
ILPO55 NATIONAL REPORT

Country:

The Netherlands

Institutions related:



1. INTRODUCTION

The following report aims at introducing the results of the Needs and Gaps Analysis in the field of age management and intergenerational activities in the Netherlands.

In the framework of the ILPO55 project we have undertaken the following activities:

- Running the ILPO55 surveys;
- Organising a focus group;
- Some interviews with stakeholders.

In this national report we summarize our main findings.

More details you can find in the report of the survey results Netherlands and the focus group report Netherlands (see annexes)

2. NATIONAL CONTEXT

2.1 Legislation

There is no legislation related to age management in the Netherlands. However the issue is more and more on the table in the companies and government agencies.

2.2 Initiatives

In companies and government agencies age management is more and more discussed as part of wage and working condition negotiations “Age Conscious Human Resource Management” has become a theme what is discussed structurally in the negotiations between Unions and Companies/Government. Especially the biggest Dutch Trade Union (FNV) is very active in this filed , that is also we asked them to support the project. They were enthusiastic to cooperate.

3. RESULTS FROM THE FIELD RESEARCH:

3.1 Competencies Survey

A Competencies questionnaire has been implemented focusing on analysing the competencies of over 55 and under 35 with a perspective of sharing strengths between ages. We asked participants to our training courses, our employees and members of the Trade Union (FNV) to fill in the questionnaire. We distributed around 300 surveys (100 for each group).

Number of respondents:

	>55	<35	35-55	Total
NETHERLANDS	14	4	4	22

Main results

5 most relevant competencies that over 55 can share/offer/teach/mentor under 35

MANAGEMENT	TECHNICAL	SOCIAL	BEHAVIOURAL	ICT
Strategy implementation	Technical Banking skills	Impact and influence	Organizational commitment.	Non verbal communication
Delegation of tasks to teams and individuals.	Non financial services skills	Org. awareness	Conceptual thinking	Written Communication
Strategic planning and formulation	Planning	Team Leadership	Quality and accuracy	
Environmental scanning and analysis for decision-making	Budgeting	Leading, developing and managing people	Emotional Intelligence	
Managing internal and external relationships with key stakeholders	Conducting Meetings	Dialogue and persuasion capacity	Understanding of the organization	

5 most relevant competencies that under 35 can share/offer/teach/mentor over 55

MANAGEMENT	TECHNICAL	SOCIAL	BEHAVIOURAL	ICT
Risk identification and management	Quality	Relationship building and Networking	Flexibility	Social media tools
People Management	Market and competitor analysis	Social commitment	Initiative	Video streaming
Delegation of tasks to teams and individuals	Key performance indicators/criteria for definition and analysis	Market orientation	Self-control and confidence	Verbal Communication
Environmental scanning and analysis for decision-making	Project development	Awareness of Environmental Issues	Achievement orientation	Smart tools
Conflict management	Customer oriented	Team leadership	Consistency	Communication tools



As the project also included the perception/opinion of people working in FSS aged between 35 and 55 on the intergeneration competencies, the main results are:

5 most relevant competencies that under 35 can share/offer/teach/mentor over 55

MANAGEMENT	TECHNICAL	SOCIAL	BEHAVIOURAL	ICT
Cultural diversity Management	Project development	Participation in Cooperation Programmes	Organizational commitment.	Social media tools
Change management	Planning	Relationship building and Networking	Conceptual thinking	Video streaming
Managing internal and external relationships with key stakeholders	Conducting meetings	Impact and influence	Quality and accuracy	Smart tools
Conflict management	Key performance indicators/criteria for definition and analysis	Team leadership	Emotional Intelligence	Communication tools
Time management	Assessing financial products/services	Dialogue and persuasion capacity	Understanding of the organization	Presentations with new PPT social tools

5 most relevant competencies that over 55 can share/offer/teach/mentor under 35

MANAGEMENT	TECHNICAL	SOCIAL	BEHAVIOURAL	ICT
Financial management	Budgeting	Organizational awareness	Understanding of the organization	Written Communication
People Management	Planning	Awareness of Environmental Issues	Team working and collaboration	Non verbal communication
Conflict management	Non financial services skills	Impact and influence	Achievement orientation	Verbal communication
Environmental scanning and analysis for decision-making	Strategy formulation and implementation	Assertiveness and use of positional power	Stress Management	
Performance management in terms of planning, conducting, follow up and assessment	Conducting meetings	Assertiveness and use of positional power	Consistency	

The specific results of the questionnaires are annexed to this report.

3.2 Intergenerational Activities

Current intergenerational activities were studied in order to identify specific approaches on age management. Main findings on intergenerational activities have been the following. The level of participation of the employees of the FSS in this kind of activities are not really known. But for sure that around 2000 persons participate each year in training programs, where 55+ are trainers in introduction programs of the major Dutch Banks. Most activities are launched and initiated by the trade unions. Only slowly banks are now thinking in developing policies in this respect. Due to the crisis a considerable number of 55+ were force to leave the banks.

3.3 Focus group or Interviews

In order to ensure a better approach on intergenerational activities and gaps between over and under 55 years old in the financial services sector, the project team organised FOCUS GROUPS/INTERVIEWS to share the expertise, knowledge and interests of key stakeholders in FSS and ensure that the activities and materials to be developed and used as part of the project are **'real', relevant and useful**.

The conclusions of the Dutch focus group and interviews were (see report)

- The group considers that the intergenerational activities are extremely relevant and could be a useful way to exchange competencies that over 55 have acquired through working experience and, on the other, under 35 have recently learnt from their educational experience. But a lot work of convincing and awareness creation needs still to be done.
- There are no structural relevant good practices to be shared as most of them declare that intergenerational activities have not really been implemented in their companies. Some state that over 55 are usually involved in activities such as initial training to new employees but it is not a process that is afterwards sustained during a longer period.
- The group, especially the trade union, is very keen in working together during the lifetime of the project and are willing to offer their support in piloting etc. other results of the project.

3.4 Good practices identified

There were not really well defined policies known regarding age management and intergenerational activities by the participants. Our focus group members promised to check again in their companies. Of course it was a quite normal practice to use occasionally 55+ in training programs and for mentoring/coaching . But these activities were not organised in a structural way and for the 55+ and also an add on to the normal job.