

Retaining and attracting employees in LRG - Finnish experiences in age management

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Main challenges in Finland

- People are living longer, but would like to work shorter?
- The concept of active ageing has been promoted in Finnish local and regional government
- Intergenerational solidarity (who pays for the pensions today and in the future?) is a hot discussion theme: What is a sustainable financing of the pension system? (-> recent white paper by the EU Commission)?
- More focus on post-retirement work

The concept of "age management"

- Some misconceptions:
 - age management is only meant for older employees
 - ageing workers should be given extra benefits
- This has lead to discrimination due to age
- Instead: all employees should be lead and managed according to their individual and collective situation and needs (Juhani Ilmarinen, 2006, see last slide)

If LRG organisations would like to get and keep a good professional staff, attention should be paid to the specific pull and push factors in LRG working life today (and tomorrow)

What do we know about these factors today?

A common view is that:

- The job tasks available in LRG are interesting and challenging; young people are interested in teaching, giving care and providing health services people-to-people
- But on the other hand: LRG are considered as "grey", "dull" and "unattractive" workplaces.

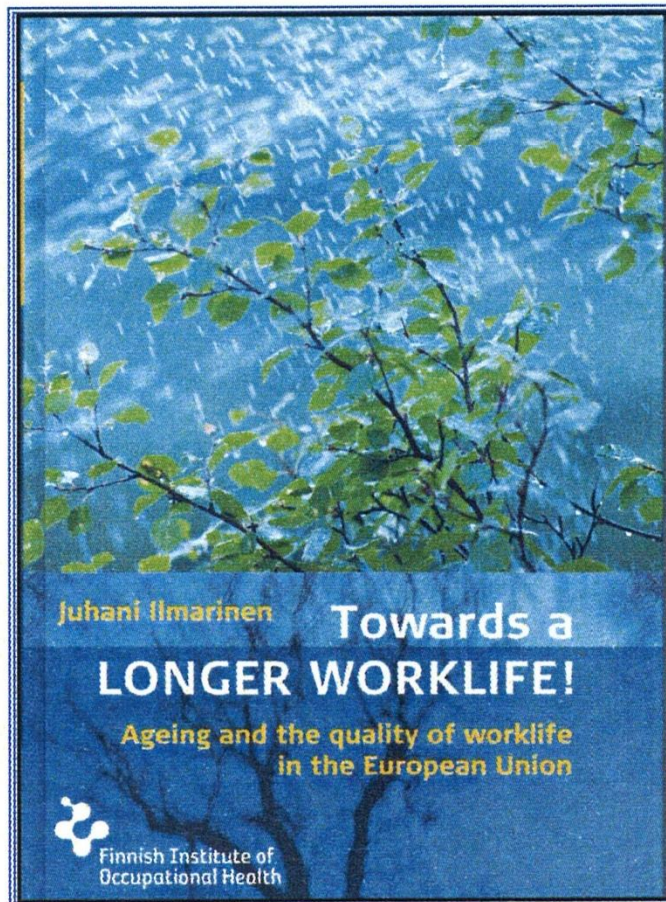
Pull factors in retention

- A good supervisor-employee relationship
- A continuous competence-building
- Retaining and improving health and workability of employees, including coaching of both young and ageing employees
- Possibility of social capital-building

Push factors:

- Stress and timetable constraints
- Unclear individual tasks and work organisations
- Harassment among co-workers; third party violence

Towards a longer work life



Ageing and work life quality in the European union

Juhani Ilmarinen
June 2006

(also available as a pdf file,
please do a Google search)