Maximizing Engagement, Contribution and Performance

Mature Workforce Challenges
Global demographic shifts are creating a new competitive environment. Companies that manage these shifts effectively will reap substantial rewards in terms of better talent management, closer understanding of market needs and enhanced corporate reputation. Companies that ignore the challenge face an increasingly thorny legal environment, skills shortages and missed opportunities.

The European demographic profile is changing rapidly. By 2050, the ratio between the working labour force and pensioners will be less than two to one, compared to more than four to one in 2000. As over 30 percent of the highly skilled workers in Europe will enter the age of retirement within the next 10 years, an increasing challenge for companies will be to enhance the capabilities of maturing workers while maintaining the benefits of their experience, knowledge and skills. Organizations must consider strategic changes now to retain the talents, energies and knowledge of workers poised to retire.

The Conference Board invites European executives to join a newly forming research working group to respond to these changes and identify ways to create and adapt HR processes in your company to capitalise on the opportunities and minimize the risks of this new challenge.

The Conference Board Mature Workforce Challenges Research Working Group – Europe will develop practical tools to help companies with major activities in Europe address the implications of an ageing workforce, including managing the transition to new population profiles; retaining a highly trained and efficient mature workforce; and adjusting organisational design and processes for all ages of the workforce.

The group’s overall aim will be to integrate strategies for successfully managing the maturing workforce into overall talent management. You will work in a privileged atmosphere with peers from around Europe in a confidential environment to elucidate specific issues and identify solutions. Results will be shared with a comparable Research Working Group underway in the United States.
Issues
On the Table

A vital part of the Research Working Group is the opportunity to participate in candid and confidential discussions about how to manage the maturing workforce. Potential topics to be addressed include:

- Workforce planning: Building scenarios for addressing talent management challenges of the ageing workforce
- Re-thinking career paths, management development and talent management, and changing conceptions of work and leisure
- European demographic conditions and their impacts on the business world in terms of pensions, benefits and other human resources issues
- Implications of European Union-wide legislation against age discrimination and how companies can and should respond

Case study examples of good practice:
- Learning from recent research by The Conference Board
- Developing a checklist of key issues to watch
- Improving employee engagement and retention
- Incorporating age diversity measures that promise business benefits
- Assessing the significant potential of older employees (e.g. integrated networks, mentors)

Identifying crucial motivating factors like recognition, reward and opportunities
- Building a better intergenerational workplace to maximize collaboration, productivity and innovation
- Communicating the programs and policies your company offers to support the mature worker
- Mainstreaming of all HR processes to embrace age diversity and re-evaluating Work-Life flexibility programmes

Why should you join?

This Research Working Group is designed to help companies review and adapt their current human resource strategy and programmes to capitalise on the demographic changes that will transform the business environment in the coming decade. Participants will create a Maturing Workforce Action Plan based on confidential sharing of good practices from a range of companies operating in Europe.

Benefits of participation

**Benchmark** your current age diversity strategy against your peers across Europe and the United States and identify good practices that can be readily applied in your context.

**Understand** clearly the implications of European-wide age discrimination legislation and its impact on recruitment, retention and remuneration.

**Identify** age diversity policies and procedures to fit overall diversity & inclusion strategies.

**Evaluate** the utility and impact of late career management programmes and find how they can be implemented to retain skilled professionals and scarce workers.

**Develop** a Maturing Workforce Action Plan that distils the Working Group’s findings, including a Research Report and a PowerPoint presentation suitable for internal use.
Who should join?

Vice Presidents and Directors of Corporate and Strategic Planning, Diversity/Inclusion, Human Resources, Leadership Development, Talent Management, Learning and Organizational Development, Performance Management, and business unit Executives

Research working group participation is offered exclusively to individuals in Conference Board member organizations. To learn more about the additional benefits that come with Conference Board membership, please contact Rosa Correia in our Brussels office at +32 2 675 5405.

Research working group schedule

The Conference Board Mature Workforce Challenges Research Working Group – Europe will meet two times in-person and twice via Web conferences between June 2006 and July 2007. In between these meetings, researchers from The Conference Board will execute studies requested by the group and prepare summaries of the outcomes of each meeting. This schedule will limit your time and travel commitments and enable us to share information rapidly to achieve your research goals.

Participation fee

€ 8,000 for Associate members of The Conference Board
€ 13,000 for non-Associates (to include one year Associate membership).

Next in-person meeting

When
October 17-18, 2006

Where
Radisson SAS Hotel
Berlin, Germany

Agenda
October 17 Dinner 18h00

October 18 Meeting 9h00 – 14h00

Format
• Introductions
• Key issues identification
• Research questions
• Future agenda topics

Application Form Mature Workforce Challenges

Name _______________________________________________________________________________________________________________________________________________________
Company __________________________________________________________________________________________________________________________________________________
Title __________________________________________________________________________________________________________________________________________________________
Address ___________________________________________________________________________________________________________________________________________________
City_____________________________________________________Country ___________________________Post Code____________________________________________
Tel ( ) ______________________________________Cell ( ) ___________________________________________________________________
Fax ( ) ______________________________________E-Mail ____________________________________________________________________

Assistant’s Name _____________________________________________________________________________________________________________________________________
Tel ( ) ______________________________________Fax ( ) ___________________________________________________________________
E-Mail _______________________________________________________________________________________________________________________________________________________

☐ My company is a Conference Board Associate member. We are entitled to the rate of €8,000

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