

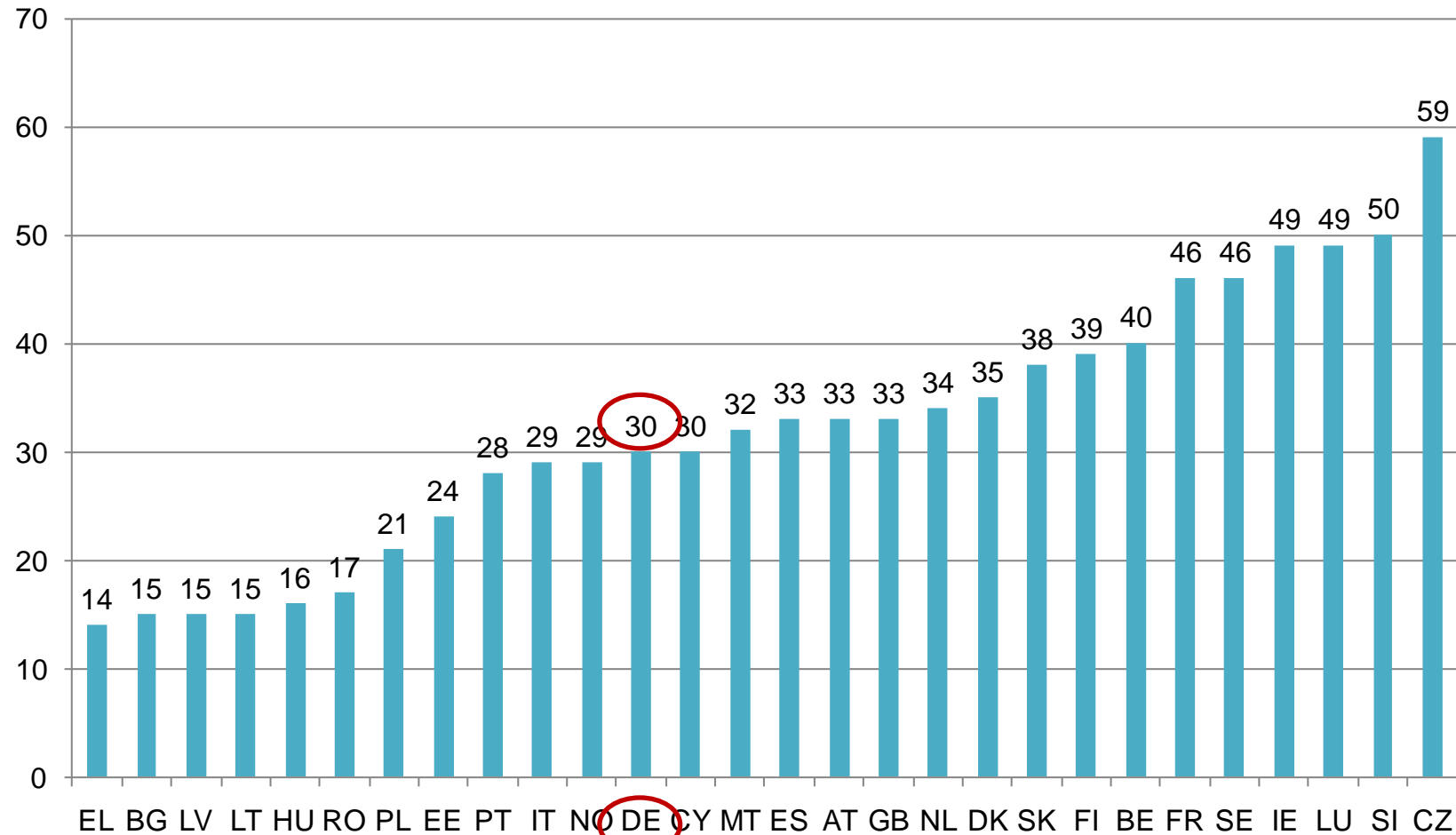
# The impact of lifelong learning for coping with the challenges of demographic change in the logistics sector – good practices from Germany

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

Brussels, 22. september 2011

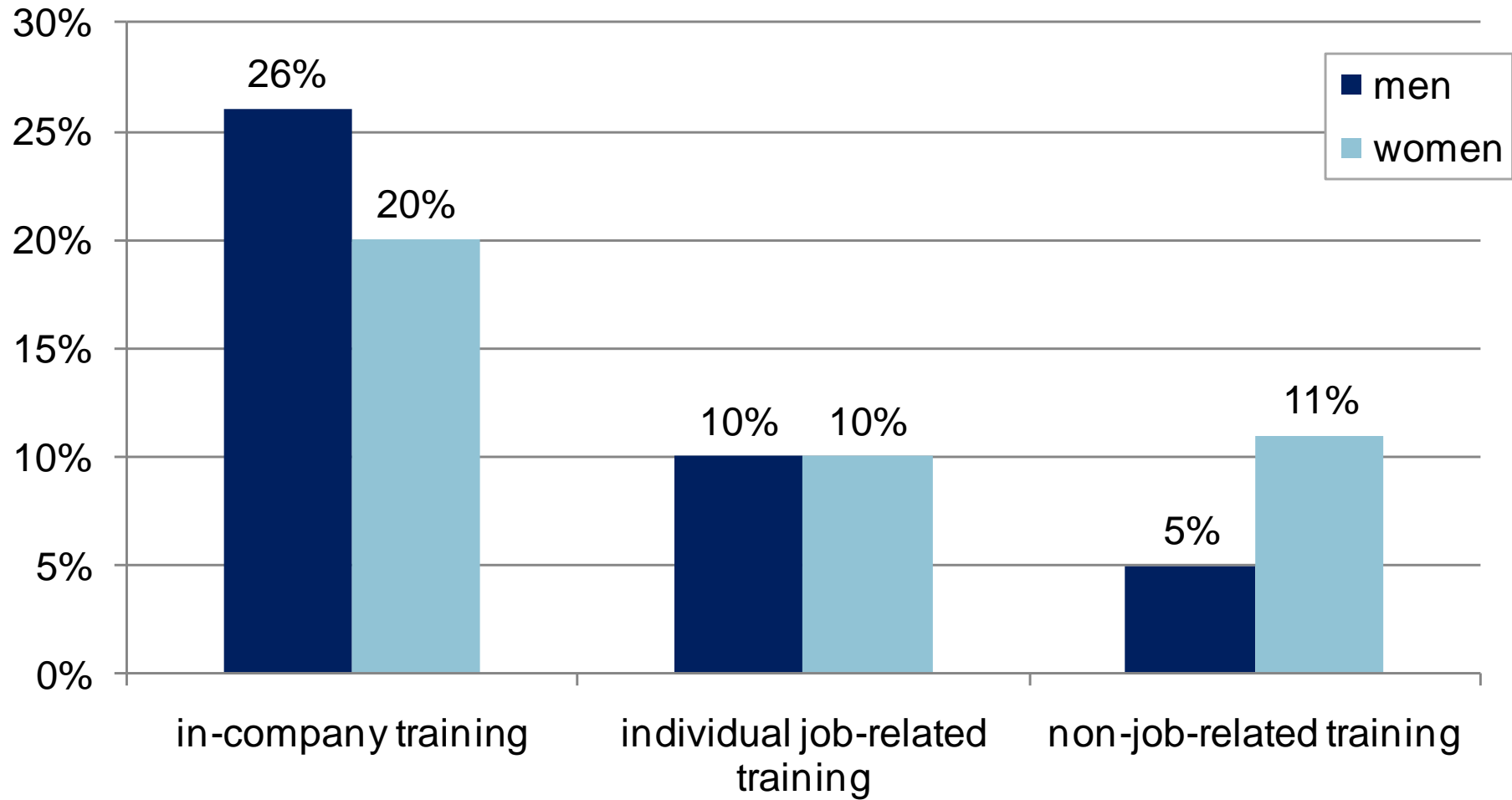
## Percentage of participants in in-company training courses

(as a percent of employees in all companies)



Source: own diagram based on Eurostat Database New Cronos, CVTS3 (query date 12.08.11)

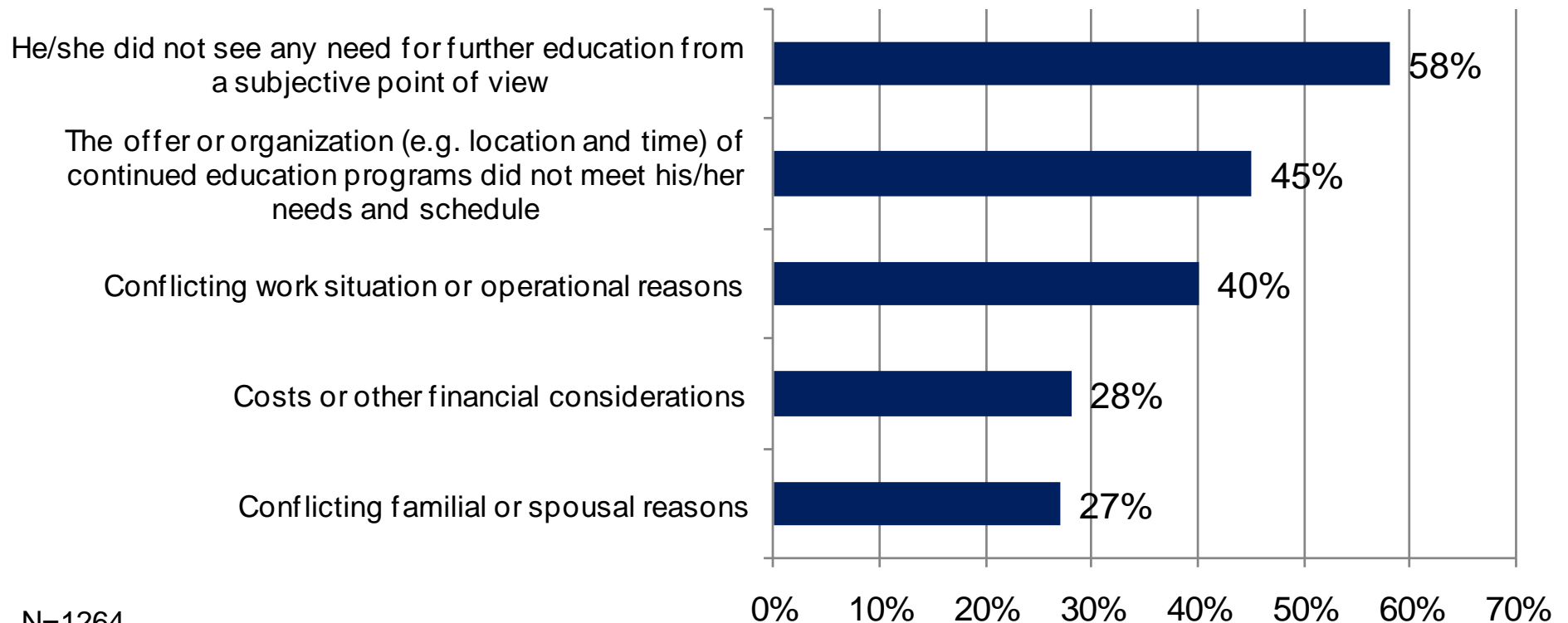
## Continued education participants, aged 50-65, by gender



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...



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“

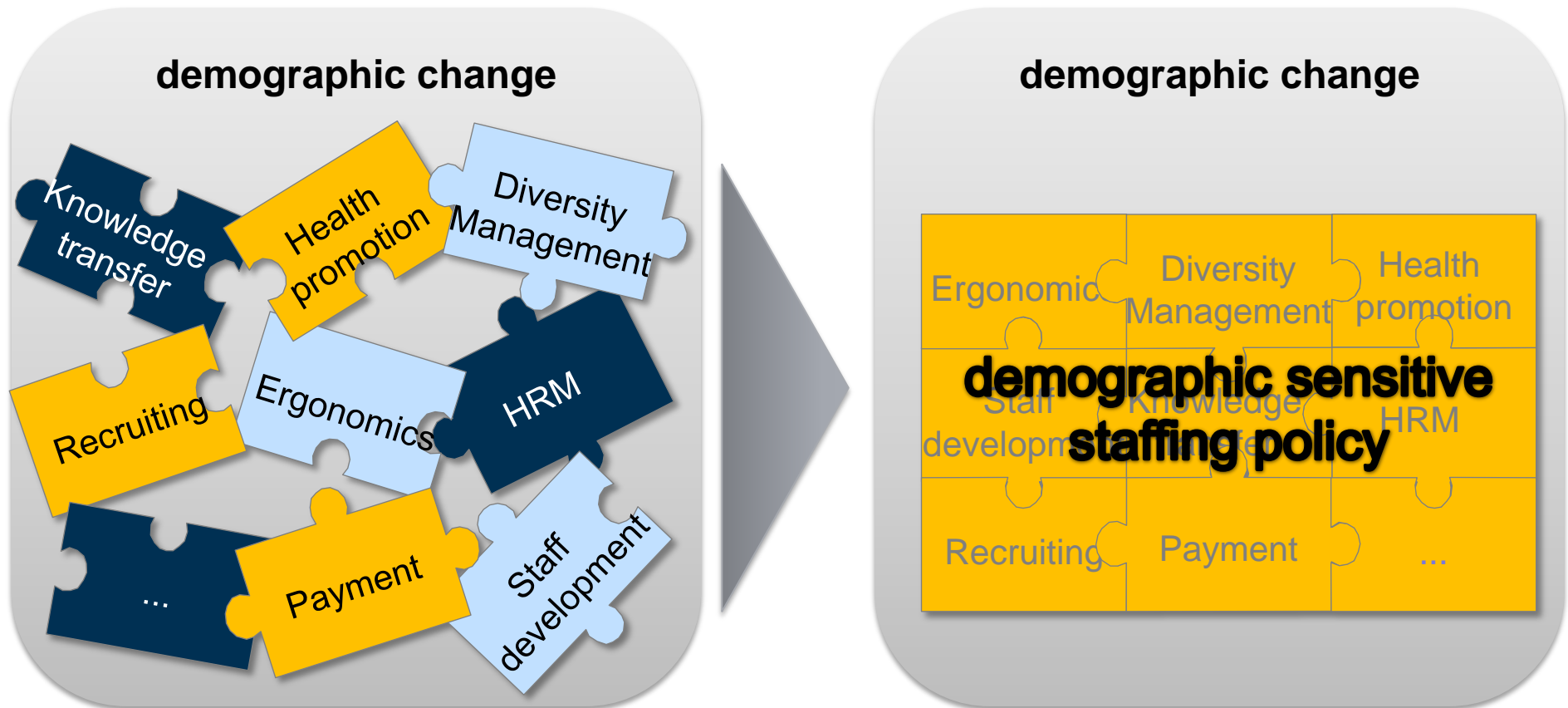
- Logistics industry is a significant driver for regional job market
- 21.600 companies in logistics industry with 272,000 employees  
607,500 employees (including the logistics in industrial and commercial enterprises) in North Rhine-Westphalia
- The project is funded by the Ministry of Work, Social 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

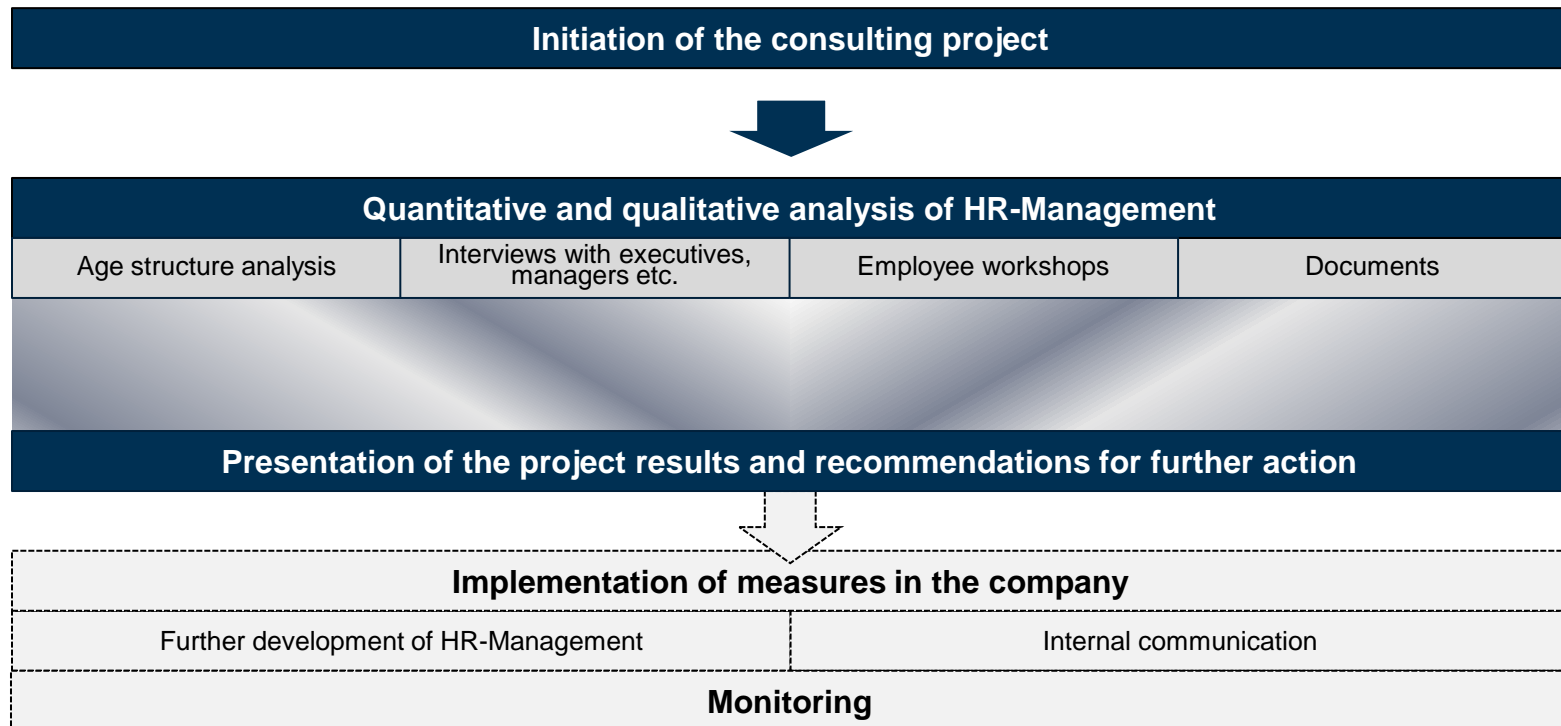


## **ipl – Measures and methodological approach**

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
  7. Public relations, <http://www.ipl-nrw.de>
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## Elements of a Business-Check



## 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
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## 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
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## 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!**