

Managing ageing workforce and measuring performance Tools/Interventions

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How old are you?

2

CER!DES



Ageing & OSH



Initiative:
EU-OSHA campaign
Healthy Campaign 2016-2017
'Healthy workplaces for all ages'

There is no 'typical' older person; some 80 year-old have physical and mental capacities similar to many 20 year-old (WHO, 2016)

Ageing is a complex and continuous process rather than state. It is a multi-dimensional process of

- ✓ biological,
- ✓ psychological and
- ✓ social changes.



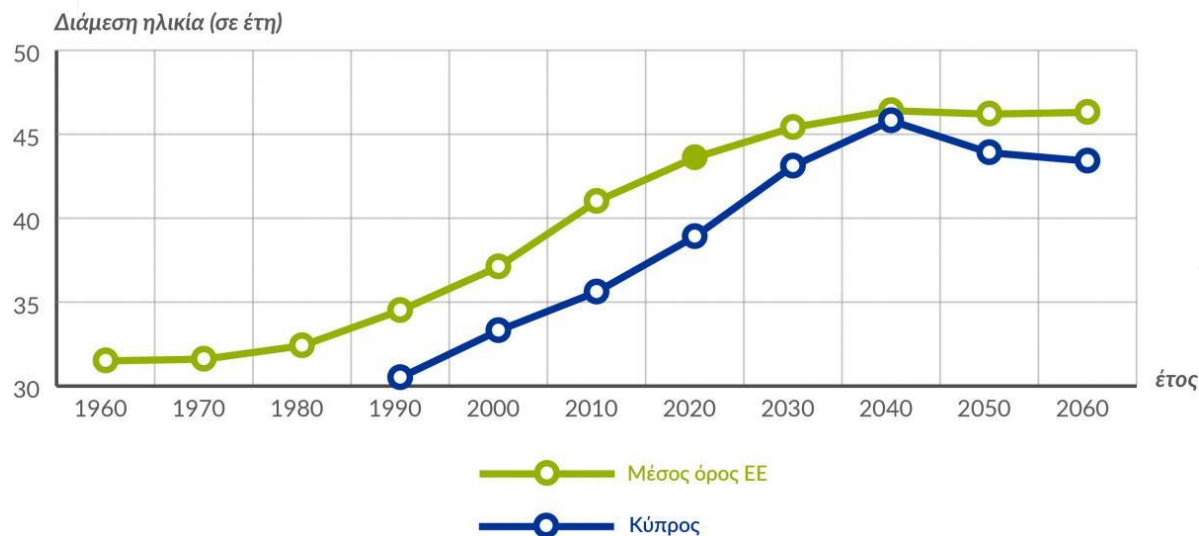
*A person who is 57 years old according to his or her **chronological age**, may feel like a 50 year old (**psychological age**), be fit like a 45 year old (**functional age**) and behave like a 40 year old (**social age**).*

Older worker: 50 years old +

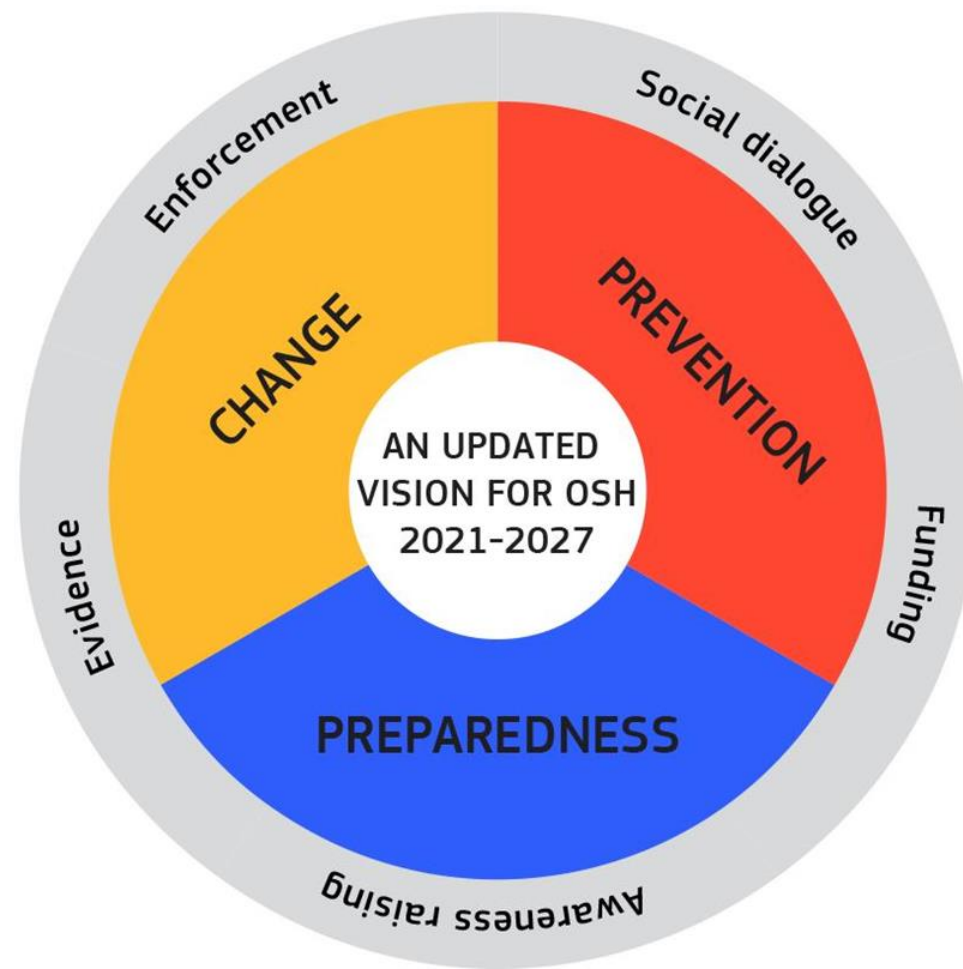
Ageing of the population (EU- CY)

- In the last decades, humanity experiences an increasing demographic change.
- Ageing of the population is directly connected with ageing of the workforce.

Median age: EU average between 1960 and 2060



EU Strategic Framework on Health and Safety at Work 2021-2027



Methodology

The 718 employees that answered the questionnaire were similarly distributed between both genders (48,7% men, 51,3% women) with mean age of 35-39 years old (minimum: 15-19, maximum: 65+).



6



PILOT STUDY



QUESTIONNAIRE



INTERVIEWS



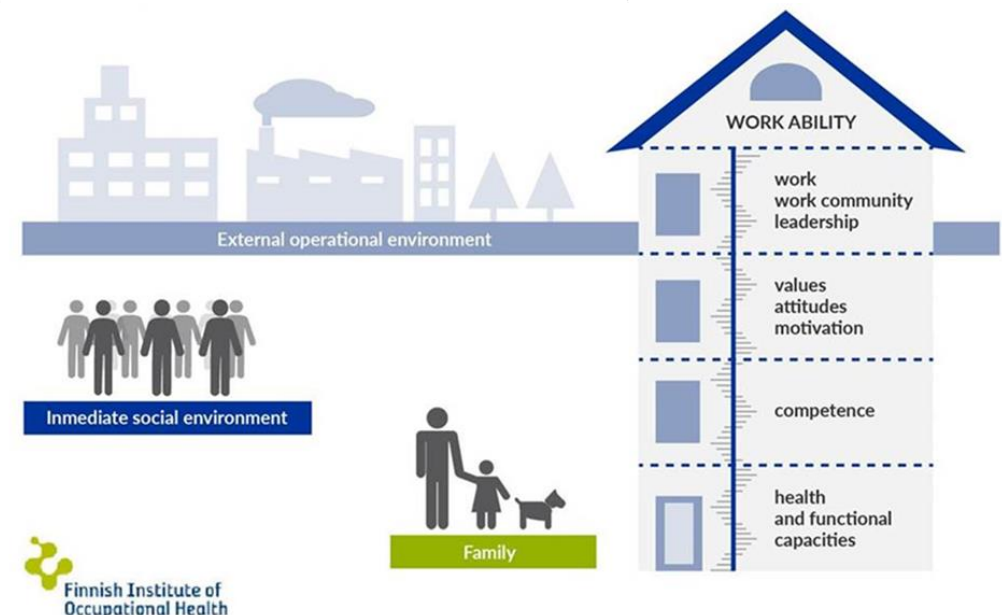
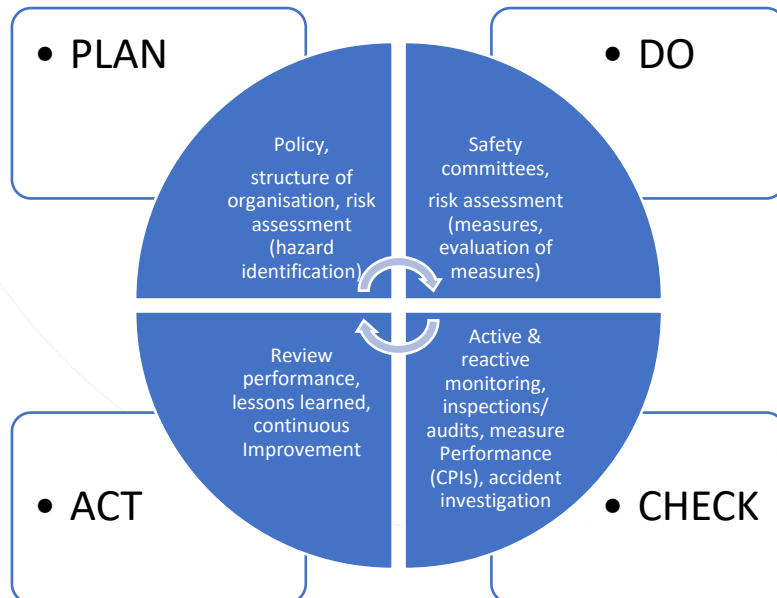
WIP TOOL



OHSAMS



NATIONAL AGEING POLICY



Work Individual Performance (WIP) tool

- To identify the work performance based on individual characteristics, working environment and working conditions
- Suggestion of measures/recommendations
- Can be used by anyone:
 - employers,
 - workers,
 - H&S experts,
 - HR managers



Work Individual Performance (WIP) tool

Questions	Answers		Score
1. What is your gender?	1	Male	91
2. How old are you?	5	35-39	86
3. What is your position in your company/ organisation?	2	Head of Department	86
4. How many years of experience do you have?	2	5-10 years	85
5. Where are you in your current career cycle?	3	Stability (establishment, innovation)	88
6. Do you feel that your working environment is safe?	4	Undecided	80
7. Are you positively discussing your work with other people than your colleagues?	1	Yes	86
8. Do your working hours match your family or social obligations?	1	Strongly Agree	88
9. For you to arrange for one or two hours of leave during your work for personal or family matters is:	1	Very easy	87
10. How would you rate your health status?	1	Very good	91
11. Do you have sleep-related problems?	1	Yes	81
12. Do you feel that your work affects your health?	2	Agree	80
13. Over the last year, have you had an accident?	1	Yes	79
14. Are you exposed at work to:			
a) no recognition from your colleagues or manager	0	No	88
b) age discrimination	1	Yes	80
c) role conflicts	1	Yes	83
d) bad ergonomic conditions and workplace design	1	Yes	84
e) manual handling	1	Yes	84
15. How would you rate your ability to work (mentally and physically)?	1	1	58

Score 1585

Score Group 2

Work Individual Performance (WIP) tool

Comments:

If you are not feeling safe at work and you think you are exposed to hazards, report it to the Safety Officer/ Safety Committee/ Safety Representatives of your company/ organisation in order to take preventive measures.

If you have sleep-related issues that affects your ability/ performance at work please look for an expert assistant.

If you feel that your work might affect your health, you should first define in which way; physiologically or psychologically. You may consult the risk assessment (if any) of your job position or contact a health and safety expert along with your employer.

If you had an accident and this is affecting your ability to work then you could discuss it with the Safety Officer/ Safety Committee/ Safety Representatives of your company/ organisation in order to find ways to adapt your workplace or your tasks to your new condition (e.g. ergonomic workplace, flexible working hours etc). For employers, it is recommended to have a 'return to work policy'. By the existence of such a policy, organisations could quickly resolve the issues arising from an accident or a disease and give the chance to the worker to recover as quickly as possible while their production could not be affected.

If you have Musculoskeletal Disorders (MSDs) due to your work or you think that is difficult to work under bad ergonomic conditions, then report it to the Safety Officer/ Safety Committee/ Safety Representatives of your company/ organisation. Along with your employer, measures could be found to minimise risk.

If you have a physical demanding job, dealing with manual handling, then check the risk assessment (if any) of your job position or contact a Health and Safety expert along with your employer to find appropriate ergonomic methods to follow.

Group 2: Worker's performance has to be improved.

An effort should be made to increase worker's performance. Workers should first identify the factors that might weaken their performance. Employers should promote active and healthy ageing for all ages through policies, practices and programmes.

Furthermore, for average workers below 50 years old, there should be a special focus on: health status, sleep quality, enhancing experience level, accident/ disease recovery (if needed). In organisational level, measures could be training to avoid hazards and feel safe, learn how to manage angry clients. Also, the provision of equipment to lift load (if needed),

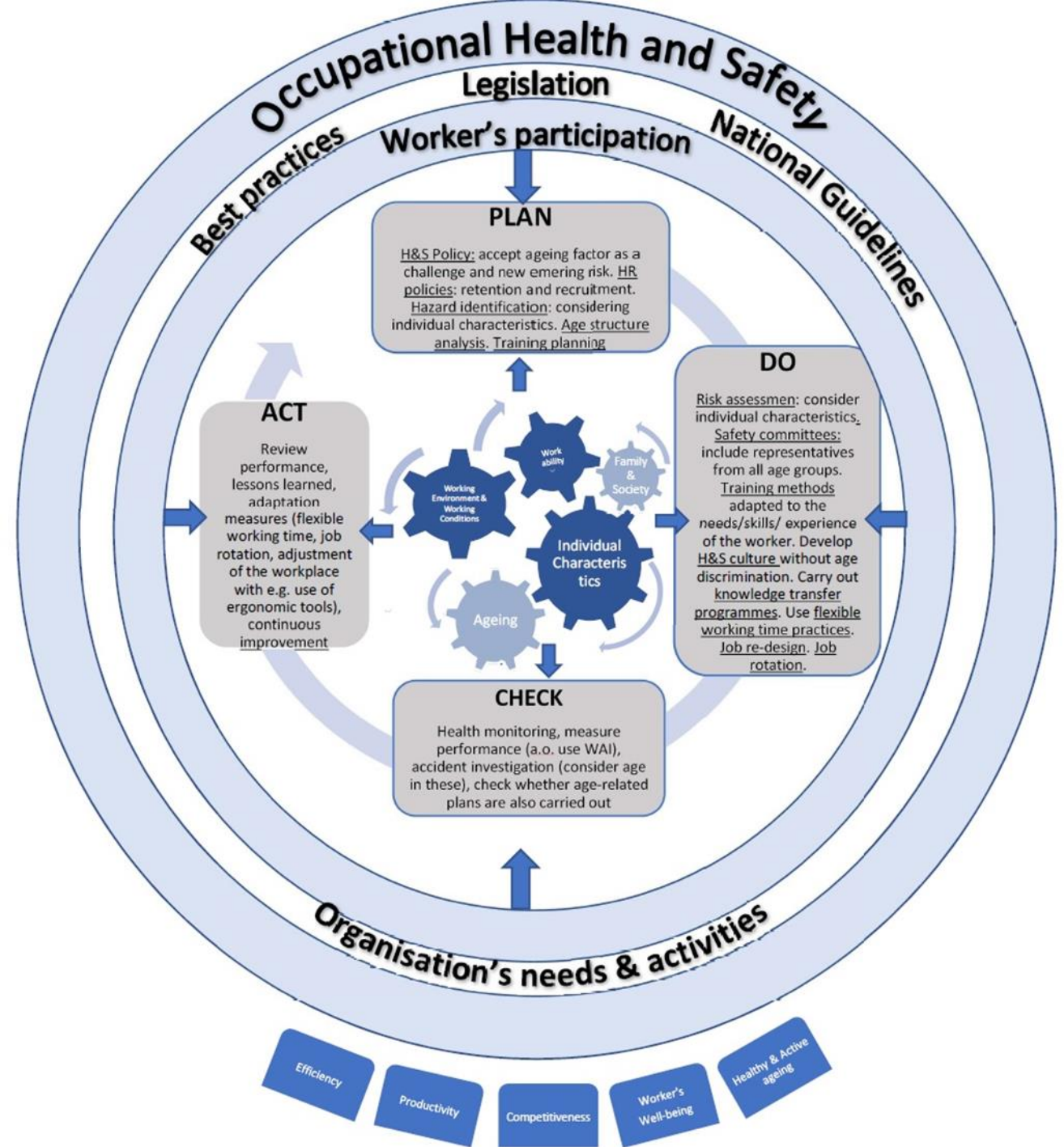
Work Individual Performance (WIP) tool

Group	Score	Comments
1	1513 -	Worker's performance should be restored immediately.
	1574	Workers in this group, are probably being affected by physiological and psychological factors that decrease their performance. They will also probably be facing bad working conditions and working environment. Good habits (sleep and rest, exercise, diet etc), social activities are measures that can be taken by the worker. On organisation level, a more personal based risk assessment which might promote measures such as job rotation, change in tasks, free work shifts should be examined. Furthermore, for average workers below 50 years old, there should be a special focus on: health status, sleep quality, enhancing experience level, accident/ disease recovery (if needed). In organisational level, measures could be training to avoid hazards and feel safe, learn how to manage angry clients. Also, the provision of equipment to lift load (if needed), flexibility in working hours, avoid age discrimination and conflicts at work. For average workers above 50 years old, there should be a focus especially on health status and sleep quality. On organisational level, there should be a provision of training to avoid hazard and feel safe, flexibility in working hours and adjustments to a more ergonomic workplace.
2	1575 -	Worker's performance has to be improved.
	1605	An effort should be made to increase worker's performance. Workers should first identify the factors that might weaken their performance. Employers should promote active and healthy ageing for all ages through policies, practices and programmes. Furthermore, for average workers below 50 years old, there should be a special focus on: health status, sleep quality, enhancing experience level, accident/ disease recovery (if needed). In organisational level, measures could be training to avoid hazards and feel safe, learn how to manage angry clients. Also, the provision of equipment to lift load (if needed), flexibility in working hours, avoid age discrimination and conflicts at work. For average workers above 50 years old, there should be a focus especially on health status and sleep quality. On organisational level, there should be a provision of training to avoid hazard and feel safe, flexibility in working hours and adjustments to a more ergonomic workplace.
3	1606 -	The performance of the worker can be further improved.
	1638-	The result indicates that there are already some measures in place. However, worker's performance has the possibility to be enhanced. This could be gained by good cooperation between management and workers. Employers could further support the workers to strengthen their performance by implementing policies and preventive measures.
4	1639 -	The performance of the worker should be maintained at this level.
	1691	It seems that preventive measures are in place. Employers and workers should cooperate to maintain this level of performance. Workers should continue to avoid factors that might weaken their performance at work. Continual improvement and identification of new emerging risks should be incorporated to the overall management of the organisation.

OHSAMS

- **Blue gears:** WIP tool, could be used as a supporting tool to this holistic approach
- **PDCA:** integrated approach of OHS management and age management
- **Circles:** they are holding the system
- **Arrows:** connecting elements

The model can be seen as a sustainable work system while it meets EU-OSHA criteria: bio-compatibility (individual characteristics of workers. Ergo-compatibility (development of policies, strategies) and socio-compatibility (work-life balance).



Conclusions

- Each generation has its own strengths and weaknesses.
- Individuals while getting older, indeed face new hazards. Age-related changes occur but their exposure is different between individuals.
- The performance of the worker cannot be seen and be measured only by his/ her age.
- A more holistic approach in existing systems should be in place in order to face easily new challenges such as ageing



Integrated management systems

T H A N K Y O U



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