

2009 Annual Report



*Senter for seniorpolitikk*

Center for Senior Policy

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## 1. Organization

### 1.1 Formal Organization

CSP has its Annual Meeting as its supreme body, and the Annual Meeting elects the Center's Board of Directors.

CSP had 29 affiliated organizations as of December 31, 2009. All of the major workplace and government organizations are affiliated with the Center. These organizations reflect the Center's history going back to 1969, when the "Joint Committee for Retirement Preparations" was established.

The 2009 Annual Meeting was held at Hotel Bristol on May 7.

Bylaws with special guidelines for the activities of the election committee were adopted at the 2008 Annual Meeting. There proved to be a need for several elaborations, which were adopted at the 2009 Annual Meeting.

Chairman of the Board Lars Chr. Berge (NHO) stepped down from the Board after four years. Ann Kristin Hjortbakk (Spekter) was elected as the new chairwoman. Helga Bull-Rostrup (HSH) and Liv Hanson Ausland (Vestfold University College) were elected as new deputy board members.

#### 1.1.1 The Board of Directors

The CSP Board of Directors for the period May 2009 – May 2010:

| Organization | Name                   | Personal deputy  | Position        |
|--------------|------------------------|--|-----------------|
| Spekter      | Hjortbakk, Ann Kristin | Teig, Liv Ragnhild, NHO                                | Chairwoman      |
| LO           | Sundnes, Trine Lise    | Nilsen, Øystein, LO                                    | Vice chairwoman |
| FAD          | Røine, Siri            | Stavem, Asbjørn L., KS                                 | Board member    |
| AFI          | Salomon, Robert        | Ausland, Liv Hanson,<br>Vestfold University<br>College | Board member    |
| Unio         | Bjergene, Jon Olav     | Stykket, Marit, NITO                                   | Board member    |
| YS           | Kvalheim, Tore Eugen   | Bull-Rostrup, Helga,<br>HSH                            | Board member    |

The Board met eight times in 2009.

### 1.1.2 Affiliated Organizations

List of affiliated organizations as of December 31, 2009, with representatives:

|    | Name   | Representative              |
|----|--|-----------------------------|
| 1  | Arbeidsforskningsinstituttet (AFI)                                   | Salomon, Robert             |
| 2  | Akademikerne   | Svensden, Nina Sverdrup     |
| 3  | Arbeiderbevegelsens Arbeidsgiverforening (AAF)                       | Frydenlund, Anders          |
| 4  | Arbeidernes Opplysningsforbund i Norge (AOF Norge)                   | Hansen, Tom Runar           |
| 5  | Arbeids- and inkluderingsdepartementet, (AID)                        | Såheim, Thomas              |
| 6  | Arbeidsgiverforeningen Spekter                                       | Hjortbakk, Ann Kristin      |
| 7  | Den norske kirke, Kirkerådet   | Engeseth, Karen Marie       |
| 8  | Finansnæringens Arbeidsgiverforening                                 | Marstein, Kjell             |
| 9  | Fornyings- og administrationsdepartementet (FAD)                     | Lund, Finn Bjørnar          |
| 10 | HSH  | Jørgensen, Ivar             |
| 11 | HR Norge   | Sørensen, Tore-Wiggo        |
| 12 | Høgskolen i Vestfold (HiVe)  | Ausland, Liv Hanson         |
| 13 | KS   | Stavem, Asbjørn L           |
| 14 | Kunnskapsdepartementet (KD)  | Hidle, Joronn               |
| 15 | Landslaget for offentlige pensjonister (LOP)                         | Vinje, Eli                  |
| 16 | Landsorganisasjonen i Norge (LO)                                     | Sundnes, Trine Lise         |
| 17 | NAV  | Furevold, Hilde             |
| 18 | Norges Bedriftsidrettsforbund  | Meland, Siri                |
| 19 | Norges Ingeniør- og teknologiorganisasjon (NITO)                     | Lier, Kari E. Mærøe         |
| 20 | Norges kvinne og familieforbund                                      | Nielsen, Elisabeth Stubergh |
| 21 | Norsk Arbeidsmedisinsk forening*                                     |                             |
| 22 | Norsk institutt for forskning om oppvekst, velferd og aldring (NOVA) | Solem, Per Erik             |
| 23 | Norsk Pensjon  | Bautz, Dag Vidar            |
| 24 | Norsk Pensjonistforbund  | Gjerde, Herlof              |
| 25 | Næringslivets Hovedorganisasjon (NHO)                                | Teig, Liv Ragnhild          |
| 26 | Samfo  | Kroken, Torgeir             |
| 27 | Unio   | Rønning, Knut-Arne          |
| 28 | Voksenopplæringsforbundet (VOFO)                                     | Mykland, Berit              |
| 29 | Yrkesorganisasjonenes Sentralforbund (YS)                            | Haaland, Finn Berge         |

\* The Norwegian Association of Occupational Medicine had no representative in 2009.

## 1.2 Administration

### 1.2.1 CSP Employees

*1 Director* – with overall technical and administrative responsibility for the Center. Responsible spokesperson vis-à-vis society at large. Other important duties include coordinating activities/projects in cooperation with workplace organizations and government agencies.

*2 Administrative Manager* – responsible for the daily administration of the Center, i.e. budget and accounts, maintaining fixtures, fittings and equipment, reporting and dialogue with granting authorities, HR management, advisory services in general and vis-à-vis the networks in particular.

*3 Administrative Secretary* – main job duties include formulating and implementing good office routines in connection with the Center's daily operations and the handling of telephones and mail, maintaining and developing databases, invoice management and practical budget and accounting work. Updates practical information on the Center's websites.

*4 Senior Advisor* – a full-time position with responsibility for developing competence offerings for various target groups. Other areas include analysis, investigative projects and outreach activities.

*5 Editor/Information Associate* – was hired on a full-time basis as of August 1, 2008, position will expire December 31, 2010.

*6 Senior Advisor* – a 40% position with an emphasis on outreach activities, network building and contacts with the private sector and advisors at the Norwegian Labor and Welfare Administration's (NAV) Workplace Centers. Ended as of March 31, 2009.

A previous full-time CSP advisor position ran from April 1, 2009 to September 15, 2009. This person was responsible for planning an international conference in July 2010 and developing a special website for the conference. This work is still ongoing, with assistance from an outside consultant.

The Center for Senior Policy is dedicated to working in an active, goal-oriented and planned manner to promote equality and prevent discrimination in its operations. There is reasonable gender balance among both the Management and the Board of Directors. In 2009 there were six official positions at the Center, held by four women and two men. The composition of the election committee and the recruitment of a new director have also been based on an equality perspective, as has the composition of the organization in terms of age.

### 1.2.2 Recruitment of a New Director

At the 2009 Annual Meeting, the then-Chairman of the Board announced that Director Åsmund Lunde wished to step down as director and continue working at the Center in more of a technical oriented position.

At the June Board meeting, the new Board asked its chairwoman to work in cooperation with the Management to formulate a profile for the position of director. This then became the basis for a vacancy announcement to be discussed by the Board at an extraordinary Board meeting in August. The Board also found it desirable to recruit a new director without outside assistance. The Chairwoman of the Board also held a meeting with the Ministry of Labor and Social Inclusion (AID) regarding the matter.

Because of the large number of applicants, we nevertheless faced a need for outside assistance in evaluating the applications and conducting the interviews. The Chairwoman had no candidates to present to the Board at its meeting on October 8.

At a meeting on December 3, the Board adopted a resolution to the effect that the Management would, in consultation with the Chairwoman of the Board, hire a recruiting firm to find a new director. Visindi was hired, and is currently working on the recruitment of a new director.

### **1.2.3 Pension**

The CSP Board of Directors discovered in the fall of 2009 that there were some concerns among the CSP Management relating to the salary and employment terms at the Center. It was thought that the Center faced recruiting problems because its salary and employment terms were not considered to be competitive. The Board viewed the matter as two separate issues: salary and pension. The Management was asked to prepare three different proposals for a pension scheme, with and without AFP [contractual pension, a collective bargaining retirement scheme that allows early retirement from age 62].

The CSP Board of Directors resolved at a Board meeting on December 3, 2009 to apply for membership in the Norwegian Public Service Pension Fund. Such membership entails a performance-based pension scheme and an AFP scheme for the employees. The resolution presumed entry into a direct collective pay agreement. The Center for Senior Policy has been a member of the Norwegian Public Service Pension Fund since January 1, 2010, and the employees will enter the collective pay agreement in the new year.

### **1.3 Budget and Financial Statements**

The Center for Senior Policy (CSP) is granted funding in the national budget. CSP has a budget and keeps accounts for all activities. The [WinWin](#) campaign has a separate project budget and accounts, which are included here.

### **1.4 Office Space**

We are quite pleased with our office space. There is room for eight employees. The office space also serves well as a meeting place for up to 16 people.

## **2. Specialized Activities**

The 2009 letter of assignment from the Ministry of Labor and Social Inclusion (AID) states as follows:

"The funding shall cover administrative costs of the Center, the financing of course and information activities, and of R&D activities. CSP has the purpose of contributing to the realization of subsidiary goal No. 3 in the Inclusive Working Life Agreement (IA Agreement).

"The budget text and Strategy Plan shall serve as the basis for CSP's activities in 2009. As a starting point, the Ministry has tasked CSP with continuing and developing its outreach activities in terms of information, attitude-shaping and influence, including cooperation with government agencies, workplace organizations, enterprises and companies, HR institutions, knowledge institutions and individuals. With regard to the challenges in terms of increasing senior participation in the workplace and a life phase-based HR policy, we would note the following":

- social communication
- cooperation with the parties in the workplace
- assisting the Norwegian Labor and Welfare Administration
- working to promote a life phase-based HR policy

- R&D activities concerning ageing and work
- seniors and ICT

## 2.1 Social Communication

### 2.1.1 seniorpolitikk.no

*Seniorpolitikk.no* was given a new layout in June. The website has now been divided into three sections: News, Specialized Fields and Facts, and Information, which will hopefully make it easier for users to find what they are looking for. In parallel with the redesign of the site, we switched over to using a new analysis tool, Google Analytics, which shows the following results:

|                  |   |                      |
|------------------|---|----------------------|
| 2nd half of 2009 | 19,916 total visits<br>11,159 unique visits*<br><br>*different people | 66,165 page displays |
|------------------|---|----------------------|

The statistics show a clear increase in the number of hits on the site each time the CSP newsletter is sent out. The previous and current statistical tools are not comparable, and we have consequently included no figures from previous years.

### 2.1.2 CSP's Electronic Newsletter

CSP's electronic newsletter had over 3,000 subscribers as of year-end 2009, an increase of over 1,000 from the year before. The newsletter is also sent to all town chief administrative officers and mayors in Norway, and to most of the editorial boards of trade journals, daily and weekly hardcopy and online publications and radio and TV in Norway. *seniorpolitikk.no* is quoted regularly.

### 2.1.3 *seniorpolitikk.no* Magazine

Our hardcopy magazine, *seniorpolitikk.no*, was also given a new layout in June, and is now consistent with the website. After CSP became a member of the Norwegian Specialized Press Association in 2009 (<http://www.fagpressen.no>), the magazine was vetted for the first time by Specialized Press Media Control on October 26, 2009. The control process applied to the 2nd half of 2008 and the first half of 2009, covering the six issues during that period. An average of 11,700 copies are distributed per issue, representing an increase of 1,370 copies. The pdf version is also available on our website. The magazine is intended to promote greater use of the website.

### 2.1.4 Norwegian Senior Policy Barometer

In 2009 Synovate Norge on behalf of CSP again conducted studies of senior policy perceptions and attitudes among the working portion of the population, and among managers. The results were announced at a press conference at Hotel Bristol on October 20, 2009, and in a press release that same day.

Interest in the Norwegian Senior Policy Barometer remains strong, and the results are quoted in the national media, trade journals and regional/local media. The 2009 survey of the working portion of the Norwegian population revealed that 50% of all employees, and 67% of those over the age of 60, could conceive of continuing to work after they are entitled

to retire. This shows that there is considerable potential for the Norwegian labor market to access valuable competence by making itself more attractive to seniors.

The 2009 study also indicates that job satisfaction is highest among the oldest employees; fully 79% of employees over the age of 60 report that they are always happy to go to work, while just over half of those under the age of 30 concur. Furthermore, 63% of interviewees over the age of 60 say that they do their jobs very well, while the average figure is 53%.

The results from this year's study appear to confirm the positive trend we have noted in recent years. Over the last seven years, the senior policy barometer has shown that society's attitudes toward senior employees have gradually improved. The most interesting thing about this year's barometer is not any particular finding, but rather the fact that these attitudes are robust, and have been little affected by the financial crisis.

### **2.1.5 Senior Initiative of the Year**

The Senior Initiative of the Year award for 2009 was given to the Oslo Police District's "Senior Patrol".

#### *Grounds for the award:*

"The award honors an organization and an initiative that are putting seniors' experience and ability to perform important social tasks to use in an exemplary manner.

The Senior Patrol is embedded in the Oslo Police District via the Chief of Police, and is being implemented at the Grønland police station. The patrol was established on July 1, 2009, and is intended to get the upper hand on the environment of flagrant drug use in the lower part of Akerselva, Vaterland, the lower part of Grünerløkka, and Grønland.

The strategic approach that has been taken is simple and well known: Increased police presence based on foot patrols by uniformed officers. With its experienced, adult policemen, the Senior Patrol is helping to reduce crime and make the residents safer and more secure.

The participants in the patrol are recruited via ads posted on the police intranet that seek experienced adult officers for this service. The goal is to encourage policemen to remain in active service longer, and to help ensure that the competence they have developed over the years can be passed on to their younger colleagues.

Through the Senior Patrol, the Oslo Police District has demonstrated the ability and willingness to think in new ways in terms of senior policy. Through the initiative, the district makes it clear that experienced officers have a great deal to offer in active service beyond the traditional age limits. There are many senior officers who are both willing and able to continue working longer, assuming that the work is well organized, that a need for them is expressed, and that they are wanted in the workplace.

We hope that this award will inspire the Oslo Police District, the rest of the police service and other enterprises to reflect on the ways in which senior policy can contribute to enabling more seniors to be willing and able to handle important societal tasks in the future. Given the demographic challenges facing us, our society depends on more people continuing to work longer than before, in part so that we can maintain our current level of welfare. The future recruitment market will have a different look, and HR policy will become an even more important competitive factor in securing qualified labor for the workplaces of tomorrow."

The prize was awarded by Cabinet Minister Knut Storberget at CSP's research conference on Wednesday, October 14 at the Thon Hotel Opera. New research on how seniors perceive senior policy measures was also presented at the conference.

## 2.2 The WinWin Campaign, Summary

Working in cooperation with employer and employee organizations, the Center for Senior Policy has conducted a three-year information campaign known as WinWin. The purpose of the campaign has been to raise the anticipated retirement age for people over the age of 50 by six months, which is in line with subsidiary goal No. 3 in the IA Agreement. The anticipated retirement age during the period has been increased from 63.5 in 2001 to 64 in 2008, which means that subsidiary goal No. 3 of the IA Agreement has been achieved. According to Econ Pöyry, the socioeconomic benefits of this change amount to NOK 9-11 billion annually. Communications agency Burson Marsteller provided technical assistance to the campaign from 2007 to 2009.

### 2.2.1 Background

The WinWin information campaign is based on subsidiary goal No. 3 in the IA Agreement. CSP has been responsible for planning and conducting the campaign in cooperation with employer and employee organizations; cf. IA Agreement supplement of June 6, 2006. The campaign has had a financial scope of MNOK 9 over three years. The campaign has been integrated into and coordinated with CSP's other senior policy workplace initiatives.

### 2.2.2 Purpose of the Campaign

The purpose of the "WinWin" information campaign has been to support efforts to raise the anticipated retirement age for people over 50 (subsidiary goal No. 3 in the IA Agreement).

The main objectives of the campaign have been to get

- employees to perceive the value of working and the consequences of not working more clearly
- employers to want to have seniors in their businesses to a greater extent, and to be aware of the steps that can be taken to retain them
- workplace representatives to motivate management and employees to focus on senior policy in their own businesses

The campaign targets a broad range of groups, but has a particular focus on:

- all employees over the age of 55, particularly those between 60 and 62 years of age
- employers
- workplace representatives
- the parties to the IA Agreement

### 2.2.3 Campaign Concept and Message

The key campaign concept has been based on the campaign not only raising awareness of good senior policy among the target groups, but on triggering action as well. The campaign has consequently played on the target groups' self-perceived situations and motivations. The main message has been that good senior policy benefits everyone: employees, employers and society as a whole. In this context, profitability is not just a financial term, it also has to do with technical and social benefits.

The following were emphasized in communicating with employees:

- finances
- health
- quality of life

The following were emphasized in communicating with employers:

- the struggle for manpower
- experienced employees' contributions to better results in the business

The following were emphasized in the dialogue with society:

- a heavy need for manpower in the future
- an increased need for nursing and social services due to demographics
- seniors' contributions to wealth-creation

The campaign has sought to inspire and motivate the target groups by offering them good examples. The campaign has also emphasized making information about how good senior policy can be implemented comprehensible and readily available. A distinct effort has been made to dispel myths about seniors in the workplace. Such myths include the notion that seniors get less done, or that the good life is not to be found at work.

The campaign has utilized numerous tools and channels, such as editorial coverage, the campaign website, campaign ambassadors, advertising, studies, meetings, events and inspirational booklets about senior policy.

#### **2.2.4 Campaign Activities**

Numerous activities have been carried out during the course of the campaign to achieve its objectives, the most important of which have been:

##### Editorial Coverage

CSP has worked actively during the campaign period to get the media to write about senior policy. There have been stories about companies with successful senior policies, press coverage of campaign events, communication of research and CSP's own studies, as well as letters to the editors and editorials.

During the period 2007-2009 there were 3,681 instances of media coverage concerning senior policy in the workplace. Media coverage around the formal launch of the campaign in the fall of 2007 was particularly heavy. It was somewhat more difficult to attract media attention during the financial crisis in the fall of 2008 and spring of 2009. The extent of the media coverage resurged during the second half of 2009.

[See original for graph]

Coverage over time: "Senior policy..."

Articles

Quarter

"Senior policy..."

Number of stories in the media regarding senior policy – quarterly breakdown, 2007-2009

### Campaign Website

A separate website ([www.vinnvinn.org](http://www.vinnvinn.org)) has been created as part of the campaign, offering senior policy tools for employees, employers and workplace representatives. The purpose of the campaign website has been to clarify what constitutes good senior policy, why it is important, and how it can be implemented. The campaign website has been marketed actively, including through banner ads on the websites of numerous trade unions, and in instructional meetings with Workplace Centers, local employers and workplace representatives.

### Campaign Ambassadors

The campaign has had some 30 campaign ambassadors, i.e. people from the target groups who wish to continue working. This corps of ambassadors has included celebrities such as Arve Tellefsen, Arne Scheie, Eva Bratholm, Victor Norman, Øystein Dolmen, Gustav Lorentzen, Karsten Isachsen, Lise Fjeldstad, Gunnar Staalesen, Jon Bing, Einar Lunde, Leif A. Lier and Karen-Marie Ellefsen, as well as "regular" people. The ambassadors have been used both at events and on the campaign website.

### Senior Policy Booklets

One key element in the campaign has been an attempt to change attitudes toward older workers and increase awareness of them as a resource in the workplace. It has also been important to spotlight the benefits of good senior policy for the individual, the workplace and society as a whole. CSP has prepared three senior policy booklets over the course of the campaign:

1. "New Language, New Tone" – with a focus on dispelling myths about older workers
2. "Why is Senior Policy Important?" – with a focus on showing what senior policy can mean for the individual employee and employer, and for society at large
3. "Before you Decide" – with a focus on those faced with deciding whether to take early retirement or continue working

Over 200,000 copies of the booklets have been printed. They are distributed through *seniorpolitikk.no* and various trade union publications and executive magazines.

### Advertising

The campaign has been advertised in numerous magazines, trade union publications and executive magazines, both in print and online. Such advertising was particularly prevalent toward the end of 2009, with activities involving *Fagbladet*, *Sykepleieren*, *Kommunike*, *Utdanning*, *LO Aktuell*, *Magasinet Aktuell*, *Kapital*, *Kommunal rapport*, *Ukeavisen Ledelse* and *Personal og ledelse*.

### Meetings with Political Parties

CSP has conducted meetings with all the parties in the Storting [Norwegian parliament] during the campaign period. The aim has been to orient them about the campaign and increase political awareness of the importance of good senior policy in the workplace.

### Meetings with the Employee and Employer Organizations

During the campaign period, CSP has held at least one meeting with all of the main trade unions (LO, YS, Unio and Akademikerne), and with all the employer organizations (NHO, HSH, KS, Spekter and FAD). At these meetings CSP has provided information about the campaign, and the parties have discussed senior policy issues. Meetings have also been held with numerous trade unions, local Workplace Centers, and with the relevant parties locally. In total, CSP has conducted over 50 meetings concerning "WinWin".

### Campaign Materials

Two brochures were prepared during the campaign, along with a promotional T-shirt and a series of advertisements for use by both employee and employer organizations and in the affected businesses. Roughly 20,000 campaign brochures were distributed to relevant actors.

### Events

A number of events have been arranged as part of the campaign:

1. *Launch Event* in October 2007. Some 100 participants from employee and employer organizations, Workplace Centers, etc. Cabinet Minister Bjarne Håkon Hansen was also in attendance. The Strategy Plan for Senior Policy in the Workplace for 2007-2011 was presented to the cabinet ministers by the Chairman of the CSP Board on behalf of the parties.
2. *Follow-up Event* in May 2008. 100 participants from parties in the workplace, Workplace Centers, etc. Launch of new campaign website to provide employers, workplace representatives and employees access to good senior policy tools.
3. *Press conferences*. Two press conferences were held for trade publications and the national media. The primary aim was to inform them regarding the WinWin campaign, and to provide the journalists with background information on senior policy challenges.
4. *Press seminar*. Researcher Ivar Andenes from the Norwegian Institute of Journalism (IJ) presented a study entitled "What is the press writing about seniors?" at a seminar for journalists. Key media actors took part in a debate on the topic: "Seniors in the media are disappearing with severance packages and gift pensions. How is this affecting journalism about seniors in the workplace in general?"
5. *Trade and information seminars*. Two seminars were conducted for the parties' trade journals and information workers. The aim was to inform them about the campaign and ensure coverage.

### Measurements

Measurements have been made to assess changes in attitudes toward senior policy among both employers and employees during the period.

1. *Baseline measurement*. A "baseline measurement" survey was conducted among the population by Synovate Norway at the request of CSP at the start of the campaign in 2007.
2. *Midpoint measurement*. A new measurement survey was conducted in connection with the campaign's follow-up event in 2008.
3. *Financial crisis measurement*. A measurement survey was conducted in the spring of 2009 to map the ways in which employer attitudes toward seniors had changed as a result of the financial crisis.
4. *Final measurement*. A final measurement survey for the campaign was conducted in January 2010.
5. All the measurement results have been published and discussed in the media. The campaign measurement surveys come in addition to the Senior Policy Barometer survey conducted by CSP every fall.

## **2.2.5 Campaign Results**

Pronounced changes have occurred during the campaign period in terms of both the anticipated retirement age for people over the age of 50, and in employer and employee attitudes.

The most important changes include the following:

- the anticipated retirement age for 50-year-olds has increased from 63.5 to 64; cf. initial coverage regarding the WinWin campaign

- employees have adopted markedly more positive attitudes toward staying longer in their jobs; on average, employees now report that they wish to remain one year longer in their jobs than they did before the campaign, and there has been a marked increase in the number of people who are willing to continue working after reaching the customary retirement age. Surveys conducted by Synovate Norge.
- employer attitudes have moved in a positive direction; far more employers are now reporting that they are positively disposed to hire seniors, and believe that it is important to keep seniors in the workplace. Employers also have a far more positive view of the importance of seniors in the workplace than before.

This means that the campaign has helped to achieve important goals and milestones. The socioeconomic benefits of good senior policy have at the same time been better documented. More and more people are realizing that senior policy can help to address the future demographic challenges facing Norway and its ageing population.

CSP believes that it is possible to raise the anticipated retirement age for people over the age of 50 further.

## **2.3 Cooperation with the Employee and Employer Organizations**

### **2.3.1 Adult and Continuing Education for Seniors**

The "Strategy Plan for Senior Policy in the Workplace 2007-2011" issued by the Board of Directors of the Center for Senior Policy in 2007 emphasizes the importance of adult and continuing education as a part of senior policy in the years ahead.

In this context, the Center for Senior Policy has organized seminars and meetings focusing on seniors' opportunities in terms of adult and continuing education.

In the fall of 2008 the Board created a work group consisting of representatives from the organizations that are affiliated with CSP. The work group was tasked with presenting proposals for national measures to expand seniors' options in terms of adult and continuing education. The work group's proposals were presented to the Board, with the final documents being adopted by the CSP Board on August 18, 2009.

### **2.3.2 Competence Offering for Workplace Representatives**

The Center for Senior Policy invited the employer organizations to a cooperation meeting in the fall of 2009 to discuss the ways in which senior policy can be strengthened/integrated into the training provided to workplace representatives. The participants consisted of 18 people who are responsible for such training, drawn from 13 different associations and alliances.

The meeting resulted in an open invitation to the organizations to participate in a pilot project intended to develop a competence program for workplace representatives. The project is being conducted during the spring of 2010 in cooperation with selected associations, and the Center for Social Policy intends, based on the project, to prepare a competence offering regarding senior policy in the workplace for workplace representatives over the course of 2010.

## **2.4 The Norwegian Labor and Welfare Administration (NAV)**

In 2009 the Center for Senior Policy prioritized the NAV Workplace Centers and, in particular advisors working actively on subsidiary goal No. 3. A competence program for relevant advisors at Norway's Workplace Centers was carried out. The purpose of the program was to provide in-depth specialized instruction and achieve renewal, i.e. in-depth instruction via presentations, reflection and discussions with key researchers in various fields, and renewal by, in part, focusing on the consequences of retirement reform in terms of subsidiary goal No. 3 of the IA Agreement. The competence program was well attended, with a total of 52

advisors from 18 of the 19 centers taking part. The program was conducted at two gatherings in the spring of 2009.

During the winter of 2009, CSP completed the previous year's initiative to visit all the Workplace Centers in connection with the [WinWin](#) campaign. CSP also participated by giving presentations and providing information about senior policy at various events arranged under the auspices of the individual NAV units.

No meetings were held with the NAV management in 2009.

## **2.5 Working for a Life Phase-based HR Policy**

### **2.5.1 Introduction**

During the year, the Center for Senior Policy received a significant number of inquiries regarding senior policy in the workplace. The Center provides guidance to businesses, organizations and individuals, and conducts extensive specialized activities via lectures and presentations at courses, conferences and seminars.

CSP takes part at meeting sites with organizations, businesses and individuals. The Center receives inquiries about making lectures/presentations at both national and international conferences, inquiries from individual businesses and organizations for specialized assistance and guidance, and inquiries and questions from many individuals concerning various senior policy topics.

### **2.5.2 Meetings**

Through its outreach activities, CSP meets with numerous executives, workplace representatives and HR managers and employees. Our communication and guidance activities emphasize the resource perspective with regard to seniors in the workplace, the importance of embedment and involvement in the development process, and a focus on inclusive management and HR policy.

In 2009 CSP conducted meetings with most of the employer and employee organizations and all of the political parties in the Storting in 2009; cf. the section on the [WinWin](#) campaign.

### **2.5.3 Cooperation with Other Organizations**

CSP was involved in the following formal cooperative relationships in 2009:

*The Equality and Anti-Discrimination Ombud (LDO)*, with CSP being represented on LDOs user committee by a resource person affiliated with one of our specialized networks.

*VOX*, where a representative from VOX participated in the work process concerning adult and continuing education for seniors; see Chapter 2.2.

*Norwegian National Council for Senior Citizens*, with whom we have an ongoing cooperative relationship

*Norwegian Pension*, with CSP represented on the organization's board of directors as a deputy member. *Norsk Pensjon* [Norwegian Pension] was founded in 2006 for the purpose of establishing a pension rights portal. The portal is intended to give everyone a general overview of all their pension rights. A cooperative agreement has been entered into with

NAV regarding the mutual sharing of information regarding pensions. The portal at [www.norskpensjon.no](http://www.norskpensjon.no) opened in April 2008.

NAV's user panel, on which CSP is represented by one of its employees.

#### 2.5.4 Hearings

CSP offered its views in one hearing in 2009, in connection with the drafting of the program plan for welfare, labor and migration, which was presented to the Ministry of Labor and Social Inclusion in a letter dated September 15, 2009.

#### 2.5.5 International Cooperation

1. Participation in a Nordic conference under the auspices of the Nordic Institute for Advanced Training in Occupational Health (NIVA), a Nordic institute financed by the Nordic Council of Ministers
2. National conference in Austria on business and working life, where the topic was senior policy. CSP gave a presentation on its experiences from its senior policy work in Norway.
3. We had a visit from Italy in the person of Fabrizio Pasanisi, who is a researcher at ISFOL, with regard to our experiences from the WinWin campaign. The EU is interested in learning about Norway's experiences in conducting a campaign tied to issues of active ageing and how to keep older workers working.
4. XIXth IAGG World Congress of Gerontology and Geriatrics in Paris, July 5–9, 2009. CSP employees took part, and the congress was discussed on our website.
5. International conference in Finse on May 28, 2009, under the auspices of an international network of researchers and consultants on the topic of "Progress in Ageing Workforce Management." The purpose of the conference was to enable an exchange of experiences in this specialized field. CSP gave a presentation on experiences in Norway, and how we are addressing senior policy issues.

#### 2.6 R&D Regarding Ageing and Working Life

In accordance with its "Strategy Plan for Senior Policy in the Workplace 2007-2011" and its R&D program for 2008-2011, CSP financed the following R&D projects in 2009, with public announcements:

1. Impact Analyses of Implemented Senior Policy Measures, c/o Project Manager Anne Inga Hilsen of the Norwegian Work Research Institute (report forthcoming in 2010)
2. Reduced Hours for Seniors with Norwegian State Pension Fund (AFP) Entitlements, c/o Project Manager Lars-Erik Becken, Econ Pöyry AS (Report 2009-084)
3. Analysis of Changes in Attitudes and Perceived Work Environment for Seniors, c/o Researcher Per Erik Solem, NOVA (NOVA Report 20/2009)

The projects were presented at the research conference on October 14, 2009. Attendance was excellent, with 155 participants.

In addition, the following projects were carried out/ended in 2009:

1. "Age Appropriate Management" c/o researchers Trude Furunes and Reidar J. Mykletun, University of Stavanger. The report will be forthcoming in the fall of 2010
2. "Early Retirement in the Nursing and Social Services Sector" (case studies of four nursing homes) c/o Project Manager Eldbjørg Torsøe, Econ Pöyry AS (Report 2010-006)
3. "Economic Consequences of Retirement Ages" c/o Project Manager Einar Bowitz, Econ Pöyry AS (Report 2009-048)
4. "Socioeconomic Benefits of Raising the Retirement Age" c/o Project Manager Einar Bowitz, Econ Pöyry AS (Memo 2009-020)

CSP is represented in the reference group for the "Senior Policy in Female-dominated Occupations" R&D project, which is being conducted under the auspices of the Norwegian Work Research Institute, c/o Project Manager Anne Inga Hilsen. The project was launched in 2007, and ended in 2009. It was carried out at two hotels in Bergen, and at the Innlandet hospital.

A great deal of work was done in 2009 in connection with the arrangements for CSP's international research conference in Oslo on June 10-11, 2010. We are working together with the Research Council of Norway and the Ministry of Labor in this regard.

## **2.7 Seniors and ICT**

### **2.7.1 Seniornett**

CSP's representative withdrew as a member of the board of directors in the spring of 2009, after three years on the board. Our director is still on the organization's council and election committee.

### **2.7.2 The "ICT and Seniors – an Investment in the Future" project**

This project, which was initiated by the Ministry of Government Administration and Reform (FAD), was a cooperative venture involving CSP, Seniornett and Datakortet Norge [Data Card Norway], and was concluded at the start of 2009. The final report was sent to the principal in June 2009, and is said to have aroused political interest.

Oslo, January 15, 2010