



**Centre for Project Development
and Innovation (GPI) GmbH**

CHECK YOUR HUMAN CAPITAL

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Dear reader,

This self-evaluation tool is offered to you in order to help you **measure the potential business risks** you are currently running by not anticipating the relevant actions needed in order to keep your **human capital at its best performance level**. It has been designed with the help of two European consultants and one Human Resources project manager who also took part in the project *Ellabo*. Although we do not pretend to solve all the problems you may be facing, we hope to help you **target specific areas** where you should take **priority action**.

The following test should only take no more than 10 minutes of your time. Go ahead, this could be the beginning of **important strategic business decisions**.

Step 1: Answer the following questions by ticking the relevant column on the right hand-side

	<i>Questions</i>	<i>I agree</i>	<i>I disagree</i>
1	We know who in the company will be retiring		
a	in the next year		
b	in the next 3 years		
c	in the next 5 years		
2	We have no problem with recruiting employees according to our requirements		
3	We know the age structure of the company		
a	In the different departments		
b	The data is taken into account when making important decisions		
c	The age structure is balanced		
4	We offer occupational development prospects to all or most of our employees within our company		
5	We have no problems with training employees according to our requirements.		
6	Employees of all age groups take part in training		
7	Skill and knowledge transfer is well planned and encouraged		
8	We have identified the key competences for your company in the future?		
9	We have identified the persons with those key competences		
10	We have identified the most difficult jobs in our organisation		
a	physically		
b	psychologically		
11	The operations are organised in such a way as to enable staff to do the jobs until they reach the regular retirement age.		

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Step 2: Take two minutes to read our word of advice

If you have answered "I disagree" in more than 2 instances, **you need to take action** in order to tackle potential problems linked to the management of your older employees.

Why?

Elderly employees are an asset to your organisation:

They have accumulated a large amount of **experience and knowledge**, some of them of **strategic** importance to your activity, which you will lose if they retire, become sick or leave the company.

They can also help you **train younger generations** to fit within your organisation (your specific ways of working, tasks organisation, client and supplier management, etc...). Those processes are seldom formalised, particularly if you are a relatively small entity. **Yet they are the backbone of your success.**

They are also **loyal, dedicated**, and **reflexive**: they are the example the younger generation is looking up to when joining your organisation.

Some of your elderly employees may be working on **difficult jobs**, either physically or psychologically: you need to identify the **risk of work incapacity** in order to train those **valuable employees** in the prospect of internal mobility. **By keeping them within your organisation**, although on a different **job**, you will retain their knowledge and know how, which can be transferred to younger / newer employees.

Of course, there are many more aspects to **"age management"**, which are described at length in this final report. You may be particularly interested in finding out **best practices from diverse European regions** in order to retain elderly workers within the labour market (see **chapter 2.2**). Whilst **Chapter 2.1** may even convince you to recruit among the 50+ age group.

Step 3: Take Action!

Why not start by looking at the age pyramid within your organisation. Here is a simple tool to use which will take very little of your time to **obtain a clear picture of your company age structure (now, in 5 or 10 years)** and **identify potential imbalances** in the near future.

You may use the paper version provided, or obtain an electronic version with automated graphs by contacting:

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Thank you for your interest, and with our very best wishes for a successful strategic action from all Ellabo partners!

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AGE STRUCTURE ANALYSIS TOOL

Steps 1: Looking at your employee's date of birth, complete the following table. It is highly recommended to do this exercise for each main department in your organisation, for example: production, management, and administration...

PRODUCTION			ADMINISTRATION			MANAGEMENT		
age	YR N	YR N+10	age	YR N	YR N+10	age	YR N	YR N+10
16 YRS			16 YRS			16 YRS		
17 YRS			17 YRS			17 YRS		
18 YRS			18 YRS			18 YRS		
19 YRS			19 YRS			19 YRS		
20 YRS			20 YRS			20 YRS		
21 YRS			21 YRS			21 YRS		
22 YRS			22 YRS			22 YRS		
23 YRS			23 YRS			23 YRS		
24 YRS			24 YRS			24 YRS		
25 YRS			25 YRS			25 YRS		
26 YRS			26 YRS			26 YRS		
27 YRS			27 YRS			27 YRS		
28 YRS			28 YRS			28 YRS		
29 YRS			29 YRS			29 YRS		
30 YRS			30 YRS			30 YRS		
31 YRS			31 YRS			31 YRS		
32 YRS			32 YRS			32 YRS		
33 YRS			33 YRS			33 YRS		
34 YRS			34 YRS			34 YRS		
35 YRS			35 YRS			35 YRS		
36 YRS			36 YRS			36 YRS		
37 YRS			37 YRS			37 YRS		
38 YRS			38 YRS			38 YRS		
39 YRS			39 YRS			39 YRS		
40 YRS			40 YRS			40 YRS		
41 YRS			41 YRS			41 YRS		
42 YRS			42 YRS			42 YRS		
43 YRS			43 YRS			43 YRS		
44 YRS			44 YRS			44 YRS		
45 YRS			45 YRS			45 YRS		
46 YRS			46 YRS			46 YRS		
47 YRS			47 YRS			47 YRS		
48 YRS			48 YRS			48 YRS		
49 YRS			49 YRS			49 YRS		
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51 YRS			51 YRS			51 YRS		
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58 YRS			58 YRS			58 YRS		
59 YRS			59 YRS			59 YRS		
60 YRS			60 YRS			60 YRS		
61 YRS			61 YRS			61 YRS		
62 YRS			62 YRS			62 YRS		
63 YRS			63 YRS			63 YRS		
64 YRS			64 YRS			64 YRS		
65 YRS			65 YRS			65 YRS		
TOTAL			TOTAL			TOTAL		

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Step 2: Enter your results per age group in **Year N (now)**

PRODUCTION		ADMINISTRATION		MANAGEMENT	
Age group	number of staff	Age group	number of staff	Age group	number of staff
16 - 20 YRS		16 - 20 YRS		16 - 20 YRS	
21 - 25 YRS		21 - 25 YRS		21 - 25 YRS	
26 - 30 YRS		26 - 30 YRS		26 - 30 YRS	
31 -35 YRS		31 -35 YRS		31 -35 YRS	
36 - 40 YRS		36 - 40 YRS		36 - 40 YRS	
41 - 45 YRS		41 - 45 YRS		41 - 45 YRS	
46 - 50 YRS		46 - 50 YRS		46 - 50 YRS	
51 - 55 YRS		51 - 55 YRS		51 - 55 YRS	
56 - 60 YRS		56 - 60 YRS		56 - 60 YRS	
61 - 65 YRS		61 - 65 YRS		61 - 65 YRS	
Total		Total		Total	

Step 3: Repeat the exercise for **Year N+10** and compare results. How many employees will have left your organisation by then? Why not look at the results in the next 3 years or in the next 5 years?

PRODUCTION		ADMINISTRATION		MANAGEMENT	
Age group	number of staff	Age group	number of staff	Age group	number of staff
16 - 20 YRS		16 - 20 YRS		16 - 20 YRS	
21 - 25 YRS		21 - 25 YRS		21 - 25 YRS	
26 - 30 YRS		26 - 30 YRS		26 - 30 YRS	
31 -35 YRS		31 -35 YRS		31 -35 YRS	
36 - 40 YRS		36 - 40 YRS		36 - 40 YRS	
41 - 45 YRS		41 - 45 YRS		41 - 45 YRS	
46 - 50 YRS		46 - 50 YRS		46 - 50 YRS	
51 - 55 YRS		51 - 55 YRS		51 - 55 YRS	
56 - 60 YRS		56 - 60 YRS		56 - 60 YRS	
61 - 65 YRS		61 - 65 YRS		61 - 65 YRS	
Total		Total		Total	

Step 4: Then, using this template which you can copy, plot your results using different colours for each year and department concerned

