

Let's talk  
about our future...

People 45+ at labour market  
- Alliance for work, EQUAL  
project perspective



# PRESENTATION STRUCTURE

- Key information about the Alliance for work project
- Problem analysis
- Objectives
- Defining results
- Analysis of the stakeholders
- Jobcoaching
- Equal advantages
- Sustainability



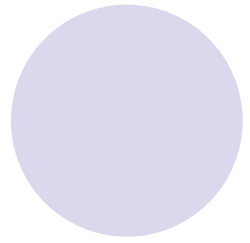
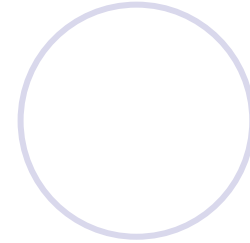
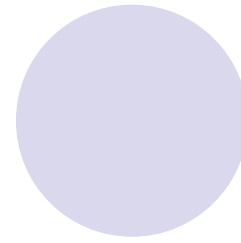
# ALLIANCE FOR WORK

- CI EQUAL project, Theme F: Adaptability - Adaptation to change and NIT
- Alliance for work – development partnership (alliance) of the trade unions, employers, NGOs, training organisations and university
- DP is administrated by UNDP (United Nations Development Programme) Country Office Poland



# PARTNERS

- TRADE UNIONS: All Poland Trade Unions Alliance (OPZZ)
- NGOs: Polish Women League, Women's Rights Centre
- EMPLOYERS: medical care system (3 hospitals)
- Chamber of Craft
- Pinel Poland Foundation
- TOP



STAKEHOLDERS



TRAINING/  
METHODOLOGY  
PROVIDERS



# PROBLEM ANALYSIS (1)

PROBLEM: risk of unemployment / exclusion from the labour market people over 45 (45+)

- Employers' side
  - Reluctance to employ people 45+ (comparing to young employees)
  - Negative cliché of the employee 45+
  - Ineffective human resources management (lack of age management strategies in the most of organizations)  
Underestimating of the employees 45+ capacity (e.g. professional experience, knowledge on the workplace, stable family life)
  - Labour costs – overestimating labour cost of employees 45+



# PROBLEM ANALYSIS (2)

PROBLEM: risk of unemployment / exclusion from the labour market people over 45 (45+)

Employees' side:

- Objectively lower qualifications (IT skills, languages, modern technologies)
- Psychological barriers, i.e. difficulties in communication, withdrawal, passive approach to career and future, anxiety about changes / redeployment / job losses
- Low mobility and social activity
- Reluctance to learning and re-qualification



# PROBLEM ANALYSIS (3)

PROBLEM: risk of unemployment / exclusion from the labour market people over 45 (45+)

- Labour agencies strategies („system“ side)
  - Coaches employed by labour agencies work mostly with the unemployed (89% clients in 2003)
  - Ineffective unemployment prevention (system is focused on solving not preventing)
  - Lack of coaches
  - Lack of individual approach to each client
  - Lack of strategy / system solution focused on older employees



# PROBLEM ANALYSIS (4)

- awareness raising:
  - Employers (seminars, promoting age management)
  - Employees (removing psychological barriers)
- jobcoaching for the over 45s:
  - Strengthening employees 45+ capacity
  - Strengthening employers capacity
  - Strengthening labour offices capacity





# PROJECT OBJECTIVES

## MAIN GOAL:

Sustaining people 45 + on the labour market

## SUBOBJECTIVES:

- Changing of the employees 45 + approach towards upgrading qualifications and life-long learning
- Changing of the trade unions and employers approach towards training / employing and promoting of the people 45 +
- New approach towards role of the people 45+ in the enterprises (promoting age management)
- Reinforcing social partners cooperation



# STAKEHOLDERS (1)

- Stakeholders analysis during the project identification phase (applying for the EQUAL funds)
- Stakeholders analysis during the project formulation phase (Action 1)
  - Some of the stakeholders became project beneficiaries
  - Some of the stakeholders became project partners
- Stakeholders re-analysis during implementation phase (Action 2)
  - Adjusting to changes in the project strategy (based on ongoing monitoring and evaluation)
  - Some of the stakeholders became project partners in Action 3
  - Target group for promotion and mainstreaming



# STAKEHOLDERS (2)

## PROJECT TARGET GROUP (BENEFICIARIES)

- People 45+
- At risk of unemployment: subjectively (anxiety about redundancy) and objectively (because of the company restructure etc)
- Employed at medical service, textile industry and NGOs
- vulnerable subgroup: women 45 + (cross-cutting of two stereotypes - gender and age)



# STAKEHOLDERS (3)

## TARGET GROUP OF THE PROMOTION AND MAINSTREAMING

- training companies
- NGOs
- labour agencies and self-government (job coaching as unemployment prevention tool)
- employers, esp. HR departments (job coaching as an age management tool)
- trade unions (job coaching as a tool of social dialog)



# RESULTS

## MAIN RESULT (OUTCOME)

(mainstreamed and promoted in Action 3):

- Integrated system of sustaining people 45 + on the labour market, based on job coaching method

## OUTPUTS:

- Project activities results, necessary to reach main goal, e.g.
  - training programmes,
  - post graduate studies,
  - manual for employers, publications



# JOB COACHING (1)

- WHY?

- Individual approach
- Empowerment
- Cooperation (employers / trade unions / employees)
- Adjustment to the labour market



# JOB COACHING (2)

- WHO?

- life experience and diversity of experience
- educational background and the number of diplomas are less important elements
- high interpersonal skills: communication skills, ability to receive and provide criticism, to solve conflicts and negotiate
- good organisation
- ...and is adequately equipped with basic jobcoaching techniques



# JOB COACHING (3)

- HOW?

- Trainings for jobcoaches (methodology & soft skills)
- Jobcoach – client relation (both 45+)
- Establishing IDP
- implementing IDP / monitoring
- Closing IDP / evaluation



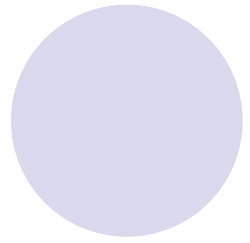
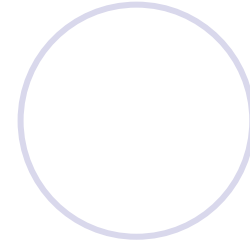
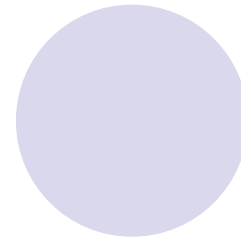


# JOB COACHING (4)

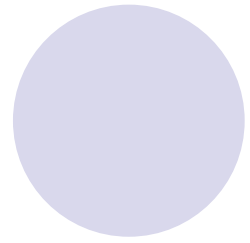
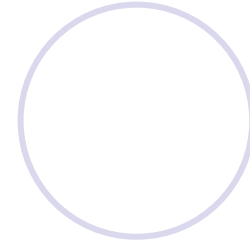
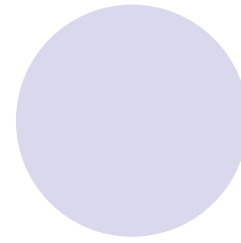
- IDP (INDIVIDUAL DEVELOPMENT PLAN):
- Aimed to strengthen the client's position on the labour market, by:
  - creating an appropriate attitude of the client towards work
  - helping the client in finding a work-life balance
  - setting priorities at the client's workplace
  - developing the client's basic skills (via training, professional re-orientation)
  - developing his / her knowledge, self-confidence and confidence in his/her own skills at the workplace
  - increasing resistance to stress
  - improving interactive skills
  - improving qualifications.



# JOB COACHES



# JOB COACHES



# EQUAL ADVANTAGES

- Working with employers:
  - Profits
  - Win – win strategies
- Working with older workers:
- Partnership
  - empowerment
  - Psychological trainings
  - Individual approach
  - Peer education



# SUSTAINABILITY AFTER EQUAL

- Mainstreaming
  - HR dep. / employers
  - trade unions
- Post graduate studies (45+ career management)
- New programming period?

# CONTACT

MORE INFORMATION  
ABOUT ALLIANCE FOR WORK PROJECT:

- [www.sojuszdla pracy.pl](http://www.sojuszdla pracy.pl)
- [www.sojuszdla pracy.pl/en](http://www.sojuszdla pracy.pl/en)
- [www.undp.org.pl/en](http://www.undp.org.pl/en)

CONTACT:

- [kamila.jezowska@undp.org.pl](mailto:kamila.jezowska@undp.org.pl)

