



FILING CARD GOOD PRACTICE

EXAMPLE European Network 'Career & AGE'

Identification of the 'Practice'

TITLE of the good practice: DemTV - Implementation of labour contracts on demographic change

Country/Region: Germany

Nature: Programme – Measure – Project – Other: Project

Period*: 14.02.2011 - 31.05.2013

Budget*: 496,000 Euro

In which language(s) available: German

Final beneficiary: employees and employers

Leading partner: Qualifizierungsförderwerk Chemie gmbH

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Website: <http://www.demtv.info/> (information only available in German)

*: If known/if available

Description of the 'Good Practice'

What was the problem?:

Demographic change in Germany will have massive effects on the number of employees available on the labour market. Moreover, the average age of employees in German companies is rising. However, many companies do not know how to cope with this demographic challenge or are even unaware of it. In 2008 the social partners (trade unions and employers' associations) of different branches signed a collective agreement taking into account demographic change. Trade unions and employers' associations agreed to create a fund, in which employers pay 300 Euros per employee per year. With this fund five instruments for coping with the demographic challenges in companies were planned, but have not yet been implemented. The two main instruments are:

- Establishing flextime wage for a longer period

- Introduction of partial retirement schemes

What were the objective(s):

- Implementation of a collective agreement on demographic change between social partners, especially taking measures to implement the instruments paid by the fund

- Setting the topic "Demography and the challenges for companies"

- Initiation of a sustainable cultural change in companies

- Creating expansion and sustainability regarding the knowledge of demographic challenges

- Fostering a company network on demographic change

What did you do?:

The social partners (trade unions and employers' associations) of different branches signed a collective agreement taking into account demographic change. To implement this agreement several steps were taken:

- First step: analysis of demographic structure of companies to get an insight in the current human resource structure (age, gender, function, qualification of employees, fluctuation)
- Second step: forecast of future human resource structure; What will and what should our future human resource structure look like? Are there specific influences on the demographic structure like recruitment strategies, identification with the company, improvement of working conditions? - Third step: identification of measures with a focus on the employees' phase of life to improve working conditions; How do we have to change working conditions so that they are in line with employees' needs as regards their phase of life? (working time and extent, health, qualification, recruitment of young people, compatibility of family/private life and work)

After these steps on the level of each company the project starts some activities on a higher, more systematic level:

- developing a communication concept to broaden the knowledge on demographic change in companies
- setting up road shows to inform the wider community on the solutions and experience gained with the collective agreement
- extending the company network on demographic change
- starting qualification programmes on topics regarding the impact of demographic change on companies

Was there a specific focus on gender, diversity?

The project was incorporated in a broader range of projects dealing with equal opportunities and diversity.

What did you achieve?:

- The collective agreement was successfully implemented. The existing network was expanded up to 490 members. Several events and road shows were launched in order to spread information on the demographic challenges in companies and to discuss solutions. The communication concept was implemented by relaunching the website and by establishing a blog. The qualification programme reached 513 participants and qualified them in the field of human resource structure and the effect of the demographic change.
- The success of this project paved the way for a second collective agreement in 2012 taking into account demographic change.

What were changes or effects of the good practice?:

Many employees have benefited from the implementation of the collective agreement. The instruments paid for by the fund created by employers have generated a positive outcome for the employees regarding their working conditions.

The challenges of the demographic change were broadly discussed in companies among HR officers, staff associations and other participants of the qualification programme.

Transferability:

Which part of your approach could be used in another context?

The concept of a collective agreement focusing on demographic change can easily be transferred to other branches. Moreover, the qualification programme can be adopted and successfully implemented.

Which conditions are needed to optimise the transferability of the project?

A strong commitment of trade unions and employers' associations is needed to get the project running. Apart from that, the project needs to ensure that staff in the companies themselves are encouraged to implement the specifications of the agreement.

Link with the focus of the network (Tick more than one box if necessary):

SYSTEM level

ORGANISATIONAL level

INDIVIDUAL level

Life phase

Career phase

Generation

Other information

Any other useful information on the Good Practice: