The impact of lifelong learning for coping with the challenges of demographic change in the logistics sector – good practices from Germany

International Seminar „learning later in life – uncovering the potential of investing in an ageing workforce“

Brussels, 22. September 2011
Percentage of participants in in-company training courses
(as a percent of employees in all companies)

Source: own diagram based on Eurostat Database New Cronos, CVTS3 (query date 12.08.11)
Continued education participants, aged 50-65, by gender

- **In-company training**
  - Men: 26%
  - Women: 20%

- **Individual job-related training**
  - Men: 10%
  - Women: 10%

- **Non-job-related training**
  - Men: 5%
  - Women: 11%

Source: own diagram based on TNS Infratest social research, AES 2007
Reasons for not participating in continued education

He/she did not participate in any further training from September 2001 to August 2002 because...

- He/she did not see any need for further education from a subjective point of view (58%)
- The offer or organization (e.g. location and time) of continued education programs did not meet his/her needs and schedule (45%)
- Conflicting work situation or operational reasons (40%)
- Costs or other financial considerations (28%)
- Conflicting familial or spousal reasons (27%)

N=1264

Source: own diagram based on Schröder/Schiel/Aust 2004, p. 64
Reasons for logistics company investment in an ageing workforce

- Effects of demographic change already apparent in the manpower-intensive logistics industry today
- Companies face increasing external challenges on the market and among their competitors as well as a series of internal problems, especially in human resources:
  - Recruiting problems: finding new talents among college graduates and young academics
  - High turnover of industrial workers
  - Physical and psychological strain due to massive pressure
  - Skill gaps among employees in warehouse management, the handling of goods and professional driver

Investments in lifelong learning…
- increase employee’s level of qualification
- show positive effects on employees' motivation and flexibility
- ensure the employability of the individual
- combat talent shortage


„Intelligent Personnel Management for Logistics industry in NRW“

- Logistics industry is a significant driver for regional job market
- 21,600 companies in logistics industry with 272,000 employees
  607,500 employees (including the logistics in industrial and commercial
  enterprises) in North Rhine-Westphalia

- The project is funded by the Ministry of Work, Social Integration and Welfare
  in North Rhine-Westphalia and the European Social Fund
- May 2010 – April 2012
- Project coordination by Dr. Mortsiefer Management Consulting GmbH (Köln)
  in cooperation with the Institute of Gerontology at the University of Dortmund

Target group:
entrepreneurs, heads of HR & other multipliers in logistics industry in
North Rhine-Westphalia
Elements of a demographic sensitive staffing policy
### ipl – Measures and methodological approach

1. Tool Box „demographically sensitive human resource management“
2. Business-Checks: consulting projects in 40 logistics companies
3. Identification of Good Practices
4. Implementation of a business and know-how network
5. Round Table / Information events
6. Training of entrepreneurs, heads of HR & other multipliers in logistics industry
Elements of a Business-Check

Initiation of the consulting project

Quantitative and qualitative analysis of HR-Management

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<th></th>
<th>Age structure analysis</th>
<th>Interviews with executives, managers etc.</th>
<th>Employee workshops</th>
<th>Documents</th>
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Presentation of the project results and recommendations for further action

Implementation of measures in the company

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<th>Further development of HR-Management</th>
<th>Internal communication</th>
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Monitoring
Examples of good practices from Germany I

Promoting vocational training:
- Support the increase of training opportunities for low-skilled applicants early in their career
- Dual study programs in logistics to attract high-school graduates

Examples of measures include:
- Additional training for trainees with migration backgrounds:
  Training programs can target and improve e.g. mathematics or German language skills
- Part-time training:
  Offered to applicants with children;
  Positive effects on work life balance
- Dual study program in logistics:
  Opportunities to qualify young talents and integrate them into operational processes during their studies
Examples of good practices from Germany II

Further qualification of older workers in industrial fields

- Qualification for older employees to improve their opportunities for advancement
- Securing company-specific experience by formal training

Examples of measures include:

- Further qualification of professional drivers to be promoted to leading positions
- Training of industrial warehouse employees to be promoted to team and shift leaders

Experiences:

- The employees’ individual expertise and development requests need to be taken into account
- Measures may include management training to continued administrative education and training
Examples of good practices from Germany III

Mixed-age teams

- Retain the knowledge and experience of older workers within companies
- Prevent age-specific stigmas among employees
- Learning processes are implemented in non-formal contexts
- Younger workers benefit from the experiences of the older team members
- Older employees gain insights into new (technical) developments
- Established in the areas of knowledge transfer and the planning of replacement for people with special know-how in logistics companies

Experiences:

- Support and facilitation from supervisors is required
- Supervisors need trainings to integrate all ages
- Problems due to existing monopolies of knowledge and/or fear of losing one's job may arise when the teams are formed
Examples of good practices from Germany IV

On the job training

- Non-formal learning settings
- Participants learn information relevant to their workplace
- Process can be directly reviewed and optimized

Examples of measures include:

- Used primarily in the industrial areas of logistics, e.g. for temporary and seasonal employees or new employees accompanying professional drivers on regular day trips
- Can also be implemented with measures that promote good health, optimizing workplace and operational ergonomics e.g. back training sessions, lifting and carrying at the workplace under the direction of physiotherapists
You will find the tool box and examples of good practice online

http://www.ipl-nrw.de
(only in German)

Thank you for your attention!