



**Ensuring a society for all ages:  
Promoting quality of life and active ageing**  
UNECE 2012 Ministerial Conference, Vienna, Austria

**Project Title:**  
Retaining senior competence - Siemens AS (Norway)

## The Project description

Challenges before 2011:

- 1) Average retiring age in Siemens AS was 62,8
- 2) Tough war for senior competence in the labour market.

Opportunities in 2011:

New legislation/pension reform in Norway opened up for more flexibility and combinations of pension and work.

Project goal: Motivate and enable seniors to make active choices to prolong their senior career in our company.

New senior policy from January 2011:

- Clear communication from the company that retention of senior competence is in focus.
- The age limit in our company was increased from 67 to 70.
- All 60 year old employees are invited to a 3 days senior seminar that focuses on possibilities for seniors, options related to pension and work, legal issues, health issues and Siemens policy.
- Introduction of „Milestone Dialogues“ between managers and employees at age 55 and 60. The dialogue agenda focuses on motivation, competence and possibility to work longer for the company (earliest retirement age is 62). This is an open and direct dialogue where intentions are discussed and where needed actions are defined (e.g. development actions or changes in job content). The employee does not lose any of his/her flexibility/future options, but through the specific agenda and exchange of intentions a better planning of the future is possible for both employer and employee. Managers are trained by HR in the dialogue concept before inviting their employees.
- Two extra weeks of spare time (Off Duty with pay) for seniors over age 64 in full position.
- Possibility for seniors over age 60 to exercise fitness training two hours per week within normal working hours.

Results since project implementation early 2011:

- Average retiring age increased with almost 2 years
- Currently 7 employees have exceeded the former age limit of 67 and are still working.
- Very good media attention throughout 2011 concerning our proactive senior policy.
- The new senior policy is well received in our organization (total number of employees: 1850)

Why is it considered a good practice : The “Milestone dialogue” seems well planned and give the possibility to adjust the job tasks optimally. It is positive that the main keywords in the dialogue are motivation and competence which are prerequisites for prolonging careers. To be a good practice, it is essential that HR staff train the managers by giving them knowledge and competence towards the senior workers.

Timeline/duration of the project: 1. Jan – 31. Dec 2011

Lessons learnt :In order to stimulate seniors to prolong their professional career, early dialogue and planning with special focus on motivation, competence and possibilities is a key factor.

Relevance for the UNECE : Siemens is a well known and worldwide company. Since it is a European company their experiences could be easily spread on this continent . UNECE Commitment 5. Europe 2020 Strategy.

Location of the project: Norway

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