results of the interviews were summarized by pro mente OÖ in order to create this report.

Part 1: Research “Situation of 50+ workers in SME’s, trainings courses and certification systems”

1. What is the legal retirement age of women and men in your country?

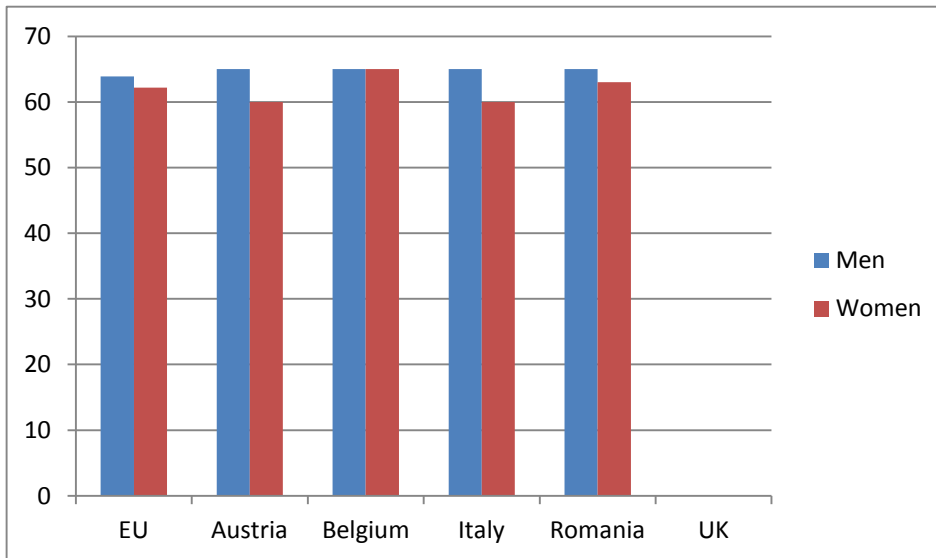
According to the data of Eurostat in the EU the legal retirement age of men is 63,9 years and of women 62,2 years.

In UK default retirement age (formerly 65) has been phased out - most people can now work for as long as they want to. In effect the UK no longer has a retirement age believing this to be ageist. Retirement age is when an employee chooses to retire. Most businesses don't set a compulsory retirement age for their employees. However an employer can make the case for setting their own retirement ages but they must be able to justify it, for example if the job role requires a certain level of physical dexterity and fitness. If an employee chooses to work longer they can't be discriminated against.

About Italy, in 2012 with an important reform (called Riforma Fornero: L. n. 92/2012) the country aligned itself with the rest of Europe and abolished the early retirement: so the next 5 years will be a transition period and in order to retire men will have to have 42 years and 5 months of contributions, and women with 41 years and 5 months of contributions. From 2018 on retirement will be at the age of 66 years and 3 months for men and 62 years and 3 months for women.

	men	women
EU	63,9	62,2
Austria	65	60
Belgium	65	65
Italy	65	60
Romania	65	63
UK	-	-

(source: eurostat 2011)



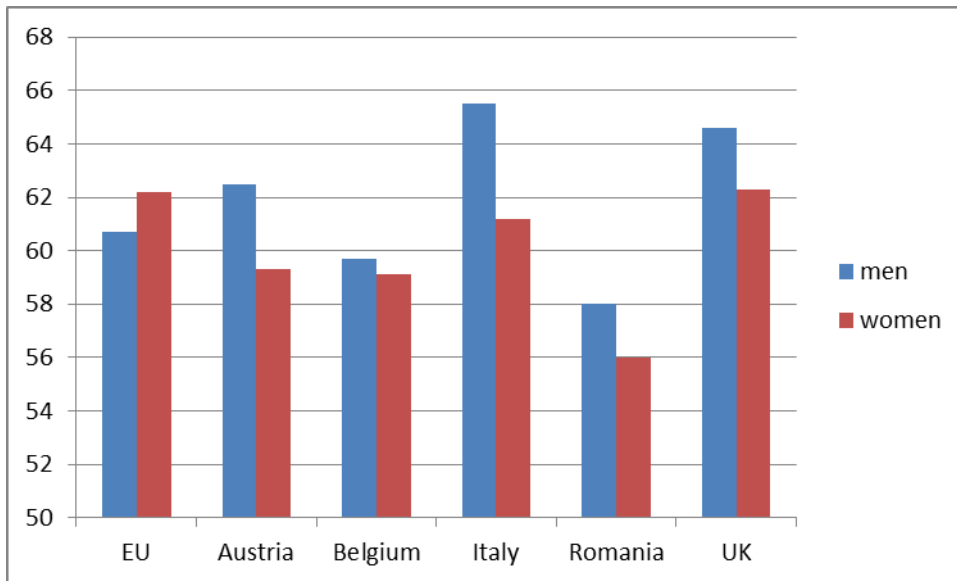
2. What is the average retirement age of women and men in your country?

In the EU the average retirement age of men is 60,7 years (the legal retirement age of men is 63,9 years). In Belgium and Romania the average retirement age of men is lower than in the EU. In the UK the latest analysis revealed people were retiring about one year later on average in 2010 compared to those retiring just six years earlier.

In Italy, according to the INPS report 2012, until 2011 the average retirement age was, for "old age" retirement, 65,5 for men and 61,2 for women; for early retirement 58,9 for men and 57,6 for women. In 2012 the average retirement age was 65 for men and 62 for women. 62,2 years is the average retirement age of women in the EU (the legal retirement age of women is also 62,2 years). Only in the UK the average retirement age of women is higher than in the EU.

	men	women
EU	60,7	62,2
Austria	62,5	59,3
Belgium	59,7	59,1
Italy	65,5	61,2
Romania	58	56
UK	64,6	62,3

(source: eurostat 2010)



3. What is the average retirement age of women and men in SMEs?

Most of the partners don't have available data.

In the UK the last reliable data on this was in a ONS report September 2004 which found that people in SME's retired on average 8 months older than those in large private sector businesses working in the same sector. Other research around this area finds that 90% of SME owners are flexible around the age an employee retires (Federation of Small Business (FSB) October 2010).

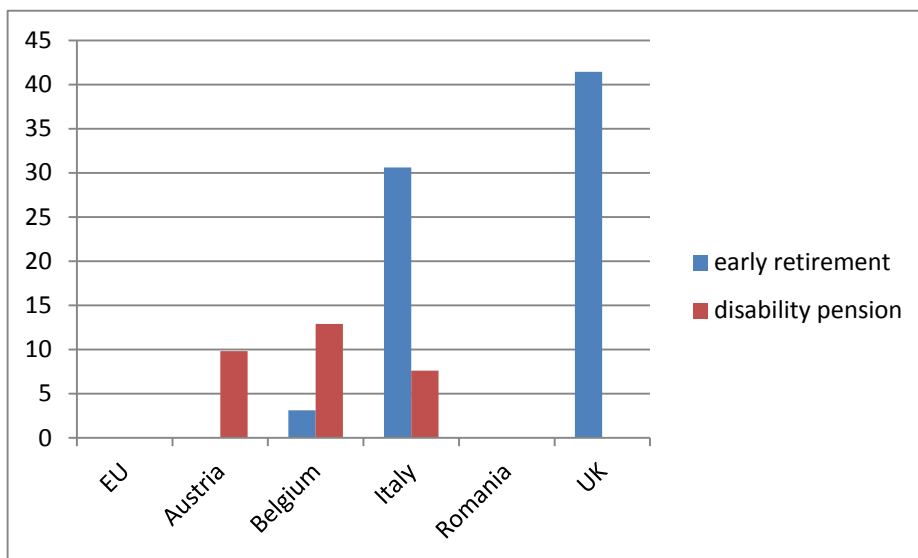
Some partners indicate that the average retirement age is the same for SME and big companies.

4. What is the proportion of early retirement and disability pension in your country?

Most of the partners don't have available data concerning the proportion of early retirement and disability pension.

In the UK, according to statistics available in June 2011, 54.8% of men between the ages 51 to 64 and 28.1% of women between the ages 51 to 59 left the labour market early.

	early retirement	disability pension
EU		
Austria		9,8 %
Belgium	3,1 %	12,9 %
Italy	30,6 %	7,6 %
Romania		
UK	41,45 %	



5. What is the proportion of early retirement and disability pension in SMEs?

There are no available data or that is to say that there is no difference for SMEs.

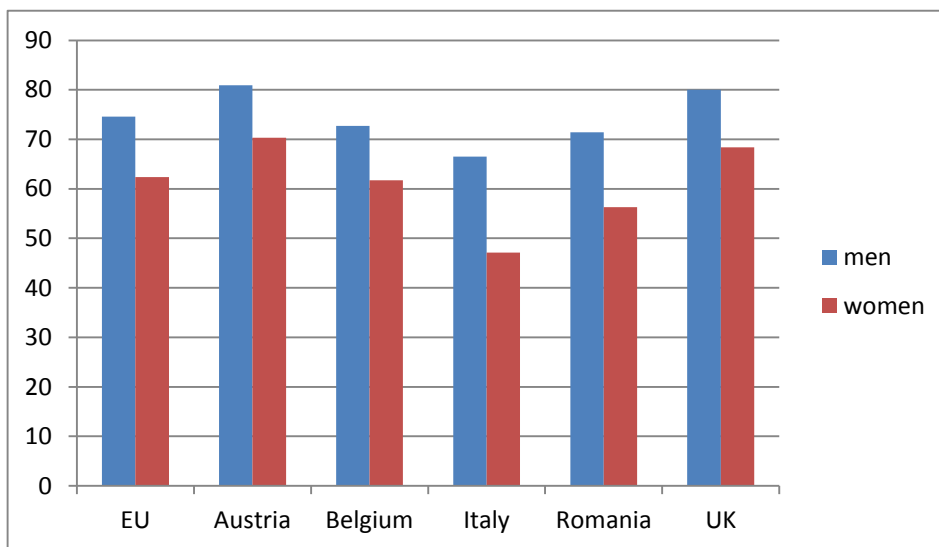
6. What is the overall employment rate in your country (2012)

In the EU the overall employment rate is 68,5% in the year 2012. In Belgium, Italy and Romania the overall employment rate is lower than in the EU.

In Italy. according to ISTAT Report January 2013, in December 2012 there were 22 million and 730 thousand people employed, close to 57% of the population, of which 79% in the SME and 21% in big companies .

	men	women	all
EU*	74,6	62,4	68,5
Austria*	80,9	70,3	75,6
Belgium*	72,7	61,7	67,2
Italy	66,5	47,1	56,8
Romania*	71,4	56,3	63,8
UK*	80	68,4	74,2

(*source: eurostat 2010)



7. What is the employment rate of older employees 50+ in your country (55-64 years, 2012)?

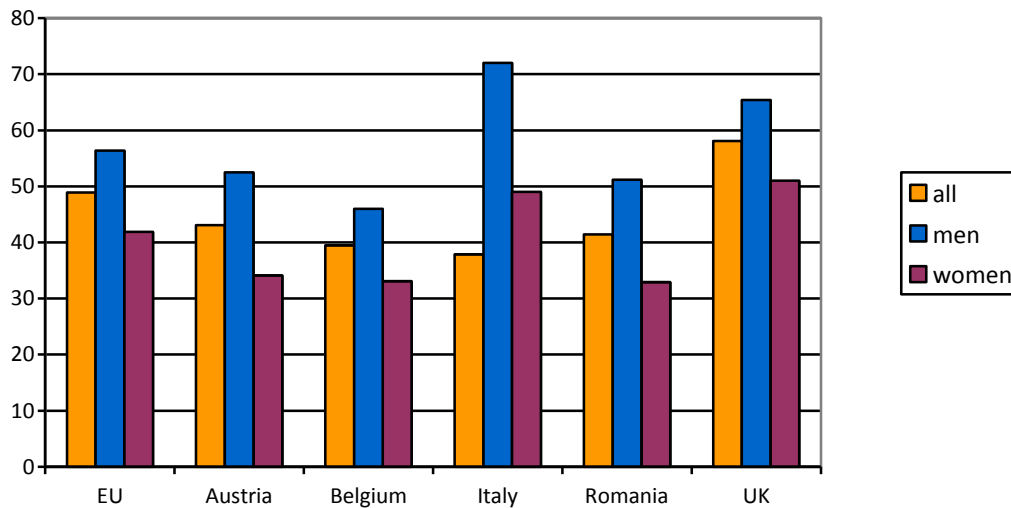
In the EU the employment rate of older employees 50+ is 48,9%. Only in the UK the employment rate is higher than in the EU.

For Italy: Eurostat 2012 data (for 2010) confirms ISTAT report: 45 years or older employees were 37% of the people employed, the percentages for categories are 72% for men and 49% for women.

The employment rate of men in the EU is 56,4% and of women 41,9%. Only in the UK the employment rate of the men and women is higher than in the EU.

	all	men	women
EU*	48,9	56,4	41,9
Austria*	43,1	52,5	34,1
Belgium*	39,5	46	33,1
Italy	37,9	72	49
Romania*	41,4	51,2	32,9
UK*	58,1	65,4	51

(*source: eurostat 2010)



8. What is the employment rate of older employees 50+ in SMEs in your country?

Only the Italian partner has available data, according to desk researches the employment rate of employees 50+ in Italy in SMEs is 79%.

The other partners don't have available data or it is expected to see no significant difference with national averages.

9. What is the average proportion of older participants (50+) in professional training courses in your country?

According to desk researches the average proportion of older participants (50+) in Belgium is 6,1% and in Italy 27%. In Belgium you can find an employment rate of 39,5% and in Italy 40,4%.

In the other partner – countries there are no available data.

10. What is the average proportion of older participants (50+) in professional training courses in SMEs in your country?

According to desk researches in Italy and the information of the interviewees in Austria there is no difference between professional training courses in big companies and courses in SMEs.

In the other EU – countries there are no available data.

11. Are there any special national programs or projects referring to active aging in your country? If yes, please describe core issues of the aging policy within your country!

In the countries of the partners there are some different programs for the employees 50+. These programs include measures for a lifelong learning, ergonomic working place and the transfer of the knowledge. In a few countries the elder employees have the possibility to reduce their working time (by a lower income).

In Austria: (Support from the Austrian Employment Service):

Part time work for elderly employees (women from the age of 53, men from the age of 58) to secure employment until the retirement. Two possibilities: 1. Reducing working hours to 40 – 60 % of personal working hours for max 5 years. 2. Possibilities to block: 2,5 years full time employment and 2,5 years free time before retirement. For both possibilities people get according to the working hours a lower income.

Support to integration: Subsidies to support employees over 45 +. Subsidies to income cost from the Austrian Employment Service.

Flexibility consultancy for enterprises: main topic productive aging and personnel management.

Qualification Consultancy for Enterprises: Consultancy in Personnel Development for SME's

In Belgium:

National Programs

- People over 50 are allowed to reduce their working time with little loss of income, right up until retirement.
- When a company fires a person aged 45 or older, this company is obliged to offer the ex-employee outplacement, which is specialized job coaching in order for them to find a new job.
- There is a variety of measures supporting companies to make their workplace more ergonomic or otherwise alter the workplace to make it more suitable for older or less mobile employees. The employer can get a subsidy when he submits a project.

- Since January 1st 2013 every company with more than 20 employees is obliged to make an employment plan to maintain or increase the number of employees of 45 years and older.
- Mentorship: employees who have worked at least 5 years can follow a training to become a mentor and support young people who follow an internship. Conforming the rules the employer can get a subsidy.

Regional Programs (Flanders)

- Dejuistestoel.be is a website of the Flemish government which explains both to employers and employees why it is in their benefit to hire older workers/work longer.
- In Flanders, an extra bonus is given to older employees who reduce their working time
- Diversity project: every company can develop a diversity project and receives subsidy from the Flemish government and free support and advice from experts. They can spread this project over 4 years. The accent now is on the different phases in ones career with the focus on 50+ employees.

In Italy:

- National Work Program about Active Aging in a supportive society (2012 – Premiership – Department of Family Policies)
Core issues: Promotion of new and positive ideas for elderly; Empowerment of lifelong learning strategies and methods; Promotion of the active citizenship and voluntary work; Transfer of knowledge and competences from old to young people, and promotion of strategies to face the generation gap; Focus on solidarity, family relationships and weak old people; Gradualness and support to the retirement; Promotion of healthy and active lifestyles; Focus on structural contexts that support the active aging, as urban mobility and infrastructures.
Methods: Enhancing of success cases and best practices, National/local cooperation, Involvement of the Family National Observatory, communication campaign, creation of the National Chart for the Active Aging
- Ministry of Labour - ISFOL : Central European Platform for an Ageing Society (FESR): creation of a transnational strategy for active aging through the exchange of best practices among Italy, Austria, Germany, Poland, Slovenia, Hungary, Czech Republic, Slovakia
Core issues: to promote the offer of innovative services and the improvement pd the competences of the involved groups, in order to face the SMEs needs, and so share a common strategy of intervention about the diversity management, the life-long learning, the conciliation among life/work/health.
- Ministry of Labour: Directive 266/2012 to promote the testing of innovative projects about voluntary and active aging.

Core issues: financing of innovative projects about active aging.

In Romania:

By the end of 2013, Romanian Government has to finish and adopt the National Strategy for Elderly and Active Aging (the first one in Romania).

In 2012, Ministry of Education and Research through National Agency for Scientific Research ANCS sett-up an inter-institutional working group for developing the Romanian strategy as part of European Partnership for Innovation regarding Active Aging in healthy conditions.

In UK:

<http://www.firstcallbirmingham.org.uk/firstcall-advice-information/training-for-the-over-50s/>

Age Concern are a national charity that concentrate on the elderly and are most pro-active in this area, the following link will detail their work.

There are a wide range of community based projects throughout the UK. These focus on intergenerational projects and/or volunteering. Estimates that these number nearly 10,000 for England, Wales and Northern Ireland a population base of 55M.

12. Are there any other private initiatives and projects about active aging in your country?

In the countries of the partners there are many different private initiatives and projects about active aging, for example measures for mentoring and coaching the elderly employees or for reintegrate elderly managers.

The programs in detail:

In Austria:

In Austria:

- Regional Initiatives:
 - Network „Arbeit und Alter“ (network work and age)
 - Initiative 50 – Beratungsinitiative für ältere Arbeitnehmer (Consultancy for elderly employees)
 - Aha – Arbeitslose helfen Arbeitslosen (Unemployed people support unemployed people)
 - WAGE – Winnig Age, Getting Future
 - AhZ – Arbeit hat Zukunft (Work and Future – Consultancy for elderly job seekers)

- Initiative 40 Tirol (Initiative 40 + in Tyrol)

- Flexwork
- Fundament Generation 45+
- Seniors4success

Contents: Information, Consultancy for structures in the enterprises, health at the working place, qualification consultancy, etc.

- Nestor prize from the social ministry and Austrian Employment Service: Award for good practice enterprises
- Austrian Accident Insurance: support and fundings for projects health at work
- Fit2work: case management for elderly people and consultancy for enterprises
- Various statements from the social partners.

In Belgium:

- Business & Society (Belgian Business Network for Corporate Social Responsibility) and the Union of Belgian Enterprises organize the Active Ageing Awards. Sodexo Belgium won this award in 2012.
- The number of private initiatives on age versus employability are rising. Here you can find a (Dutch) list of links to private projects:
http://www.leeftijdenwerk.be/html/wg/leerprak/leerrijke_praktijken.html

In Italy:

- Welfare to Work Project (Federmanager and Manageritalia)
 - Reemployment of 50+ managers The action is aimed at reintegrating managers in the companies through:
 - re-orientation activities;
 - bonus to companies that employ 50+ managers (10.000 euros in case of open-ended contracts of fixed term contracts – of minimum 24 months; 5.000 euros in case of short term contracts);
 - individual outplacement programs;
 - hiring notwithstanding the minimum required, provided that a variability wage is guaranteed (50% of the fixed salary)
- www.altraeta.it
 - This project has been awarded by the Ministry of Welfare, it is a web community aimed at creating a National network of 50+ people as a virtual place where people, companies, organizations, volunteers could meet and share issues and topics related to the active aging.

In Romania:

There are many project in Romania (with or without European funds) dealing with active aging and empowering elderly people to be independent or active.

In UK:

CBI promotes a voluntary mentoring scheme where employees over 55 will mentor and support new labour market entrants. However this is voluntary and aimed at supporting young people.

13. Which specific policy actions are taken in order to (re-)integrate older people into the labor market?

In all partner-countries there are programs to reintegrate older people into the labor market, for example tax deductions or other benefits from the Government or some specific training courses.

The policy actions in detail:

In Austria:

Please see special national programs above.

In Belgium:

There are both federal and regional wage subsidies for employers who hire someone over 50.

National Programs

- Outplacement (see p. 10)
- Tax reductions for the employer increasing with the age of the unemployed person (from 50+ on).
- Tax reduction starting from six months unemployment increasing according the period of unemployment (from 45+ on).

Regional Programs Flanders

Up until recently, unemployed over 50 had little or no obligation to actively look for work. In the meantime though, they are required to participate in activation measures offered to them by the public employment service (VDAB).

- Tax reduction for the employer during max. 4 quarters of a year when he hires an unemployed person (from 50+ on) giving him/her a permanent contract.
- The unemployed person gets a monthly premium when he has found a job (from 55+ on).

In Italy:

- Tax deductions for companies that hire over 50 workers;

- European Social Found training activities for employed and unemployed - over 50 – people.

In Romania:

Law 76/2002 encourages employers to hire people 45+ (with some benefits from the Government).

In UK:

One area where government policy is already explicitly supporting the opportunities of older workers is in the removal of the Default Retirement Age

June 2012 Report

Too Much to Lose

The UK's aging population is creating a significant need for people to work later in life. Too Much to Lose outlines that this, along with other trends, means that older workers will continue to play a much more significant role in the UK economy than ever before. This presents both opportunities and challenges. Today's older workers are more educated, less likely to work in physically demanding roles and are less susceptible to health problems than ever before. However, the challenges facing older jobseekers are large: a jobseeker over the age of 50 is significantly less likely to return to work within the next year, and the cost of spells of unemployment to future wages is considerably greater than it is for younger or middle-aged workers.

This report argues that the back-to-work support provided to older workers fails to meet their needs. To tackle this, it sets out a plan for support that directly addresses the needs of older workers, at the same time as demanding that jobseekers are doing all they can to get back to work. As well as this we argue that there is a need to look at retirement differently, promoting more flexible working and supporting better communication between businesses and their employees. To facilitate these changes, the government's approach must change. Up to now, the political focus has been centred on the problems of younger workers, and this has distracted attention away from the need to value and support older workers in the UK. This must change so that government focuses support on those with the greatest needs, rather than just targeting support by age.

If implemented, these recommendations will ensure that the older workforce continues to play a major role in the UK economy in the future. Failing to act now risks marginalising a whole generation of older workers and severely damaging both their welfare and the economy as a whole.

A copy of the report is available at:

<http://www.policyexchange.org.uk/publications/category/item/too-much-to-lose-understanding-and-supporting-britain-s-older-workers>

14. Which specific policy actions are taken in order to retain employment for older workers?

In the partner-countries there are many policy actions to retain employment for older workers, for example tax deductions or training courses.

In Belgium:

Employers get a reduction in social security payments for employees over 50. The specific measures and amounts can be found (in Dutch) on:

<http://www.aandeslag.be>

In Italy:

ISFOL Report (2012)

Push actions (actions aimed at facing the causes that push over 50 workers out from the labor market – in percentage)

Informative desks (0,6)

Orientation, vocational guidance and advice (5,5)

Job assistance (3,6)

Training (37,8)

Validation of no formal competences (4,3)

Work experience (6,7)

Training bonus (2,4)

Other incentives for the adaptability and the employability (8,5)

Intersection between job supply and demand (1,8)

Mediation and job integration support services (2,4)

Tutorship on the work place (1,2)

Companies incentives for the hiring and the staying (4,1)

Integrated pathways for the employability (4,3)

Public support and incentives for the quality of the system of the employment services (0,6)

Study and research activities (0,6)

Transfer of best practices (0,6)

Other incentive to enhance the business competences (2,4)

Pull actions (actions aimed at facing the causes that pull over 50 workers towards the inactivity)

Information and awareness activities (3,7)

Informative desks about incentives for the active aging (1,8)

Accessory contract (1,2)

Local centers for the adult learning (0,6)

Community centers (3,7)

Other activities for a gradual retirement (1,6)

Pull actions (actions aimed at facing the causes that pull over 50 workers towards the inactivity)

Information and awareness activities (3,7)

Informative desks about incentives for the active aging (1,8)

Accessory contract (1,2)

Local centers for the adult learning (0,6)

Community centers (3,7)

Other activities for a gradual retirement (1,6)

In Romania there are no available data.

According to the measures in **Austria and UK** you can find them in special national programs above.

15. What is done in your country in order to support SME's in respect of the demographic change?

In Austria, Belgium and Italy SME's are supported in respect of the demographic change. There are measures like Health Management, consultation or tax deductions.

In Austria:

- Health Management in enterprises – support by the AUVA (Austrian Accident Insurance)
- Consultation of SME's by the Austrian Economic Council
- Research on SME's at the Austrian SME Research Center – cooperation with the Austrian Economic Council and the Ministry of Labour, Family and Youth.

In Belgium:

Idem to national and policy actions

In Italy:

Tax deductions for companies that hire over 50 workers.

In Romania there are no available data.

In UK nothing specific is done; actions tend to be offered at all employers in this respect.

16. Are there any training courses for counselors for the target group 50+?

In Romania, Italy and UK there are no training courses for counselors for the target group 50+. In Austria and Belgium there are some specific programs for counselors:

In Austria:

Below some trainings for coaches 45 plus (not certificated from the ACC)

- Elderly management – Training internal coaching
Seminar consult prohaska
<http://www.seminarconsult.at/blog/alternsmanagement-ausbildung-interner-trainer-coaches/>
- Productive Aging – Generation management (for executives) Komunariko Training Academy
<http://www.komunariko.at/beratung/productive-ageing/>
- Leading elderly employees – GFP Gesellschaft für Personalentwicklung GmbH
<http://www.gfp.at/>
- Health Management in Enterprises – TÜV Austria Akademie
<http://www.tuv-akademie.at/>

In Belgium:

The public employment service has specialised counselors for unemployed over 50. These counselors get a special training.

17. Are there any special trainings for the target group 50+? If yes, please describe some!

In each country there are different programs, mostly financed by the Employment Service or European Social Fund.

The trainings in detail:

In Austria:

There are some financed programs by the Austrian Employment Service:

Competence Check for elderly employees or elderly unemployed people for reintegration into the labour market.

Otherwise there are internal courses within enterprises.

In Belgium:

Unemployed over 50 can receive specific job counseling from the public employment service. (VDAB 50+ Actief) Several, in each Region, mainly through the European Social Fund

and by the cooperation between local authorities and training accredited centers.

In Italy:

In some Italian Regions, mainly in the North, the public focus on the active aging has fostered several projects aimed at training adult people long-life, as main instrument to the participation to the labor market and more in general for the social inclusion.

Most of training programs come from the cooperation between the public job centers and the training centres accredited by each Region, through grants and actions based on the European Social Fund and other sources of financing.

So they are, for the most part, free.

Some successful examples:

- Roma District – Public Notice B – Training actions for employed and unemployed people (2010 – 2012).
Special measures – for the economic crises - aimed at (re) integrate over 50+ workers into the labor market through training and counselling activities. With a particular attention to workers in mobility or employees in companies affected by crises/reconversion.
- Project: The City of Crafts (Milano, Roma, Treviso, Genova, Taranto), in network with Francia, Spagna, Portogallo, Svizzera, Canada, Brasile, Cile, Guadalupa e Mauritius.
Centers of information about job opportunities and guidance: organization of training courses aimed at transferring technical and managerial competences.
Support actions to over 50 unemployed managers in order to help them to restructure their professionalism and competences as entrepreneurs or free consultants.
- Umbria Region - OverForti (old people are strong) Project
Training activities for the employability, the re-integration and the social inclusion of Over 50 people.
Creation of synergies between training and job assistance services.
- Modena District
Frida Project (Training to start again as adults). It is aimed at fostering the professional development and the job stabilization of over 45 employees low skilled, or in mobility, with atypical job contracts (temporary or seasonal workers), or people that return to the job after long periods of absence (ex. illness or maternity).
- Verona District – Professional Citizenship Project.
It is aimed at promoting the lengthening of the active life of over 45 unemployed people that because of the age and the lack of competences, stay out the labor market.
The project includes training, guidance and entrepreneurship actions.
- Veneto Region - Talented Project: lengthening of the active life of over 45 people and support to unemployed people to enter the labor market through training,

counselling activities, enhancing the experiences and their no formal or transversal competences.

In Romania:

- ASLECT – Active Seniors Learn, Educate, Communicate and Transmit
ASLECT is a project funded under KA4 Valorisation sub-programme, which approaches the presence of senior people in cultural organizations, projecting on them a double perspective: as users/beneficiaries of educational and cultural programs, and equally as learning resources for developing such programs.
- MobileSage – Situated Adaptive Guidance for the Mobile Elderly
Today's society is flooded with a plethora of new techno-devices which although easy to use for the newer generations are unfamiliar and can pose severe difficulties to the elderly. This is why senior citizens exhibit anxiety towards the uptake of new ICT based solutions, such as for example automated ticketing machines. The idea of MobileSage is to provide elderly people with context-sensitive, personalized and location-sensitive tools which allow them to carry out and solve everyday tasks and problems in the self-serve society when and where they occur, "just-in-time".

In UK:

There is a wide range of training targeted at over 50's largely publicly funded. Some employers are actively recruiting older workers the largest of which is B&Q a do-it-yourself chain. Some UK supermarket chains are doing the same thing. Employers in press interviews indicate that a more mature outlook tends to produce better customer service skills. Without exception those recruited are placed in roles that deal with retail customers directly. The DIY chain has them demonstrating DIY techniques to customers in formal and informal contact. There is no evidence that this is actively replicated in other less customer service vital sectors. Training is largely on product range and knowledge as opposed to specific customer care skills.

18. Which certification systems for counselors and coaches exist?

In Austria, Belgium and Romania there exists a certification system for counselors and coaches. But the systems are not obligatory, they provide an opportunity for coaches and counselors to accept their education and profession.

In Austria:

ISO Certification 17024 – Competence certification Coach (ACC – Austrian Coaching Council)
190 Units (1 unit is 45 min)

Contents:

Basic studies (20 units)

Coaching theories (30 units)

Methodic and Theory of process oriented consultation (40 units)

Specific coaching methodic (50 units)

Practical studies in coaching (50 units)

In Belgium:

There is not a Belgium or Flemish certification system. There is no legal recognition for these functions.

Private organisation are referring to the American standards, in particular the International Coach Federation ICF. Some private initiatives refers to a Duch standard, also refered to the American standard.

The training courses for professional counselors are delivered by high schools and university's (post graduate programs)

In Romania:

The national system for certification is regulated by National Authority for Qualifications.

There are two occupational standards (occupational profile) for counsellor and coaches:
vocational counselor

personal development counselor

In Italy:

There is not an Italian certification system for coaches and counselors, each school issues a certificate, but the profession is not legally recognized through shared standards.

Mainly, we refers to the USA standards and certifications systems, in particular:

- the International Coach Federation (ICF)
- the International Association of Coaching (IAC)

Although these organizations have regulated the profession through standards and guidelines, it is a certification issued by a private organization, nor officially recognized at public level.

In Italy from 10th February 2013 has been in effect a law that has created a register for counselors.

The training courses for professional counselors are delivered by the schools with a certification issued by one of the Italian Professional Associations. These are private association, not officially recognized at public level.

Starting from 2010 some of these associations came together into a committee at the European Counselling Association (EAC) and refers to the European Standards.

The profession of counselor has a more defined standards as reported by the Italian Society of Counseling:

“The Counselor is a professional that, after a three years training course, with a diploma issued by a specific training center with its own theoretical approach, he could support people to face existential, psychic problems that don not involve deep restoration of personality.”

In UK:

There is a range of qualifications and registered professional bodies for Coaches in the UK. All UK qualifications are regulated by OfQual and sit in a range between Level 1 and Level 7. Coaching qualifications are available between Levels 3 (Workplace Coaches) and Level 7 (Professional/Executive Coaches). Regulated qualifications are competence-based and require a demonstration of knowledge, understanding and application. The higher the level of the qualification the more indepth knowledge, understanding and application required. Most qualifications require a period of reflective/assessed practice before the qualification can be achieved.

Association for Coaching (AC), European Mentoring & Coaching Council (EMCC), and the International Coach Federation (ICF) are professional bodies responsible for the maintainence of standards within the Coaching profession. Professional Coaches needs to be a member of these organisations and maintain the competence through recorded continuous professional development. These organisations provide regular networking opportunities and events with guest speakers to sharing and development of good practice.

19. Do you have a description of necessary competences for coaches (frames of competences) in your country and are there related training courses?

According to the interviewed partners there are no official lists of competences, but in some countries coaches can get a certification.

In Austria:

Necessary competences according to the ISO Certification are:

- Field and professional competence: expertise in a specific sector and organizational structures
- Role competence: A coach shall also have some other professional expertise and if possible also expertise in training, supervision, etc.
- Management / leading competences: to be able to moderate and to be process oriented organization
- Ethical and human competences

- Ability to self-reflection and further personnel development
- Process oriented and Networking abilities
- Social competences and inter action: communication skills and ability to interact with people.

Coaching of the ACC: http://www.coachingdachverband.at/index_html?id=225

In Belgium:

There is not an official list of competences. We used a model from the Dutch high school in Holland in Rotterdam. This competence profile includes:

1. methodological acting
2. introspection
3. communication
4. professionalizing own action
5. autonomy and collaboration
6. networking
7. able to work competence orientated
8. process minded

In Italy:

In Italy don't exist "institutional" schools or training courses, officially approved, related to a certificate/license/diploma in coaching. Usually, to become coach, it is sufficient to hold a certificate issued by one of the many coaching training schools.

considering the frame of the coach competences derives from the American standard, many Italian courses refers to the 11 competences carried out by icf:

- a. setting the foundation
 1. meeting ethical guidelines and professional standards
 2. establishing the coaching agreement
- b. co-creating the relationship
 3. establishing trust and intimacy with the client
 4. coaching presence
- c. communicating effectively
 5. active listening
 6. powerful questioning
 7. direct communication
- d. facilitating learning and results
 8. creating awareness
 9. designing actions
 10. planning and goal setting
 11. managing progress and accountability

In Romania:

There are different core competencies for the two occupational standards mentioned before.

For vocational counsellor:

- Vocational assessment
- Professional orientation
- Building the relation employee-employer
- Post-employment counselling

For personal development counselor:

- Set-up the space for interaction with counseled people
- Inquire problematic situation
- Appraisal of potential solutions for problematic situation

Counselling on potential ways for personal development

In UK: see comments above

We have various frameworks to support the qualifications which include knowledge, understanding and competence.

Part 2: Results of the questionnaires

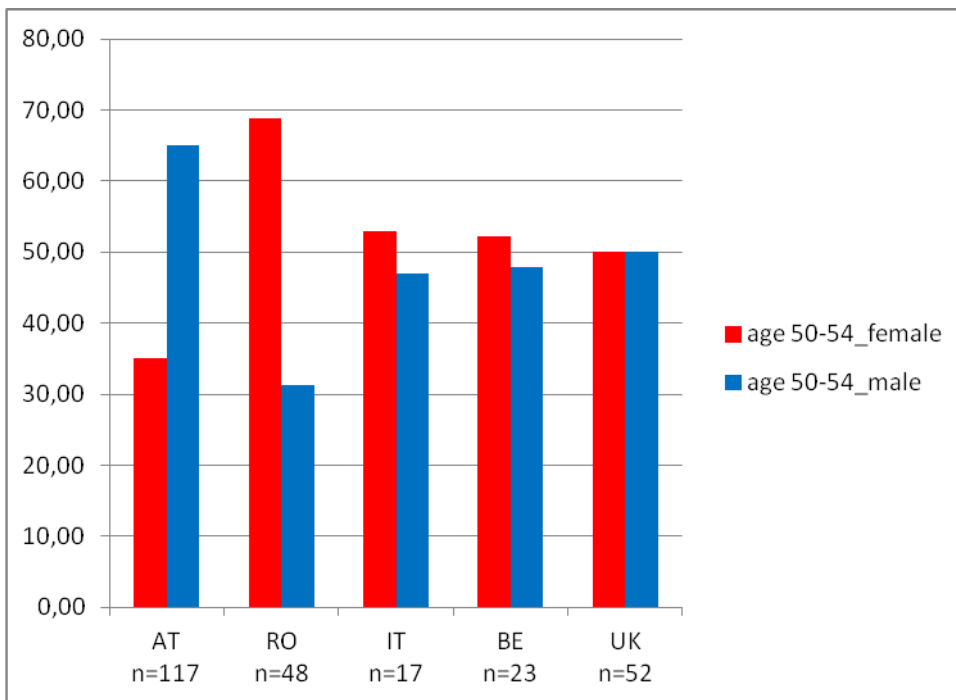
Each partner has interviewed five representatives of SME's in his country; so we had a total of 30 interviews (in Austria there are two partners, so we had 10 interviews).

Part I) Information about employees and programs

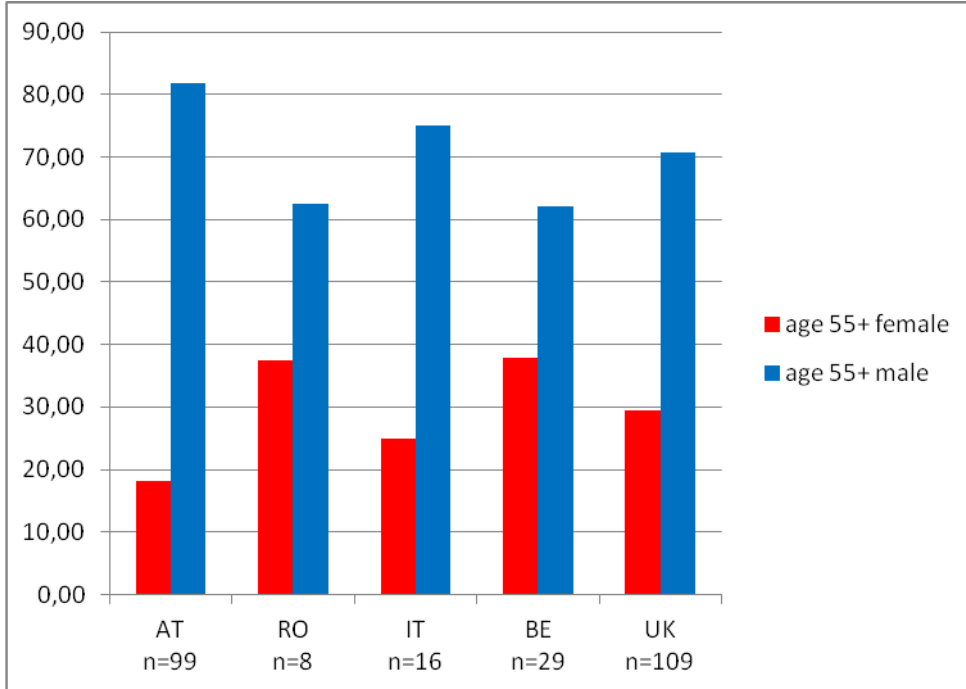
1. How many employees 50+, born after 1st of March 1963 do you have, how old are they and what is their gender (by 1st of January 2013)?

1.1. Number of employees age 50 – 54

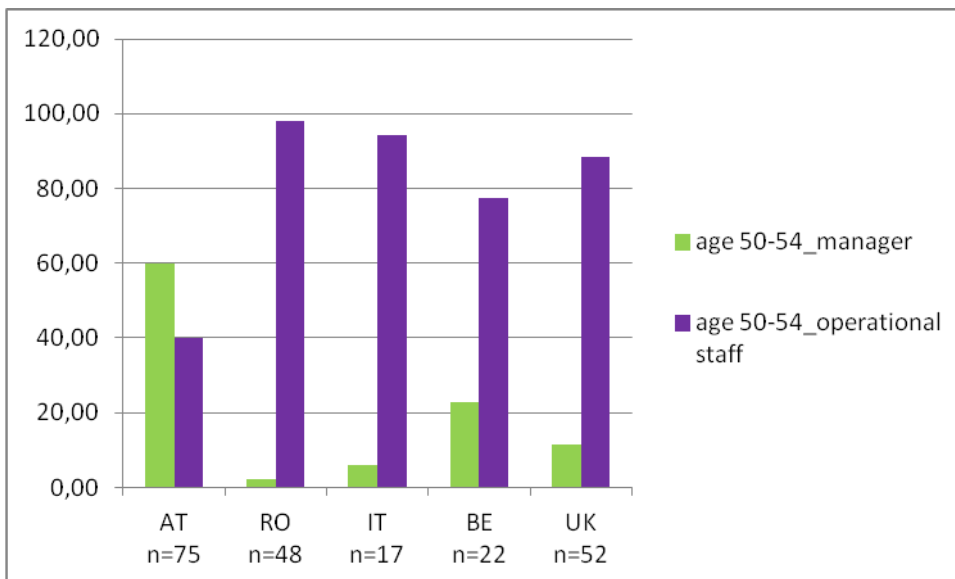
expressed in percentage; n=number of employees 50 - 54 years



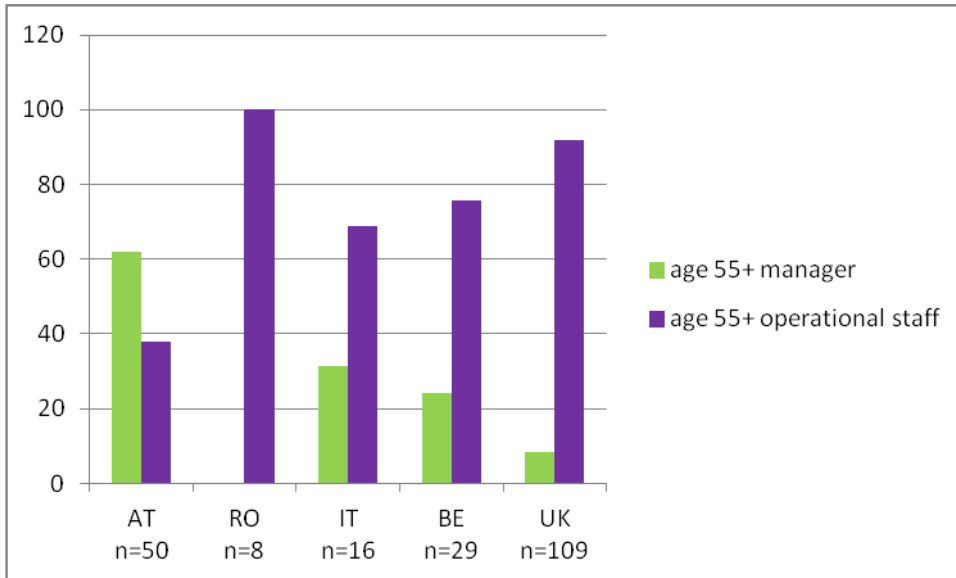
1.2. Number of employees age 55 +
 expressed in percentage; n=number of employees 55+



1.3. Manager and operational staff age 50 – 54
 expressed in percentage; n=number of employees 50 - 54 years



1.4. Manager and operational staff age 50 +
 expressed in percentage; n=number of employees 55+



2. According to your experience, what are the barriers to 50+ employees engaging in development opportunities?

Within this question the experiences mentioned open a wide range from individual needs and habits up to structural conditions. Whereas the structural conditions seem to have the biggest impact on 50+ employees engaging them in development opportunities.

According to the statements of the different countries and companies we focused on the following topics, standing as a collective term for all the aspects mentioned.

- **Structural condition:** This term means specific national conditions as well as economic development and individual characteristics. E.g. according to Romania there are just a few regions with studying possibilities and the jobs are focused on limited industry. This goes along with an apparently lack of mobility. Also mentioned were management skills that consider customers needs more than in former days so business turned out to be much more flexible.
- **Technology:** Referred to the questionnaires technology is playing a major role in the statements. Missing knowledge and using new technology is one of the barriers remarked. As well as a fear of technology in general – according to ‘What’s the point? I’ve been doing the job for 20 years what do I need it for?’

- **Life-time learning:** Another keyword in the survey seems to be development. Employees 50+ assume they are happy and don't want to progress in their career. They feel as an expert because of their experience and aren't interested in training new skills – only updating and improving the existing ones. What comes up to an ambivalent theme: on one hand the 50+ employees are experienced and not interested in developing and on the other hand were mentioned fears of training as well. They could get embarrassed in front of their (younger) colleagues. In this context flexibility seems to be another cue being discussed: according to 'stuck in their ways'. Reluctance to take part in in-house trainings not seeing the value of it and looking ahead to retirement – just want to come in to work, do job and get paid.
- **Health:** One more aspect mentioned is health. Where here the question of a possible bias imposes. Prejudice within the meaning of employees 50+ tend to days of sick leave more often and can't work focused on one theme not that long than the younger ones. This goes along with the perception people begin to wind down after a certain age (eg 50+).

All these topics are closely associated with the person. There might be flexibility and training affinity as well as a reluctance and resistance against it. Thus, character and individuality play a major role and should be included in further considerations. For some companies there are not relevant barriers if competences and motivation are updated.

3. Which special programs are offered in your country for the target group of 50+ employees? Please name and describe them shortly.

In Austria there do already exist a few different possibilities for the target group. The most common one is "part time work for elderly employees". Women by the age of 53 and man by 58 are able to reduce their weekly working hours to 40 – 60 % for the next maximum 5 years. Or they could split the 5 years doing 2.5 years the full time employment and the other 2.5 years they can already stay at home. But both possibilities are attended by a lower income.

Another option to use is called support to integration and is more for the employer than for the employees. If an entrepreneur employs someone from the age of 45 the Austrian Employment Agency is paying subsidies to reduce the payroll for the company.

According to the European Social Fund the Austrian Employment Agency is granting aids to training activities for the employers. These kinds of subsidies ensure employment due to qualification and on the other hand they want to facilitate training activities for employers.

In Italy as in the UK the interviewed companies don't know anything about special programs for the target group. The employees 50+ are not treated differently because of their age.

Rumania offers financial support for 12 months if employers hire unemployed people from the age of 45. To get the benefit of this aid the contract has to last for more than two years.

Since 2013 every employer in Belgium has to create/make a job career plan for employees 45+: measures taken every year to keep and/or increase the number of employees from the age of 45 in a company.

There is also the obligation of 2 days (minimum) training activities for all employees – not just the target group.

As well as the measures mentioned above Belgium offers a special healthcare for people 45+. They get more recuperation days because of the severe physical work.

Diversity plan and outplacement are another general programs supported by the Flemish Government. It allows the company to set up a HR-policy also towards 50+.

4. Do you have experience with these programs in your enterprise? Please describe it shortly: positive or negative results, impacts on business, number of employees who used this program within 2012, when did this program start?

In Austria the support for integration was used from three out of five interviewed companies. They all mentioned the non-bureaucratic way the cooperation with the Austrian Employment Agency worked. The employees the companies got are quite motivated, loyal and very happy to be working again. Three out of four people were hired for the program in 2012, one in 2011. All of them stay still in the companies.

The part time work for elderly was used by one of the interviewees. The company started in 2000 with this program and both – employer and employees – were satisfied with this solution. There was a feeling of relief on the employees' side and the employer was able to hire someone else.

One company mentioned a physiotherapy project co-financed from the Upper Austria Health Insurance started in 2010 and lasted 2 years. 10 people took part and consequently continued the training. The company paid 50 % of the fee for the training in the fitness center and they registered a reduction of 50 % of their sick leave.

Belgium mentioned positive and negative results according to the 2 day training activity (regarding Part I_3) as well. The company benefits in different ways. Once because of the knowledge and qualification the employees get as well as the motivation. Employees see it as positive when employers invest in improving their skills.

The critics are about the kind of offered training activities. The range of individual training opportunities is considerably larger than the one companies can benefit from. (eg cooking, ...)

The extra recuperations days are described as a good thing: 'It helps to keep the employees 45+ functioning good.'

All other countries (Italy, Romania and UK) didn't use governmental programs in their companies.

5. Does your enterprise offer any special programs to 50+ employees (apart from the legal requirements)?

If yes, please describe it shortly: positive or negative results, impacts on business, number of employees who used this program within 2012, when did this program start?

In Austria there is a creative range of different programs for employees 50+ in enterprises. In general the measures can be summed up within 2 terms: working hours and working content.

The term "working hours" includes flexible arrangements around working part time, in-house tasks and age based break regulations.

- Part-time arrangements: Employees amongst themselves arranged who is able to work more and/or needs more time to relax. Hence it might happen, that a person works for 2 – 3 month full-time and then takes spare time or work only for a couple of hours.

It improved the communication between our employees as well as a new spirit was in our work place. It started in 2010 and 4 employees took part.

- More in-house tasks if wanted and possible. Not so good results, because a new job description seemed to push them aside. Implemented in 2010.
- "age-based break regulation": According to that measure the employees can take a longer lunch break and even more breaks. Employees 50+ have a better relieve. Implemented in 2003.

"Working content" means working tasks and qualification.

- Shift of working tasks: International work was transferred to the younger employees. The elderly employees were happy not to travel that much anymore. Implemented in 2010 and used by 3 people.

Another option was mentioned within administration. The employee is doing more administrative work could relief and is still able to work full-time. Implemented in 2011 and used by 1 person.

- Qualification: Training activities are offered to relief work eg using new techniques (started 2008) and knowledge transfer between young and elderly employees (started 2005). Both programs are very successful.

In the UK one interviewed company referred to a pre-retirement counseling three years ago. There was no impact on the business because it was just about the thoughts around retirement. Staff who gave 6 month notice to retire and are over 65 can do 4 days working week when they have so many years' service.

Two companies in Belgium report on flexible in allowed absence as well as extra holidays because of seniority. The impact is that the employees are more motivated and fit to do the job.

Another interviewed partner referred to a life phase policy which is tried to implement. That concept is not only for 50+ but also for younger/all employees.

The interviewed companies in Italy and Romania offer no special programs for the target group. All companies treat everybody as equal.

Part II) Training of 50+ managers / coaches

- 1. From your point of view, which topics, challenges, barriers or attitudes are relevant for 50+ employees in regard to their working place and development opportunities?
Please rank the topics according to the importance:**
- 2. What impact would you like to see from this training and how will this help you to achieve your business objectives?**

The data interpretation of the topics, challenges, barriers or attitudes which are relevant for 50+ employees and the impacts like to be seen from this training have a lot of arguments in common. The statements were clustered to a group of terms explained below.

Generally the training should name a goal to achieve with. Is it just training for trainings sake? What's in it for the people as well as for the company? With the information in the back of your head that 50+ employees can be conservative but very loyal. There should be given a life-time perspective as well as a career-plan to address two different levels – the individual and the operational one.

And they are concerned by a lot of other structural circumstances due to their age eg to take care for parents, uncertainty of losing the job and not able getting a new one (age barrier), not that well educated compared to the younger colleagues because of the economic and political situation in their countries ...When designing a workshop these socio-economic conditions and physical and psychic needs should be considered.

Structural conditions should be considered as well: for example the company's size.

Especially the small ones might get in trouble because of the missing workforce sending employees to training and give them a coach.

In detail the following abilities and skills should be considered/trained:

- Age prejudice: having 50+ employees can be an added value. Staff doesn't see the benefit of them. They are pigeonholed into certain roles which work on both sides: the "older" against the "younger" and the other way round. To treat each other in a respectful way and get open minded in either way. It seems to be important to change the attitude and behavior of the employees 50+ as well as the younger ones. The respondents noted to work in age-mixed teams. On one hand it would help to decrease prejudices and on the other hand a knowledge transfer would be assured. The employees 50+ let be the younger ones part of their experience and the younger ones could share their eg technique knowledge. The company goals could there be achieved to pull together not being a lone fighter.
- Self-confidence/self-esteem: 50+ employees play "still" a useful role for the company and their ideas and comments are important and constructive. It is not helpful if 50+ employees get isolated within the company. Changes can be positive – 'give them a go'! Eg trying to do work the other way round, trying something new. A critical feedback can be used for personal growth and not to be taken personally. Eg trainings in new techniques might be a personal enrichment and not an embarrassing fact of not knowing something.
- Motivation/self-motivation/keeping keen on working: In the survey it was noted that there is a lack of interest, enthusiasm and understanding about the need for changes. According to the statement 'they are set in their ways' and just winding down to retirement.
So a point within the self-motivation is to keep the joy and curiosity to learn something new and to apply what they have learned – professionally and in private. Another argument was to involve employees 50+ in organizational process to get a feeling for another management style to show appreciation to the staff.
- Flexibility: In case of this study flexibility can be used in a different kind of ways. As there is meant mental flexibility as well as getting open to changes – according to 'getting out of the comfort zone'. It also includes learning new skills as new techniques and taking part in training activities without fear of embarrassment.
- Health/Health at work: Adjust the field of work to each individual needs and the work equipment such as the screen, the chair, etc. For example mentioned one company the possibility to implement a 'health program' for all employees as a collective activity, to strengthen the team spirit and hence the achievement of business objectives.

All in all the impact this kind of training could cause is to have motivated and confident staff who have more open and positive outlook on the future.

3. Which goals, in regard to the employees, must be achieved after the counselors attended the training?

Regarding the goals to achieve after the counselors attended the training a general summary of the whole statements is useful in many ways: having management abilities as well as individual motivational and communicational skills. The following terms explain the statements in detail:

- **Understanding:** The consultants should be aware of the importance of the topic and embed this into the management level. As well as there should be a mutual understanding and empathy for elderly people. Awareness of prejudice against age eg older employees can handle objectives as well as the young ones. As they should be aware of the employees concern. The counselors should have management abilities and have available knowledge of the particular department.
- **Job satisfaction:** To improve job satisfaction counselors need to know how to motivate the employees, to extend teams within the workforce with different age, knowledge and experience to secure diversity. As well as to create a working atmosphere within cross-age groups to exchange opinions, ideas and visions. Within this atmosphere the employees (as well as the managers) are aware of each other's importance reaching the company's goals.
Another point is to strengthen their sense of responsibility for themselves. For example the importance of physical as well as mental fitness. Not only for keeping updated with new techniques and knowing how to use them to ease processes but also for their self-esteem.

In summary it can be said that counselors (after the training) care for an appreciated and respectful treatment in-between cross-age groups working in a complementary atmosphere together.

4. Do you have any other recommendations for the training?

In general the trainers/counselors should be recruited in-house knowing the company already well (processes, etc.) and the trainings should preferably take part on site or fairly local. Half day trainings would be preferred.

The counselors themselves need practical experience not only theoretical knowledge. Eventually the training should take place separately for various branches to meet the different needs.

Didactically counselors should focus on role-playing and use examples and stories that are close to home. A safe environment is needed to share concerns – confidentiality is required to open to new situation.

An appreciative behavior forms the basis of these trainings. Eg understanding age-specific anxiety types which can be overcome by appropriate methods, understanding the need for complementarity between cross-age groups, understanding the reluctance to new techniques but not related to mental activity but rather anxiety, etc.

But to inspire the employees to learn new things: techniques, how to deal with unpleasant situations, try to do things the other way round, etc. That goes along with an increasing self-esteem and self-confidence. All those statements point out the importance of communicative skills.

Outside of the individual skills a trainer/counselor should be aware of the situation of small companies has to be considered. For them it would be a great help to hire an extern coach without many costs.

Annex 1

Frame for research 50+ innovative coaching

There is no limit in space for the answers! Please write as much lines as you need!

What is the legal retirement age of women and men in your country?	
What is the average retirement age of women and men in your country?	
What is the average retirement age of women and men in SME'S ¹ ?	
What is the proportion of early retirement and disability pension in your country?	
What is the proportion of early retirement and disability pension in SME's?	
What is the overall employment rate in your country?	
What is the employment rate of older employees 50+ in your country?	
And in SME's ?	
What is the average proportion of older participants (50 +) in professional training courses in your country?	

¹ "The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro."

Extract of Article 2 of the Annex of Recommendation 2003/361/EC

http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf

And in SME's ?	
Are there any special national programs or projects referring to active aging in your country? If yes, please describe core issues of the aging policy within your country!	
Are there any other private initiatives and projects about active aging in your country?	
Which specific policy actions are taken in order to (re-)integrate older people into the labour market?	
Which specific policy actions are taken in order to retain employment for older workers?	
What is done in your country in order to support SME's in respect of the demographic change?	
Are there any training courses for counselors for the target group 50+?	
Are there any special trainings for the target group 50+? If yes, please describe some!	

Certification systems for counselors and coaches

Which certification systems for counselors and coaches exist?	
Do you have a description of necessary competences for coaches (frames of competences) in your country and are there related training courses?	

Annex 2

Questionnaire 50+ innovative coaching

Dear Sir or Madame,

the following questionnaire is part of an European Union funded project called **“50+ innovative coaching”**.

Partners in this project are: Levanto – BE, Centro Study d’Impresa – IT, Berufsförderungs-institut Wien – AT, South Nottingham College – UK , European Masters of skilled craft – NO, Pro Mente Upper Austria – AT, Institute for training, studies and research – RO

Within this project, the aim is to design a training curriculum for managers / coaches who will be the representative for an organization in terms of barriers for employees 50+.

By completing this questionnaire, you will help us with the design of the training and how implementation can be successful.

Thank you for your time and cooperation.

If you have any further questions regarding the project or questionnaire, contact *(add national contact person, name, email, phone number)*: _____

Part I) Information about employees and programs

1) How many employees 50+, born after 1st of March 1963 do you have, how old are they and what is their gender (by 1st of January 2013)?

age	number of employees	female	male	managers	operational staff
50 – 54					
55 – 59					
60 and older					

Total number of employees (by 1st of January 2013): _____

2) According to your experience, what are the barriers to 50+ employees engaging in development opportunities?

3) Which special programs are offered in your country for the target group of 50+ employees? Please name and describe them shortly.

4) Do you have experience with these programs in your enterprise?

Please describe it shortly: positive or negative results, impacts on business, number of employees who used this program within 2012, when did this program start?

5) Does your enterprise offer any special programs to 50+ employees (apart from the legal requirements) ?

If yes, please describe it shortly: positive or negative results, impacts on business, number of employees who used this program within 2012, when did this program start?

Part II) Training of 50+ managers / coaches

Please read the following lines before answering the questions below.

Within the project “50+ innovative coaching” we will implement a training for managers / coaches. These managers / coaches are the contact persons for employees 50+ within the company. They should give support for specific issues and topics, relevant for the target group.

1) From your point of view, which topics, challenges, barriers or attitudes are relevant for 50+ employees in regard to their working place and development opportunities?

Please rank the topics according to the importance:

Topic/issue	Ranking
1)	
2)	
3)	
4)	
5)	

2) What impact would you like to see from this training and how will this help you to achieve your business objectives?

3) Which goals, in regard to the employees, must be achieved after the counselors attended the training? Please rank the goals according to the importance:

Goals	Ranking
1)	
2)	
3)	
4)	
5)	

4) Do you have any other recommendations for the training?