

## Call for Papers



### Abstract

German society is ageing and thus is its workforce. The purpose of this paper is to, first, explore HR and general managers' perspectives on an ageing workforce, how these are connected to business, legal or ethical contexts and, second, contribute to the literature where relatively little empirical research has been done in this field of study. The design of the research was mainly exploratory. Thus, in-depth semi-structured interviews were conducted with nine human resource and general managers in eight public and private sector organisations. Interviews explored managers' perspectives on 'older' employees in general and policies and practices on recruitment and retention in particular. Three key findings emerged from the research. First, the perspectives on 'older' employees were shaped to a significant degree by the managers' own age. Secondly, an ageing workforce was present on the management agenda only to a limited extent. Thirdly, the employers expressed critical opinions with regards to the legislative background. Although, the small-scale sample can be seen as a limitation, the research is of value for both research and participating organisations. The originality lies in the use of human resource and general managers as informants in this relatively under-researched area of diversity management.

### About the author

Susanne Dammer is a doctoral candidate at Leeds University Business School/UK. Her research interests are in diversity management in general and an ageing workforce in particular. She completed her Master of Arts in 'Diversity Management' at Leeds University Business School/UK in 2010 and her MBA at the University of Applied Sciences in Constance and at the University of Aalborg/Denmark. After graduations, she worked for 5 years in the international marketing in Rome/Italy, Germany and central-eastern European countries. She then founded [nuovavista.de](http://nuovavista.de), a marketing and diversity management consultancy for small and medium sized companies in Germany and Italy.