

# Annual Report 2006

(Highlights)



*Senter for seniorpolitikk*

## 1. Organization

The Centre for Senior Policy (CSP) is a Norwegian national senior policy competency and resource centre and was founded in 1969

CSP is an organization whose highest body is its Annual Meeting. The Annual Meeting elects the board of directors. A total of 26 organizations were affiliated as members with CSP as of December 31, 2005.

The work of CSP is based on the tripartite principle and nearly all major Norwegian labour and employer organizations are affiliated with CSP and funding is raised by Ministry of Labour and Social Inclusion.

During the period from 2001 through 2005, CSP has based its operations on an action plan for the “National Initiative for Senior Policy in Working Life” (the Initiative), agreed by the government, the trade unions and the employers associations, entrusting the coordination and execution of the Initiative to CSP. In addition, CSP has an obvious professional and neutral role as a motivator toward the labour and employer organizations and the three government agencies and ministries that are behind the Initiative.

## 2. Professional Activities

The year 2006 has been a year for consolidation, partly completing and closing the Initiative and partly defining new areas of importance and commitments. Below, a short summary of the most imperative activities will be described.

### 2.1 Mobilizing the Parties:

During the first half of 2006 employees of CSP participated as opening speakers at conferences and seminars, primarily organized by CSP members from the trade union.

CSP has also involved our members, i.e. representatives from the Policy Initiative workgroup, to increase participation in a “National initiative for digital competency among the elderly in the workplace”. CSP entered into an agreement with Norwegian Institute for Adult Learning (VOX) in 2005 to create a national initiative in this area. Ministry of Government Admonistration and Reform (FAD), Seniornett and Abelia (Business Association of Norwegian knowledge and technology enterprises) have been involved in this collaborative effort over time. CSP have reduced our ambitions in this field in 2006 in anticipation of FAD’s anticipated Government White Paper on Senior Policy.

### 2.2 Memorandum of Understanding Concerning More Inclusive Working Conditions

The tripartite Memorandum of Understanding Concerning More Inclusive Working Conditions (known as the IA-agreement) was renegotiated in June 2006. CSP played an important role in the implementation of the IA-agreement by being responsible for programs to influence attitudes and provide information related to an increase in the retirement age.

## 2.3 Senior Worker Perspective on the NAV Reform

CSP has been actively engaged with the interim Norwegian Labour and Welfare Organisation (NAV) during the first half of the year, both as a professional adviser and as member of the NAV user panel. We also participated on the user panel along with other user groups.

Since the developments of NAV is very important and since the entire NAV organization will serve as a model department, faced with the challenge of securing the services of its own senior employees without alienating them, and also as a frontline serving unemployed seniors and welfare recipients, this engagement has continued in the fall with key individuals from the central personnel department. Department employees must therefore have the necessary skills related to seniors and workplace environment. CSP cooperated with NAV in the fall to assist the organization during the implementation of the senior policy perspective in the department's leadership and competency improvement initiatives for front line workers.

NAV has conducted five regional conferences on senior policy in the workplace, in which the experiences from CSP's Initiative Test and Development projects in the public and private sectors were highlighted and discussed. CSP actively participated both in the conference preparation and providing key presentations. A total of approximately 270 NAV advisors from the workplace centres were in attendance.

## 2.4 Regional Conferences and Exhibits

Thirteen conferences and seminars have been arranged held in the fall of 2006 throughout Norway. The main theme was "Seniors – The Workforce of Tomorrow". The conferences were organized as a collaborative effort between local and regional NAV offices, affiliated partners and CSP. The conferences represented the final stage of the National Initiative for Senior Policy in the Workplace with a focus on subpart 3 of the IA-agreement. The experiences from the Initiative's test and development projects formed the basis for CSP's professional contributions.

Nearly 2100 participants attended the conference and approximately 800 enterprises were represented.

CSP has also been represented with stands at various conferences.

## 2.5 Test and Development Projects

According to the Initiative action plan, the purpose of implementing has been to create a "beacon for senior policy initiatives" in municipal, national and private sector, serving as best practice examples. Reports from the Initiative Test and Development projects are available in Norwegian.

## 2.6 Business Network on Senior Policy

Since mid-summer 2003, CSP has coordinated a network of businesses focused on senior policies. The network consists of Storebrand, Linjegods, Siemens and NHO.

In 2004, the network wanted to expand by adding one entity each from the national and local government sectors. Aetat and the municipality of Sørumsund were then invited to join.

## 2.7 Leadership Development

CSPs has initiated and funded an assessment addressing the need for improved documentation related to management attitude towards senior employees. The report was prepared by the consulting firm Agenda. Basis for the assessment was the 33 universities and university colleges offering different competency-based leadership training and degrees.

The assessment indicated that at least 11 Norwegian technical colleges/universities include some perspective on age issues in their competency-based leadership training. Only two of the eleven informants claim to have developed their own competency-based courses on this topic. At the other institutions the topic is addressed more implicitly than explicitly.

The assessment of leadership development programs and courses in private and public enterprises was based on a selection of eight large organizations well known for their emphasis on policy considerations for seniors. The result of the assessment shows that the status and pervasiveness of senior policy initiatives within the organizations vary greatly. There were some significant differences in the scope and focus of formal leadership development initiatives. Among the majority of the organizations, 6 out of 8, no clear senior policy perspectives were detected in current leadership development programs or courses for managers. The study was presented at a research seminar conducted by CSP on November 16, 2006.

## 2.8 Age Discrimination

CSP has entered into a collaborative arrangement with the Equality and Anti-Discrimination Ombud (LDO), conducting regular information-sharing meetings. CSP and LDO cooperated on the Age Discrimination Week in September. The CSP Administrator is a permanent representative on the Equality and Anti-Discrimination Tribunal.

At a well-attended press conference on February 3, 2006, CSP presented the results of a qualitative and quantitative study by Synovate MMI regarding discrimination during the job recruiting process. The study showed that many stereotypical attitudes toward older workers prevail. The study also shows that there are certain areas of the workplace where age discrimination is more prevalent. Generally, there is more age discrimination in the private sector than in the public sector, and there is more discrimination in smaller firms than in larger corporations. Older workers are excluded most frequently in the sales profession and in the hotel and restaurant business. Another observation is that male managers appear to have more negative attitudes toward older workers than female managers do.

## 2.9 Reorganisation and Seniors

Based on a literature study, CSP has worked on a checklist for managers and seniors that can contribute to positive processes of change. It is linked to an interactive leadership tool on the website. At the same time, a booklet is being developed to describe effective change processes, also preserving the interests of senior employees.

## 2.10 Increased Political Interest

CSP has noticed an increased level of interest regarding senior policy questions from political parties. We have been invited to meetings and have lobbied on seniors and the workplace.

## 2.11 Developments on the CSP Website

[www.seniorpolitikk.no](http://www.seniorpolitikk.no) celebrated its fifth anniversary in April 2006. The website has progressed nicely both in terms of hits and awareness.

A senior blog was introduced in 2006, possibly the only one of its kind in the world. A total of 11 bloggers have registered so far. Since March, 40 blog entries have been produced with more than 8000 hits as of 11/1/2006. The editor of the webpage has responsibility for all the legal aspects and for following journalistic ethical guidelines.

To increase the web accessibility CSP a new electronic platform has been developed in accordance with the Web Accessibility Initiative (WAI). The WAI-criteria are internationally recognized and provide guidelines for making web pages accessible for people with disabilities. This work is in line with central directives on universal design of web-based services.

For the website as a whole, 152,000 hits were recorded in 2006 compared to an estimated 120,000 hits in the prior year. There are 1,300 subscribers to the website's weekly distribution of current topics. There were approximately 925 subscribers in 2005.

The Newsletter, "Seniorpolitikk.no" had 9,700 subscribers at the end of the year.

## 2.12 Senior Policy Barometer

CSP has developed a "Norwegian Senior Policy Barometer" in cooperation with Synovate MMI, Agenda and Norwegian Social Research Institute (NOVA). It provides us with annual measurements in important areas such as management awareness, attitudes, and discrimination in the workplace, both among managers and employees. The purpose of the barometer is to measure progress in this area, get the topic on the political agenda and to obtain media awareness that will supplement our work to disseminate information related to the workplace and society in general.

We have had four measurements to date: in 2003, 2004, 2005 and 2006. They have all generated media coverage. This year's barometer measured attitudes toward a 6-hour work day

among managers and employees. The majority believes that this instrument will increase the number of people who can work until they are 67 years old. The barometer also shows that more workers would consider retirement at age 67, and an increasing number of workers also think that people who retire later should receive a higher pension. The study also shows that it may be easier for unemployed seniors to get a job.

## **2.13 Senior Initiative of the Year**

The Senior Initiative of the Year, previously known as Senior Business of the Year, was established in 1991 and has been awarded nearly each year. CSP believes this is the first award of its kind in the world. Businesses having received this distinction serve as positive examples and provide ideas for others in their development of a strong senior policy. Many of the businesses that have received the distinction have received inquiries from people who want to learn from the experiences that the award-winning businesses have had when it comes to working with older workers.

In 2006, three municipalities received the award. They are the municipalities of Sørum, Ringerike and Sandnes.

## **2.14 Reference Group for Subproject “Manneråk 5 Years Later: ICT”**

CSP has participated in this reference group addressing people with various disabilities and problems related to information and communications technology (ICT). The report was completed in the middle of June and published in September.

## **2.15 Study Trip to Copenhagen for CSP Employees**

CSP employees visited the Copenhagen Institute for Futures Studies on Wednesday, June 14, 2006 for a brainstorming session to establish the basis for CSP's short and long term priorities relating to possible future trends. A visit was also paid to the Danish Labour Market Authority where we were introduced to the Danish senior initiative. On the same day we also made a visit to Senior Erhverv Roskilde Amt (a network of job-seeking seniors) where we had the opportunity to meet a group of unemployed workers who are actively seeking jobs at local companies.

## **2.16 Assessment Report from Statskonsult**

The Ministry of Labour and Social Inclusion engaged Statskonsult (a state owned company specializing in public management issues) to evaluate the National Initiative for Senior Policy in the Workplace 2002-2005 (2006). The report was submitted in early 2007.

## **2.17 Government White Paper No. 6 (2006-2007)**

The Government White Paper on seniors in the workplace was presented in the fall of 2006. CSP contributed information for the report and is described as a central player. The work

conducted by the Centre receives a positive mention and the White Paper a desire for the Centre to continue its work in a more permanent fashion was expressed.

The Government is considering raising the retirement age of 70 in the Working Environment Act, possibly to 72. It is stated in the report that this question inter alia will be a further tripartite discussion parties. Competency training and lifelong learning are highlighted with a particular emphasis on digital competency.

When it comes to strategies for senior policies in the workplace toward 2010, CSP believes it is necessary to have further discussions about senior policy challenges in the workplace and consider the need for senior policy initiatives at different levels, and in addition, to make recommendations for ways to address the topic at a national level. These are initiatives that we wish to discuss with partners in labour and industry and with CSP's affiliated groups.

At the start of the new and revised Memorandum of Understanding Concerning More Inclusive Working Conditions (the IA-agreement) of June 6, 2006, the parties to the Memorandum agreed to launch an information campaign geared towards seniors in the workplace and that the initiative would be assigned to CSP.

## **2.18 Cooperation with Other Players**

### **2.18.1 Equality and Anti-Discrimination Ombud (LDO)**

We have ongoing cooperation with the Ombud. See section 2.8.

### **2.18.2 VOX**

CSP has been a representative on the program committee for the 2007 E-Citizenship conference.

### **2.18.3 Seniornett**

CSP sits on the board of Seniornett, an organization whose bylaws state that its purpose is to work towards seniors' participation in the information and communication technology community.

CSP is also represented on the organization's council.

### **2.18.4 The National Council for Senior Citizens**

We have continuing cooperation with the Council.

### **2.18.5 Norwegian Pension**

Norwegian Pension (Norsk Pensjon) was founded in 2006. The organization's purpose was to establish a portal for pension information. The portal's aim is to provide individuals with a total overview of all their pension rights. The organization was founded by seven life insurance companies that are members of the Norwegian Financial Services Association (FNH), and it is open to all pension plan providers. CSP is represented on the organizations board as an alternate member.

## 2.19 Hearings

CSP's management has provided input to the government's renewal efforts, and also given statements and views at two White Papers relating to: "Internet-based workplace initiatives", issued by (AID), and "Work, Welfare and Inclusion", issued by (FAD)

## 2.20 International Cooperation

In 2006, CSP has cooperated with researchers and professional groups in several European countries, e.g. Cevora, Belgium

CSP was part of a delegation with the Minister of Government Administration and Reform at the e-inclusion conference, *ICT for an Inclusive Society*, June 11-13 in Riga, Latvia. Further, CSP has participated in the EU conference on promoting workplace health in Linz, Austria June 19-20; a conference on lifelong learning in Thessaloniki, Greece on October 10-13; met with the Nordic Council of Ministers at Losby gods on October 2-3 and attended a conference in Brussels on December 1.

Oslo, January 15, 2007