

# The job life cycle model – Longer careers with flexible arrangements, Finnish social partners' experiences

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Ilari Kallio, Confederation of Finnish Industries EK  
Riitta Työläjäarvi, Finnish Confederation of Professionals STTK



# Finnish Social Partners' recommendation for Job Life Cycle Model

- Based on a social partners' Framework Agreement from October 2011
- Covers all age groups, aims to create a "win-win" policy for both the employers and the employees
- Covers all sectors, public and private
- If an employer wishes to establish an efficient age plan, the development actions must be derived from its own needs, while taking into account the provisions of sectoral collective agreements
- Working life quality essential factor for extending working careers
- The recommendation can be found [here in pdf format](#)



# The main targets of the recommendation

- Developing the work, work environment, workplace, management and leadership in a way that they support the working, productivity and well-being of employees;
  - When necessary, reshaping the work environment based on the employer's preconditions, through open discussion between all the stakeholders
- Developing age management and connecting it with other plans and tools for human resources management;
- Utilizing the strengths of different-aged workers, with continuous development and maintenance of employees' skills;
- Managing the load factors connected with different stages of life and facilitating the reconciliation of work and private life;
- Managing risks related to disability, and further, maintaining and fostering ability to work and preventing disability;
- Equal treatment of different-aged employees at the workplace



# Basics and goals of an organisation's age plan



Figure 1. Areas of occupational well-being included in the age plan



# Job Life Cycle Model: seven key actions pt.1/4

*Note that the list of key actions is not conclusive*

## 1. Age management

- From the employer perspective, successful age management aims at improved productivity
- Management (including HR functions) recognises and addresses the future needs related to the age structure of the employees, such as competence, skills development, employee expectations and work ability
- Cooperative skills at the workplace are promoted to create positive attitude towards people of all ages

## 2. Career planning

- Individual career planning and occupational well being – including actions aimed at prolonging the career and transfer of knowledge – covered in development reviews at different stages of the career
- Also the situation outside work as part of development discussions



# Job Life Cycle Model: seven key actions pt.2/4

## 3. Skills development

- Competence needs of an organisation are related to its strategic goals and development stage; it is important that the employer identifies these needs and the existing competence capital
- Competence development needs are often best recognised between the supervisor and employee or among employees
- The development of competencies and professional skills is a central part of management and supervisory work
- Employees are responsible for their part for the maintenance and development of their own competence and professional skills
- Attention is paid to the learning and development needs and abilities at all ages and stages of the employees' careers
- Examples of skills development activities: complementary and further education incl. independent studies; counselling and mentoring tasks; job expansion and rotation; coaching etc.



# Job Life Cycle Model: seven key actions pt.3/4

## 4. Working time arrangements

- While the employer has the right to plan and decide the working hours, applying flexible working hours can simultaneously
  - fulfill the requirements of the business operations and clients, while reacting to the changes of the operating environment
  - respond to the needs of the personnel and individual employees
- Development of working time models can be integral in increasing productivity and improving well-being of the personnel

## 5. Job and task re-assignment and modifications

- To prevent loss of work ability, knowledge of the actual task requirements and accurate risk assessment is needed
- To improve coping at work and decrease strain, instruments such as job rotation, pair work, flexible work arrangements can be utilised
- Consider how employee options to influence their work could be improved and the possibly suggested modifications successfully executed



# Job Life Cycle Model: seven key actions pt.4/4

## 6. Occupational health counselling and health checks

- Health checks should be based on risk assessments and workplace health assessments
- A medical examinations plan and health care plan addresses issues, which could affect the working capacity of different-aged employees
- Occupational health counselling and coaching helps workplaces in planning and promoting occupational health
- Medical and vocational rehabilitation are important actions in extending careers

## 7. Promoting a healthy lifestyle

- It is important to identify the employees' risk profile regarding their work ability and well-being and the ability to continue at work
- Supporting employees' health and work ability can take place e.g. by promoting healthy nutrition, exercise, managing substance abuse, rest and stress management





# Experiences on the implementation of the recommendation

- The social partners have jointly and separately promoted the job life cycle model together with the Center for Occupational Safety (TTK)
- Seminars and trainings on the topic continue throughout 2016
  - EK arranges a series of seminars on age management together with several pension insurance companies
- A remarkable number of companies/organisations have created/started to create their own job life cycle program using the eTool provided
  - Creation of team work space > analysis of current situation > development of company level age management plan

