Management strategies to help engage, protect and promote the health and safety of older workers

Carolyn Drake
Roger Haslam, Cheryl Haslam
Background ……the potential problem?

- United Kingdom, 35% population > 50 years in 2014 – 2050 42% (ONS 2015)

- UK Government looking at pressure on state pensions: increased the state pensionable age and removed mandatory retirement age

_HSE_

<table>
<thead>
<tr>
<th>Fatalities</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major injury</td>
<td>60-64</td>
</tr>
<tr>
<td>&gt;7 day</td>
<td>60-64</td>
</tr>
</tbody>
</table>

Capabilities Work demands = Safe & healthy employee
Aims and Objectives

To identify the facilitators and barriers to the implementation of health and safety age management strategies

To combine literature and research findings to compile a list of management initiatives that could help employers engage, protect and promote the health and safety of older workers

For the purposes of this research an older worker is >50 years
Ageing changes
Ageing changes and work
Interviews Employers: Barriers/Facilitators

- Lack of H&S guidance
- H&S/HR conflict
- Age discrimination
- Reliance OH
- Reactive
- Poor reporting culture
- Reliance on managers/supervisors for identification
- Reliance ‘informal’ knowledge transfer
- Succession planning
- Reliance ‘healthy worker effect’/redeployment issues
Focus Groups Employees

• Reporting culture - fear of consequences - outcome/lack of management trust (breaches Data Protection Act)
• Perceptions employer – no empathy, lack of respect by younger managers
• Lack of information
• Adjustments fair - implemented proactively
• Succession planning/knowledge transfer – headcount issues
• Age awareness training – all to include Dementia
• Suggestions
Interviews Employees

- Policy and information
- Reporting culture – capability changes, financial implications, medication
- Capability challenges – environment, schedules, high percentage anticipate more challenges
- Assessments, adjustments – not engaged
- Employer – poor understanding & unhelpful/unfair
- H&S promotion
- Suggestions
Ageing changes and work
Investors in Older Workers