**Good practice card**

***- Template -***

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| **Person responsible for description of good practice** |
| **First name and last name** |  |
| **Country** |  |
| **The name of the partner institution** |  |
| **The date of preparation of the card** |  |

Matrix of good practice

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| --- | --- |
| **The name of the good practice** |  |
| **A financial institution that provides good practice** |  |
| **The range of financial institution (international level, country level or regional)** |  |
| **The range of good practice** |  |
| **Group/target groups activities** |  |
| **The number of employees covered by support** |  |
| **Source of financing activities within the framework of good practice (own, project)** |  |
| **The term of the realization** |  |
| **Web page (s) with information on good practice** |  |
| **Whether the institutions are functioning trade unions? What are they?** |  |
| **The type of good practice** **Point to whether good practice includes the action of a group/groups** | □ good practices or tools for business agreements aimed at enhancing human resources "over 55" |
| □ measures to encourage and enable "over 55" workers to stay longer or return to the labour market  |
|  | □ good practices on agreements on the definition of skills, knowledge and professional skills certified at the transnational group level to promote Age Management processes as well as intragroup mobility |
|  | □ good practices of business agreements aimed at enhancing generational differences and promoting dialogue and solidarity among generations of workers |
|  | □ good practices in the definition of redeployment paths for older workers and highly professional profiles through alternative-collective agreements on collective redundancies focusing on transnational mobility within the group |
|  | □ good practices on transnational “joint texts” and collective bargaining in the business or sector “joint texts” that involve recapturing redundant workers as a result of reorganization processes, in case the need for new recruitment is felt |
|  | □ measures related with inequalities in economic protection and treatment compared to the segmentation of workers by age groups |

 **Objective of the activities carried out within the framework of this good practice**

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**Activities provided within the framework of this good practice**

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*Indicate realised measures*

* balance of skills (technical, motivational, behavioural),
* mentoring activities,
* coaching activities,
* training course to improve, for example, computer skills,
* digital literacy activities,
* flexible working hours,
* gradual retirement transitions,
* work-life balance measures,
* health and safety prevention measures at workplace,
* organizational adaptations designed to increase work ability over time,
* tutoring practices through which new job hiring is for example assigned to a referring person who takes the role of Mentor / Tutor to facilitate the process of integration into the organisation and work;
* reverse mentoring activities whereby young people with less experience, but with strong digital expertise, help senior workers with a long working experience to familiarize themselves with technology in search of mutual exchange,
* “Generational Relay” through which gradual exit from the work of the elderly (e.g. by part-time transition) and the related entrance of young people is expected,
* job sharing among employees who plan to retire and persons who are supposed to replace them,
* the familiar Job-Sharing with the parent / child exchange,
* work rotation,
* gradual retirement,
* team approach to the-long term project management,
* divide responsibilities so that employees can replace one another, this is also called the doubling of the competence,
* draw up a documentation of performed tasks thanks to which other employees can replace the retired one (building a bank of knowledge),
* prepare successors for pivotal positions,
* in bridge projects,
* solidarity agreements,
* keep in touch with retired employees who possess expertise,
* hire retired employees when there is a need for it
* redeployment paths for older workers and highly professional profiles through alternative-collective agreements on collective redundancies focusing on transnational mobility within the group,
* transnational “joint texts” and collective bargaining in the business or sector “joint texts” that involve recapturing redundant workers as a result of reorganization processes, in case the need for new recruitment is felt,
* skills, knowledge and professional skills certified at the transnational group level to promote Age Management processes as well as intragroup mobility,
* measures related with inequalities in economic protection and treatment compared to the segmentation of workers by age groups.

**Results**

**The strength of good practice**

**Involvement of the social partners in the implementation of good practice**

**Transferability**

**Recommendations**

**TEMPLATE
for collecting and documenting good practices**

Good practices should describe activities in the area Age Management and Intergenerational Solidarity in banking sector in partner’s countries. The selection of good practices and case studies should be based on the analysis of the concrete national economic and social contexts.

## Length of each good practice: min. 5 pages

**Instruction for preparing of the Good practice card**

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| **Person responsible for description of good practice** |
| **First name and last name** |  |
| **Country** |  |
| **The name of the partner institution** |  |
| **The date of preparation of the card** |  |

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| **The name of the good practice** | Enter the name of the good practices that best describes it. If it was carried out under the programme/project, enter the name of the program/project.  |
| **A financial institution that provides good practice** | Name of institution |
| **The range of financial institution (international level, country level or regional)** | Specify the countries or regions (province), in which the financial institution carries out its activities |
| **The range of good practice** | Point to, or what country/countries is/was good practice |
| **Group/target groups activities** | Describe your target groups, indicating the age limit for workers covered by the support (if applicable) |
| **The number of employees covered by support** |  |
| **Source of financing activities within the framework of good practice (own, project)** | Point to, or only own funds of the institution, whether public support (what?) |
| **The term of the realization** | Specify the period during which the good practice has been implemented using format: 01.02.2006 – 30.04.2007 |
| **Web page (s) with information on good practice** |  |
| **Whether the institutions are functioning trade unions? What are they?** |  |
| **The type of good practice** **Point to whether good practice includes the action of a group/groups** | □ good practices or tools for business agreements aimed at enhancing human resources "over 55"*Agreement includes for example: balance of skills (technical, motivational, behavioural), mentoring activities, coaching activities, training course to improve, for example, computer skills, digital literacy activities* |
|  | □ measures to encourage and enable "over 55" workers to stay longer or return to the labour market *Through the introduction of: flexible working hours, gradual retirement transitions, health and safety prevention measures at workplace, organizational adaptations designed to increase work ability over time* |
|  | □ good practices on agreements on the definition of skills, knowledge and professional skills certified at the transnational group level to promote Age Management processes as well as intragroup mobility |
|  | □ good practices of business agreements aimed at enhancing generational differences and promoting dialogue and solidarity among generations of workers*In particular, target research on good tutoring practices through which new job hiring is for example assigned to a referring person who takes the role of Mentor / Tutor to facilitate the process of integration into the enterprise and work; reverse mentoring activities whereby young people with less experience, but with strong digital expertise, help senior workers with a long working experience to familiarize themselves with technology in search of mutual exchange; “Generational Relay” through which gradual exit from the work of the elderly (e.g. by part-time transition) and the related entrance of young people is expected; The familiar Job-Sharing with the parent / child exchange; in bridge projects and solidarity agreements* |
|  | □ good practices in the definition of redeployment paths for older workers and highly professional profiles through alternative-collective agreements on collective redundancies focusing on transnational mobility within the group |
|  | □ good practices on transnational “joint texts” and collective bargaining in the business or sector “joint texts” that involve recapturing redundant workers as a result of reorganization processes, in case the need for new recruitment is felt |
|  | □ measures related with inequalities in economic protection and treatment compared to the segmentation of workers by age groups |

 **Objective of the activities carried out within the framework of this good practice**

Review objective the implementation of good practice.

Provide information about the background of the good practice:

* the challenges it addresses(ed) on the organisation level,
* the context, in which it is/was carried out; highlight the national economic & social environment, the specific features of the national policies and legal framework and relevant policies that influence(d) the good practice (e.g. precondition its success or impede its implementation).

**Activities**

Description of the activities, beneficiaries, etc.

In addition to the descriptive presentation of the activities carried out within the framework of good practice, indicate whether the activities included:balance of skills (technical, motivational, behavioural),

* mentoring activities,
* coaching activities,
* training course to improve, for example, computer skills,
* digital literacy activities,
* flexible working hours,
* gradual retirement transitions,
* work-life balance measures,
* health and safety prevention measures at workplace,
* organizational adaptations designed to increase work ability over time,
* tutoring practices through which new job hiring is for example assigned to a referring person who takes the role of Mentor / Tutor to facilitate the process of integration into the organisation and work;
* reverse mentoring activities whereby young people with less experience, but with strong digital expertise, help senior workers with a long working experience to familiarize themselves with technology in search of mutual exchange,
* “Generational Relay” through which gradual exit from the work of the elderly (e.g. by part-time transition) and the related entrance of young people is expected,
* job sharing among employees who plan to retire and persons who are supposed to replace them,
* the familiar Job-Sharing with the parent / child exchange,
* work rotation,
* gradual retirement,
* team approach to the-long term project management,
* divide responsibilities so that employees can replace one another, this is also called the doubling of the competence,
* draw up a documentation of performed tasks thanks to which other employees can replace the retired one (building a bank of knowledge),
* prepare successors for pivotal positions,
* in bridge projects,
* solidarity agreements,
* keep in touch with retired employees who possess expertise,
* hire retired employees when there is a need for it
* redeployment paths for older workers and highly professional profiles through alternative-collective agreements on collective redundancies focusing on transnational mobility within the group,
* transnational “joint texts” and collective bargaining in the business or sector “joint texts” that involve recapturing redundant workers as a result of reorganization processes, in case the need for new recruitment is felt,
* skills, knowledge and professional skills certified at the transnational group level to promote Age Management processes as well as intragroup mobility,
* measures related with inequalities in economic protection and treatment compared to the segmentation of workers by age groups.

**Results**

Explain the results the good practice helped to achieve

What was the impact on the key internal and external stakeholders? Mention both positive, and negative (if any) results/ impact.

**The strength of good practice**

What were the most important factors of success of the project/programme? What in your opinion makes State action in relation to other age-management and solidarity between generations?

**Involvement of the social partners in the implementation of good practice**

Whether the trade unions engaged in designing and implementing good practice. In what way?

**Transferability**

Suggest solutions for replicating the good practice in new contexts (particularly, in the context of partner countries).

**Recommendations**