

IntegrAGE

Curriculum



MODULE 7

Building your company's age management strategy

**Interreg
Danube Region**



Co-funded by
the European Union



IntegrAGE

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Summary

This document elaborates on how to start learning and raising awareness on age management as an essential part of each company's strategy. Getting to know your employee's needs is essential to navigate the fast-changing labour market. In this way, you will be able to integrate lifelong learning and mentoring into the workplace to enhance career development and facilitate knowledge transfer across generations.

The document also presents a comprehensive framework for integrating health, well-being, and work-life balance (WLB) into workplace culture, aiming to align with EU priorities and foster employee satisfaction, productivity, and retention. It outlines a strategic approach with actionable steps and examples, including policies, questionnaires and reflection methods to find out what could be the best age management strategy for your company.

Roadmap



ACTION 1: Get interested in becoming an age-friendly company

If you want to become an age-friendly company, you should first evaluate the level of awareness and understanding of age management within the company by engaging both the management board and employees in learning about its importance, benefits, and implementation strategies. This will facilitate the allocation of resources and teams to promoting age management.

FIRST STEP

Understanding the Concept of Age Management:

- Conduct an awareness-raising workshop tailored for management board members, HR representatives and introduce the principles and significance of age management.
- Organize team meetings or focus groups to discuss the relevance of age management and gather initial feedback on perceptions about how it could be implemented in the company.

During an initial period, you could focus on providing management and employees with a clear understanding of age management and its relevance to their workplace. For that purpose, you can evaluate the possibility of hiring an external expert that trains on the topic. This common knowledge and agreements will facilitate further discussions on the topic and its implementation. In a way, it will increase curiosity and openness toward age management practices.

SECOND STEP

Understanding the concrete challenges and opportunities of the 55+ workforce:

- Conduct an internal survey or interviews to assess the challenges and opportunities perceived by both employees over 55 and other staff.
- Facilitate a workshop or seminar on the unique strengths and potential challenges of the different age groups, showcasing examples of companies successfully managing workforce diversity.

This will give you a comprehensive understanding of the current perceptions and actual needs of your own workforce within the company. By engaging the target group directly, you will gain practical insights that can inform future strategies, and you will make the topic visible and relevant for all employees.

THIRD STEP

Bring management and employee's key speakers together to co-create

If possible, you should bring management bodies and employees together and create a team within the company that worries for implementing and monitoring realistic age-friendly strategies. These employees would dedicate some hours per week to deal with these issues and would meet periodically to inform the highest management positions on ideas for implementation and progress.

In-Company Age-Friendly Team/Office – (Annex I)

1. Define your vision and objectives

Clearly define the purpose of the age-friendly team/office:

- **Vision:** Foster a supportive and inclusive workplace that values employees of all ages, implements policies that foster a better work-life balance and retains the knowledge of those most-experienced through knowledge exchange practices.
- **Objectives:**
 - Understand the needs of employees across different age groups with a specific focus on 55+ workforce.
 - Develop and implement realistic, effective age-management strategies.
 - Suggest innovations to improve age diversity and inclusion.
 - Monitor progress and inform leadership about achievements and challenges.

2. Team structure and composition

Here are some of the suggested team roles:

- **Team leader/coordinator:** Ensures focus on goals, organizes meetings, and communicates progress to management.
- **Employee representatives:** 3-4 members from various departments and age groups to ensure diverse perspectives.
- **HR Representative:** Offers insights into workforce demographics, policies, and regulations.

Selection criteria

- Interest in age management and inclusion.
- Ability to dedicate a set number of hours weekly (e.g., 2–4 hours) → This should be promoted and supported by the company itself. The tasks should be part of the position description.
- Experience or willingness to learn about workplace diversity strategies.

3. Key responsibilities and activities

Employee interviews and surveys:

- Conduct confidential interviews or surveys to understand employee needs, motivations, and challenges.
- Focus on areas such as professional development through training and mentoring, health support, work-life balance and job satisfaction.

Needs analysis:

- Analyze survey and interview results to identify gaps and opportunities for improvement.

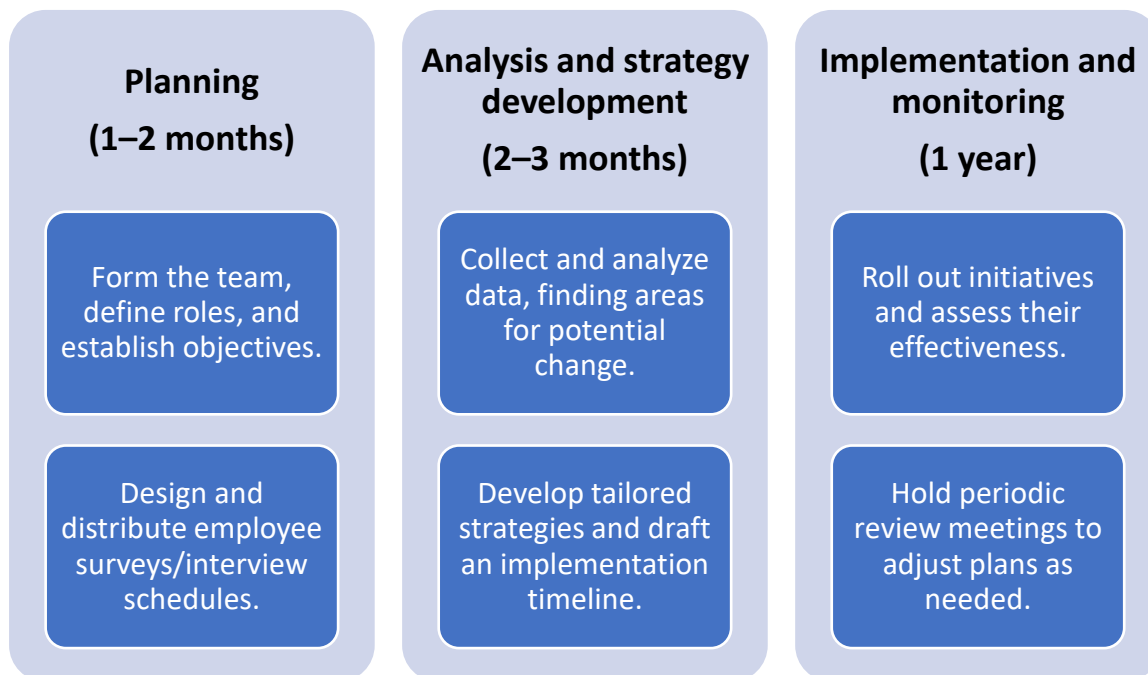
- Assess company-specific challenges, such as knowledge transfer, skill development, and physical/mental health support for older employees.

Strategy development:

- Research best practices in age management from other companies or industries and propose initiatives.
- Co-create specific strategies, ensuring they are realistic and aligned with company goals.
- Include both short-term (quick wins) and long-term strategies with clear timelines.

Periodic reporting:

- Schedule regular meetings (e.g., monthly or quarterly) to discuss progress, refine strategies, and address new challenges.
- Present findings and recommendations to senior management.



4. Suggested metrics for evaluating success

Employee satisfaction	Increased satisfaction in terms of workplace, work-life balance and role within the company.
Engagement	Participation rates in age-friendly initiatives and programs and positive evaluation of those initiatives.
Retention rates of 55+ workforce	Improved retention of 55+ workforce, higher satisfaction and reduced turnover.
Skills development	Number of employees participating in mentorship or training programs and satisfaction with those programs.
Innovation	Implementation of at least 2–3 new practices or policies annually.

ACTION 2: Establish lifelong learning & mentoring within company culture

In today's rapidly evolving corporate environment, fostering a culture of continuous learning and intergenerational knowledge sharing is pivotal. Lifelong learning enhances adaptability and employability, while structured mentoring programs leverage the diverse skills and perspectives within the workforce. This approach not only supports personal and professional growth but also ensures that organisations remain competitive and responsive to technological and societal changes. To do so, we suggest the following measures:

FIRST STEP

Understanding the interests and needs of your employees towards training opportunities

To better understand the specific lifelong learning and mentoring needs of the employees in an organisation, an analysis should be conducted.

This can be done via surveys or interviews and is crucial to ensure that the introduced programs are in line both with employee desires and organisational goals. The analysis should investigate employees across different career stages and generations.

Survey template – (Annex II)

Section 1: Lifelong Learning Needs

1. How do you rate your current access to professional development opportunities within our organisation?
 - Very Poor
 - Poor
 - Neutral
 - Good
 - Excellent
2. What types of learning formats do you prefer? (Select all that apply)
 - In-person seminars/workshops
 - Online courses

- On-the-job training
- Self-paced e-learning
- Group projects or peer learning

3. What areas are you most interested in developing further? (Please specify any particular skills or knowledge areas.)

4. How well do current learning opportunities align with your career goals?

- Not at all
- Slightly
- Moderately
- Very well
- Completely

5. What barriers, if any, prevent you from participating in learning opportunities? (e.g., time constraints, lack of relevant offerings, unaware of opportunities)

Section 2: Mentoring Needs

6. Have you ever participated in a mentoring program within our organisation?

- Yes
- No

7. If yes, what was your role? (Mentor, Mentee, Both)

8. How interested are you in participating in a mentoring program?

- Not interested
- Somewhat interested
- Neutral
- Interested
- Very interested

9. What do you hope to achieve through participation in a mentoring program? (e.g., career guidance, skill development, networking)

10. What qualities would you look for in a mentor/mentee? (Please specify any particular traits or areas of expertise.)

11. Do you prefer a traditional mentoring setup or are you open to reverse mentoring (being mentored by someone younger or less experienced in certain areas)?

- Traditional mentoring only
- Open to reverse mentoring
- Interested in both options

Section 3: General Feedback

- On a scale from 1 to 10, how would you rate the overall support for professional growth in our organisation?
- What improvements or changes would you suggest to enhance the effectiveness of our learning and mentoring programs?

SECOND STEP

Identifying specific areas where mentoring and reverse mentoring could address gaps in skills or knowledge.

What could we offer here to detect these skill gaps? IntegrAGE tool? Workshops?

THIRD STEP

Developing and implementing learning and mentoring policies and programs.

After you have made an analysis of the following topics:

- The interest and availability of your employees for training and mentoring
- The preference for training and mentoring formats
- The skill gaps, training and mentoring needs of all generations

You can proceed to create clear policies that lay the foundation for and encourage ongoing learning and development opportunities for all employees.

Each company structure is different; therefore, it is important that you define all internal stakeholders that are needed to implement change:

Stakeholder template – (Annex III)

Stakeholder name	Relevance	Implementation role
Ex.: Human Resources department	Ensure compatibility of core tasks and training/mentoring tasks. Include LLL opportunities in job position descriptions.	<ul style="list-style-type: none"> ➤ Share LLL opportunities with department managers ➤ Facilitate hour distribution for taking up courses or mentoring programs

It is essential that you outline clear roles and responsibilities between departments and provide guidelines and support for participation. Some examples of policies you can implement in your company culture are:

POLICY 1: Flexible Learning Opportunities

Purpose: To support continuous professional development and accommodate diverse learning preferences and schedules among employees.

Policy Details:

- Employees are encouraged to dedicate a set number of hours per month to professional development activities.
- The company provides access to a variety of learning platforms, including online courses, webinars, in-house training, and external workshops.
- Employees can choose learning modules that align with their career paths or explore new areas for broadened skill sets.
- Department heads and HR will collaborate to ensure workloads are adjusted accordingly to accommodate learning hours without impacting operational efficiency.

POLICY 2: Digital Literacy and Innovation Mentoring Program

Purpose: To bridge the digital skills gap between generations within the company and foster an environment of continuous innovation.

Policy Details:

- The program pairs tech-savvy younger employees with experienced colleagues who wish to enhance their digital skills.
- Focus areas include emerging technologies, effective use of social media for business, and advanced data analysis tools.
- Mentors and mentees meet bi-weekly for practical sessions and project collaborations.
- Success stories and innovative projects emerging from these pairings will be showcased quarterly to inspire company-wide engagement and recognise achievements.

POLICY 3: Career Advancement through Mentorship Policy

Purpose: To facilitate career development through structured mentorship, focusing on the professional growth of both mentors and mentees.

Policy Details:

- Employees at all levels are encouraged to enrol as mentees, mentors, or both, depending on their development needs and areas of expertise.
- The program includes structured pathways for progression from mentee to mentor as employees advance in their careers and develop their skills.
- Mentoring relationships are supported by regular training sessions for mentors to enhance their coaching skills and for mentees to maximise their learning outcomes.
- HR monitors the progress of mentoring relationships through regular feedback and adjusts the program based on effectiveness and employee satisfaction.

POLICY 4: Innovative Practices and Continuous Learning Culture

Purpose: To cultivate a workplace environment that prioritises innovation and continuous learning as core values of the organisation.

Policy Details:

- Establishes an innovation fund that employees can apply to for pursuing special projects or piloting new business practices.
- Regularly scheduled 'Innovation Days' where teams can step away from their regular tasks to brainstorm new ideas, learn about different parts of the business, and collaborate across departments.
- Provides incentives for teams and individuals who implement new practices that result in measurable improvements to operations or customer satisfaction.

POLICY 5: Reverse Mentoring for Leadership Development

Purpose: To leverage reverse mentoring as a tool for leadership development, focusing on adaptability, modern management practices, and technological adeptness.

Policy Details:

- Senior leaders are paired with junior employees who specialise in areas such as digital marketing, AI, and other emerging technologies.

- The program focuses on two-way learning where leaders gain insights into current market trends and technological applications, while junior staff gain exposure to strategic decision-making and leadership styles.
- Regular roundtables are conducted to facilitate open discussions on learning outcomes and to adapt leadership strategies to evolving business and technological landscapes.

In general, co-creation is always a good technique to ensure the practicality and adaptability of policies to the target group. Support employees to provide suggestions for enhancing the company's current policies on lifelong learning and mentoring to ensure continuous improvement and alignment with employee needs.

FOURTH STEP

Creating a supportive learning environment

Provide a clear and easy-to-understand infrastructure for learning opportunities. Establish mentoring programs that pair younger and older employees to facilitate mentoring and reverse mentoring, focusing on the identified areas, which could include navigating the business environment, digital skills and innovative practices.

Creating a supportive environment is essential for successfully implementing lifelong learning and mentoring initiatives within an organisation. To achieve this, the company should invest in the necessary technology and resources to enable e-learning, virtual training sessions, and interactive learning platforms. This investment ensures accessibility and convenience, as well as an engaging experience, improving the chances of success. Just as important as the technological aspects are the physical and temporal aspects of the learning environment. The organisation should dedicate specific spaces for learning and development activities. These spaces could include quiet study areas, small rooms for mentoring sessions, or technology-equipped rooms designed for interactive workshops and virtual collaboration.

These spaces should be oriented towards learning and development, free from usual workplace distractions. Furthermore, regular timeframes should be allocated to these learning and development activities, within working hours. By officially incorporating these activities into the employees' schedules, the organisation sends a clear message that professional development is a priority and is supported at all

levels. Last, but not least, to improve the corporate culture, success stories and areas in need of development should be shared regularly, involving all employees. This can foster a culture of knowledge sharing and continuous development. Ultimately, the goal is for learning and mentoring to not be seen as mere obligations, but as valuable opportunities for personal and professional growth, supported on all levels of the organisation, and equipped with sufficient technological, physical and temporal resources. This kind of environment not only contributes to attracting top talent but also helps retain it.

FIFTH STEP

Monitoring and evaluating the impact

To ensure the continued relevance and efficiency of the lifelong learning and mentoring initiatives, it is important to implement regular monitoring and evaluation measures. This framework should include a variety of feedback mechanisms and offer an option for anonymity. The feedback mechanisms should be designed in a way that provides comprehensive analytical information, gathered from all stakeholders.

The measures in this framework can include regularly distributed surveys that are quick and easy to fill out, focus group discussions with employees across different career stages and generations, participating in at least one of the initiatives, as well as one-on-one interviews to gather detailed insights into personal experiences, and perceived benefits on both individual and organisational levels.

After feedback collection, the information should be thoroughly analysed, and the initiatives should be adjusted accordingly. As participants change and organisational culture develops, it is important to regularly (every 6 months to a year) repeat this process.

Survey example – (Annex IV)

Overall Satisfaction	<p>How satisfied are you with the overall quality of the lifelong learning and mentoring programs offered by our organisation?</p> <ul style="list-style-type: none"> • Very Dissatisfied • Dissatisfied • Neutral
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	<ul style="list-style-type: none"> • Satisfied • Very Satisfied
Relevance of Learning Material	<p>How relevant do you find the learning materials and activities to your current role and career aspirations?</p> <ul style="list-style-type: none"> • Not Relevant • Slightly Relevant • Moderately Relevant • Relevant • Highly Relevant
Mentoring Relationship	<p>How would you rate the effectiveness of the mentoring relationship in helping you achieve your professional goals?</p> <ul style="list-style-type: none"> • Very Ineffective • Ineffective • Neutral • Effective • Very Effective
Skill Application	<p>How effectively are you able to apply the skills and knowledge gained from the learning programs in your day-to-day work?</p> <ul style="list-style-type: none"> • Not at All • Rarely • Sometimes • Often • Always
Support and Resources	<p>How well-supported do you feel in terms of resources and guidance when participating in learning activities?</p> <ul style="list-style-type: none"> • Very Unsupported • Unsupported • Neutral • Supported • Very Supported

Impact on Professional Growth	To what extent have the lifelong learning and mentoring programs contributed to your professional growth? <ul style="list-style-type: none"> • Not at All • Slightly • Moderately • Significantly • Exceptionally
Feedback and Suggestions	What improvements or changes would you suggest to enhance the lifelong learning and mentoring programs?

Some examples of initiatives you could put into place are:

1. **Skill Development Workshops:** Organize regular skill development workshops that focus on current and emerging industry trends. These workshops could cover topics such as technological advancements, leadership skills, and innovative business practices, providing hands-on experience and direct applicability to daily work.
2. **Lifelong Learning Portal:** Develop an online portal that offers a variety of learning resources, including webinars, courses, and articles, tailored to different career stages and interests.
3. **Mentor-Mentee Matching App:** Implement a digital tool that facilitates the matching of mentors and mentees based on skills, career goals, and personal interests.
4. **Annual Learning and Mentoring Conference:** Host an internal conference to showcase successful case studies of lifelong learning and mentoring, reinforcing the value of these practices.

Methods to Encourage Participation

Of course, it is not always easy to implement change. Therefore, we suggest some measures to encourage and motivate participation:

- **Recognition Programs:** Acknowledge and reward employees who actively participate in and contribute to mentoring and lifelong learning programs.
- **Gamification of Learning:** Introduce elements of gamification, such as badges, leaderboards, and challenges, to make participation more engaging and rewarding.
- **Team building while learning:** Create interactive learning spaces that involve real-world problem-solving and can be completed in teams.

ACTION 3: Ensure your company's well-being

The implementation of **an age-friendly work environment, flexible working conditions, and WLB strategies is crucial in fostering a positive workplace culture.** In alignment with EU priorities on workplace health and well-being, companies must create environments that not only support employees’ physical and mental health but also accommodate diverse work-life needs. This approach enhances employee satisfaction, productivity, and retention, positioning the organisation as a forward-thinking and attractive employer.

FIRST STEP

Analysing employees' needs

A crucial first step in implementing health and well-being strategies is to analyse employees' needs, challenges, and expectations. This should include surveys or interviews focusing on flexible work, health support, and work-life balance. Special attention must be given to the unique needs of older employees or those nearing retirement. Use the information you receive from analyses to develop company policies.

Survey Example – (Annex V)

Flexible Work Arrangements	<ul style="list-style-type: none"> • How satisfied are you with the current options for flexible work (e.g., remote work, flexitime, part-time schedules)? • What additional flexible work options would better support your productivity and work-life balance?
Health and Wellness Support	<ul style="list-style-type: none"> • What types of health and wellness initiatives (e.g., fitness programs, mental health support, ergonomic solutions) would you find most beneficial? • Have you experienced any physical discomfort or health challenges related to your work environment? If yes, please specify.

Needs of Older Employees	<ul style="list-style-type: none"> • Are there specific adjustments or resources that would better support employees at different life stages, including those approaching retirement?
Work-Life Balance	<ul style="list-style-type: none"> • Do you feel you have enough support to balance your professional responsibilities and personal life? If not, what specific challenges do you face?
Feedback on Current Practices	<ul style="list-style-type: none"> • What current workplace policies or practices do you find most effective in supporting your well-being, and where do you see room for improvement? • On a scale of 1-10, how satisfied are you with the current flexible work options (remote work, flexible hours, etc.)? • How often do you feel you can effectively balance your work responsibilities and personal life? • How satisfied are you with the health and wellness programs provided (e.g., fitness initiatives, mental health resources)? • Has your productivity improved, declined, or stayed the same since the introduction of flexible working arrangements and wellness programs? • What additional support or changes would you like to see to improve your work-life balance?

SECOND STEP

Developing internal policies

To demonstrate the company's commitment to employee health and well-being, it is essential to establish clear, detailed internal policies that are accessible and well-communicated. These policies should outline various services and initiatives to support employees, such as health programs, ergonomic workspaces, and flexible working arrangements.

Some examples of policies you can try to install in your company culture are:

POLICY 1: Flexible Work Arrangements

The company is committed to providing diverse flexible working options to accommodate employees' varying needs and enhance work-life balance:

- Remote Work: Employees may work from home or other locations, subject to job requirements and approval.
- Flexitime: Adjustable working hours are available to support employees' peak productivity times and personal commitments.
- Part-Time or Reduced Hours: Opportunities for part-time work or job-sharing are offered to provide greater flexibility.
- Compressed Workweeks: Employees may opt to work full-time hours over fewer days, allowing for additional days off.

POLICY 2: Health and Wellness Initiatives

The company promotes physical and mental well-being through comprehensive health programs:

- Workshops and Education: Regular sessions on stress management, healthy eating, and mental health awareness.
- Onsite Physical Activities: Opportunities for activities such as yoga, walking groups, or fitness sessions.
- Ergonomic Solutions: Workspaces are optimised ergonomically, with assessments provided upon request.
- Health Screenings: Collaborations with healthcare providers offer onsite medical checkups.

POLICY 3: Work-Life Balance Support

Policies are in place to help employees effectively balance professional and personal responsibilities:

- Family Support Leave: Additional paid leave for employees caring for dependents, such as children or elderly relatives.
- Parenting Support: Initiatives such as childcare subsidies, parenting workshops, or flexible leave during school holidays.
- Special Days Off: Provision of mental health days or additional personal leave to support well-being.

POLICY 4: Retirement and Succession Planning

The company supports older employees through tailored retirement and succession strategies:

- **Phased Retirement Options:** Flexible pathways for transitioning into retirement, including reduced working hours or advisory roles, ensuring ongoing engagement and adjustment support.
- **Knowledge Transfer:** Structured programs to facilitate the transfer of expertise from senior to junior employees through mentorship, documentation, and collaboration.

THIRD STEP

Effective Strategy communication

Clear and transparent communication is crucial for the success of the strategy. Leadership must take an active role in presenting the plan, clearly outlining its goals and the positive impact it will have on employee satisfaction, productivity, and loyalty. It's important that employees are kept well-informed about the strategy's objectives, and their feedback should be actively encouraged.

This open dialogue not only fosters a culture of collaboration but also supports continuous improvement by incorporating diverse perspectives. Regular updates and opportunities for employees to voice their opinions will ensure that the strategy remains relevant and effective.

FOURTH STEP

Pilot Program and Testing

Before organization-wide implementation, test the proposed measures with a small group of employees or within a specific department. This pilot phase will help identify potential challenges and fine-tune the processes before full-scale implementation. During this phase, it's important to monitor employee reactions closely, gather feedback, and make necessary adjustments.

In addition to identifying issues, the pilot phase should also focus on evaluating the effectiveness of the proposed initiatives and ensuring they align with employee needs. Success stories from the pilot group can be used to generate buy-in from the wider organisation and encourage support for the upcoming

implementation. Consider using a combination of qualitative and quantitative data to assess the program's impact and readiness for expansion.

FIFTH STEP

Ongoing Implementation and Evaluation

After the strategy is fully implemented across the company, it is essential to continuously assess its effectiveness through employee feedback, satisfaction surveys, and performance metrics.

Monitoring Tools can include:

- Surveys and Focus Groups: Regularly gather employee feedback to evaluate their satisfaction with flexible work options, health programs, and work-life balance initiatives.
- Key Performance Indicators: Monitor metrics such as employee retention, absenteeism rates, and overall productivity to gauge the strategy's impact.

Continuous Improvement: Leverage the collected feedback to refine and enhance the initiatives. Establish clear, measurable goals—such as improved employee satisfaction or reduced absenteeism—and track the success of these programs to ensure ongoing improvement and alignment with organizational objectives.

SIXTH STEP

Embedding Wellness into Company Culture

Integrating wellness into a company's culture is key to fostering a supportive and adaptable work environment that prioritizes employee health and well-being. By making wellness a core part of the organisation's values and practices, companies can boost productivity, job satisfaction, and overall success.

This commitment to well-being helps attract and retain top talent, ensuring the organisation remains competitive in the modern workforce. Continuous evaluation and optimisation of wellness strategies ensure they stay aligned with employee needs and drive long-term positive outcomes.

Some examples of initiatives you could put into place are:

1. Workshops and Training:

- Organize regular wellness workshops, covering topics like stress management, nutrition, and sleep optimisation.
- Train managers to support their teams in maintaining a healthy work-life balance.

2. Employee Induction Program:

- Incorporate a session on health and wellness initiatives as part of the onboarding process. Introduce resources such as psychological counselling, ergonomic assessments, and the Employee Assistance Program.

3. Health Campaigns:

- Launch internal campaigns to encourage employees to adopt healthier habits, such as promoting balanced eating, regular physical activity, and mental health awareness.

4. Wellness Challenges:

- Organize fitness challenges, such as step-tracking or hydration goals, to engage employees in physical activity and foster a sense of community and friendly competition.

These initiatives help ensure that wellness becomes deeply embedded in the company's culture, benefiting employees and the organization as a whole.

Checklist “Ergonomics in the office” – (Annex VI)

1. **What is the ideal height for your computer screen to prevent neck strain?**
 - A) At eye level or slightly below (about 45-60 cm from your eyes)
 - B) Above eye level
 - C) Below waist level

2. **How far should your chair be from your desk for optimal ergonomics?**
 - A) 2-5 cm
 - B) 10-15 cm
 - C) 20-25 cm

3. **Which of the following is true about your sitting posture?**
 - A) Slouching is acceptable as long as you’re comfortable
 - B) Your feet should be flat on the floor with your knees at a 90-degree angle
 - C) Your back should be completely flat against the chair

4. **What is the recommended chair height for good ergonomics?**
 - A) Your knees should be above your hips
 - B) Your feet should be flat on the floor with your thighs parallel to the floor
 - C) Your knees should be below your hips

5. **How often should you take breaks to reduce strain from sitting at your desk?**
 - A) Every 1-2 hours
 - B) Every 30 minutes
 - C) Only when you feel discomfort

6. **Which of these is a sign that your workstation setup might be causing ergonomic problems?**

- A) You experience discomfort after long hours of sitting
- B) You feel energised after working for a few hours
- C) Your back and neck feel relaxed throughout the day

7. What is the ideal angle for your elbows when typing at your desk?

- A) 45-60 degrees
- B) 90 degrees
- C) 120 degrees

Which of these is an essential ergonomic feature of a chair?

- A) A fixed armrest
- B) Adjustable seat height and lumbar support
- C) A non-adjustable backrest

To avoid eye strain, what is the recommended practice when working with a screen?

- A) Focus on the screen without looking away for long periods
- B) Blink regularly and follow the 20-20-20 rule (look 6 meters away for 20 seconds every 20 minutes)
- C) Keep the screen brightness to the maximum

Where should your mouse be placed to prevent wrist strain?

- A) Far from the keyboard, at shoulder height
- B) Close to the keyboard, at the same height as your elbow
- C) On the floor next to your chair

Checklist — Retirement and Succession Planning – (Annex VII)

1. What is the purpose of phased retirement options in a company?

- A) To allow employees to transition into retirement gradually, reducing the impact on the company
- B) To encourage employees to retire as soon as possible
- C) To offer employees a permanent reduction in working hours

2. Which of the following is a key benefit of phased retirement for employees?

- A) A permanent reduction in salary
- B) Increased opportunity to take full-time vacations
- C) A smoother transition into retirement with continued engagement

3. What is the primary goal of a knowledge transfer program in succession planning?

- A) To reduce the number of older employees in the company
- B) To ensure senior employees' expertise is shared with junior employees to ensure business continuity
- C) To focus solely on promoting junior employees into leadership positions

4. Which of the following methods is commonly used for knowledge transfer between senior and junior employees?

- A) Job rotation
- B) Mentorship programs and collaborative projects
- C) Increased workload for juniors

5. **Which of the following is a common feature of a knowledge transfer program?**
- A) Documentation of key processes and knowledge areas
 - B) Providing employees with permanent retirement benefits
 - C) Giving senior employees complete autonomy in their roles
6. **In a phased retirement plan, which role might an employee take on as they reduce working hours?**
- A) A full-time operational role with no changes
 - B) An advisory or mentorship role to support younger employees
 - C) A job completely unrelated to their previous work
7. **How does a knowledge transfer program benefit the company in terms of succession planning?**
- A) It allows the company to replace senior employees with younger talent without disruption
 - B) It reduces training costs for new employees by ensuring that knowledge is passed on before retirement
 - C) It encourages employees to leave the company sooner to create room for new employees
8. **What is the most effective way for a company to implement phased retirement?**
- A) Automatically reduce hours for all employees over 50
 - B) Allow employees to gradually reduce hours based on their needs and role requirements
 - C) Only offer phased retirement to employees who request it

9. **What is a common challenge companies face when implementing knowledge transfer programs?**

- A) Senior employees being unwilling to share their knowledge
- B) Junior employees not having enough time to learn
- C) Too much documentation is being created

10. **Which of the following is a key element for a successful knowledge transfer program?**

- A) Limiting the number of participants in the program
- B) Clear communication and structured processes
- C) Focusing only on technical skills rather than soft skills