

Being 60+ With High Employability

Knowledge, attitudes, skills and external factors that affect 60+ employability
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Abstract

- **This study** explores the competencies 60+ employees have, which make them highly employable and the external factors that influence their employability.
- **Employability** is the capability to move independently within the labour market, including the interaction between the individual (own competencies) and external factors (condition in the labour market).
- **Results** indicate that being employed with 60+ depends on internal factors (employees' competencies) and external factors (as the labour market company).

Introduction

Life expectancy is increasing, while birth rate is decreasing worldwide. It is estimated that in 2050 the population of the 65+ will exceed the 15-24 young adults, which will challenge the pension system.

International organisations and representative politicians are already discussing increasing the retirement age, which makes it necessary to update policies for investment in human capital. Individuum, organizations and governments must work together to ensure employability at the age of 60s or over. This might require:

- Updating competencies (knowledge, skills and attitudes)
- Learning new activities
- Adapting to changes
- Improving flexibility of the workplace

The following figure shows the main terms related to the employability and the framework used within this study.

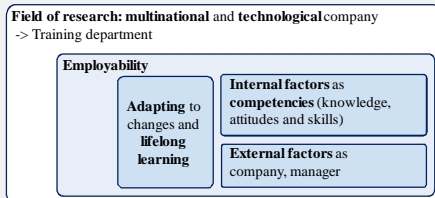


Figure 1: Framework used within the study

This study is based on literature research and the author's experience working with 60-65+ employees.



Empirical Research Methods

Research question

What competencies, abilities, skills and knowledge do people over 60 in technical training departments of a multinational have and need to be active in the labour market?
Besides that, what external factors could influence their employability despite their competencies?

Sample

Group 1
3 P. 60+ / still working



Group 2
2 P. 35-50+ managers / having 60+ employees

Group 3-optional
2 P. 60+ / unemployed

Data collection

- Notes
- Interviews with different guidelines per group
- Informal talk (approx. 10 min.) with group 3



Data analysis

- Thematic analysis
- Familiarisation of the data
- Generate initial codes
- Generate themes
- Review themes
- Defining and naming themes
- Producing the report



Results

Results are subjective based on participants' experience. They are presented in the following themes.

Overview of participants and their competencies

- varied experience including life experience
- good networking
- cultural awareness and respect in other cultures
- coaching/ teaching skills/ communication skills
- language skills
- critical thinking
- motivation by undertaking new or challenging tasks
- calm, stable and confident as seen many changes

Contradictions:

- experience with old technology rarely used
- inflexibility
- prefers repetitive work and they more efficient
- passive attitude, too relaxed as they're close to be retired

60+ and changes

- adapt to technological changes
 - being confident with company restructuration
- Contradictions:
- being less flexible to new procedures or standard tasks
 - adapt to new communication technology
 - being less flexible under performance pressure

60+ and learning

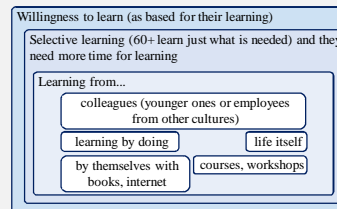


Figure 3: Changes and learning with 60+

Recommendations from participants



Figure 2: Recommendations from participants

External factors

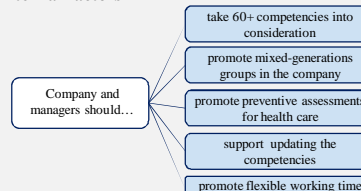


Figure 4: External factors affecting negatively and how to avoid it

Conclusion

Employability depends on factors such as the individual's competencies, the policies of a company and the applications of these. All these factors are dynamic processes and they are interconnected, which makes it a complex process.

The following diagram shows a summary of participants' statements related to the competencies and external factors that allow a 60+ employee to continue working.

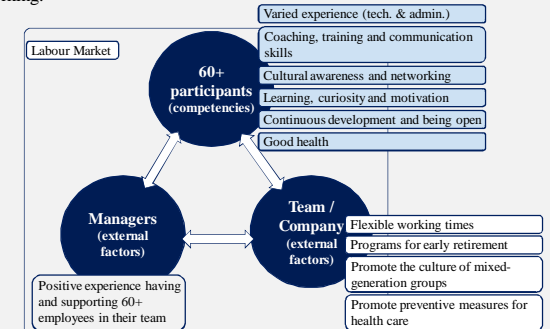


Figure 5: Overview of the 60+ competencies and their actual external factors

Further studies

The limited interviews make that this work cannot be generalized and being accurate.

It is recommended to make:

- A qualitative study with more interviews and the grounded theory approach
- A quantitative study with a meta analysis approach
- A triangulation study

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