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Title: **Surveying the quality of ageing at work. Tools and findings to support the HR policies at organisational level**

Abstract:

Recent reforms of statutory age to retire throughout Europe have shown the need – within work organisations – for HR policies able to face the challenges of an increasing employees’ mean age and of an imbalanced age mix among the workforces. On the basis of the key concepts arising from the organisational literature on age management, as well as to the evidence-based achievements of the research on this topic, the presentation aims at introducing the architecture and the first empirical findings of a new tool (the Quality of ageing at work questionnaire - QAW-q) addressed to survey the process of ageing at work at employee's level within specific work organisations.

Based on the key elements of the workability concept (health, competencies, motivation, work organisation) the QAW-q enlarges the perspective by introducing other four elements aiming at bridging intra-organisational dimensions affecting the employee conditions to external socio-institutional environment and constraints: work-life balance, economic stability, professional identity and relations at workplace. The QAW-q also aims at weighting the influence of the individual different kinds of age (biological age, job seniority in the position and years of payment to social security schemes) on the individual perceptions and on the assessment of the organisational performance related to the eight key topics above mentioned. To fulfil this objective, the QAW-q has been structured as to intersect the “individual”, “organisational” and “age influence” levels. Therefore, for each of the eight topics, 6 answers are collected: 3 of them related to the individual perceptions; 2 of them leading to the influence of age (by making interact the evaluation of past experiences with future expectations); the last one related to the assessment of the organisational performance on that specific topic. According with this structure, the QAW-q can be adopted at workplace level both for cross-sectional analysis and for longitudinal surveys on employees. It produces scores at individual and organisational level, as well as evidences of the weight of the age factors. By offering a tool which allows to interpret the organisational factors with the “lens of age”, the results arising by the analysis of the correlations among the eight key surveyed dimensions can be used as leverage for gearing and supporting the HR and managerial policies in a way more age-friendly and age-aware than before. Under testing at present in some Italian private firms and local administrations, the QAW-q started to produce first outcomes that confirm its heuristic potentials within work organisations. The presentation will provide some examples of the testing results.