

THE AREAS OF ACTIVITY TOWARDS THE PROFESSIONAL ACTIVATION OF THE PEOPLE AGED 50+

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Summary. The article concerns an important part of the discourse of the field of human work and andragogy. It aims to indicate the selected areas of action that are related to the professional activation of the people aged 50+ in an integral way. The paper discusses selected legal regulations, institutional actions and age management in this field of activation.

OBSZARY DZIAŁAŃ NA RZECZ AKTYWNOŚCI ZAWODOWEJ OSÓB W WIEKU 50+

Słowa kluczowe: aktywność zawodowa, osoby 50+, zarządzanie wiekiem

Streszczenie. Artykuł wpisuje się w jakże ważny nurt dyskursu z obszaru pracy ludzkiej i andragogiki. Jego celem jest ukazanie wybranych obszarów działań, które integralnie powiązane są z aktywizacją zawodową osób w wieku 50+. Omówiono w nim wybrane regulacje prawne, działalność instytucjonalną oraz zarządzanie wiekiem w tym zakresie aktywizacyjnym.

The aim of the paper is to show selected areas of activity that are related in an integral way to professional activation of the people aged 50+.

Selected legal regulations that facilitate the professional activation of the people aged 50+

Vocational activation of the people aged 50+ falls into the scope of actions defined in state strategy documents. The first governmental program aimed at

increasing the professional activity of the elderly came into force in 2004 – 50 PLUS – *The programme in favour of employing people older than 50 years old*, and comprised of three elements: the professional activation of the unemployed; helping to return to the labour market and maintaining employment of the people in risk of losing their jobs¹. In the document that is currently in force, *Polska 2030. Trzecia fala nowoczesności (Poland 2030. The third wave of modernity)* it has been stated that from the perspective of the progressive ageing of the society, two issues are of key importance. One of them is the development of the so-called “silver economy”, i.e. the security of the retirement system and the support for the elderly that are unable to help themselves. The other issue is creating proper conditions for longer professional activity and shifting the age of quitting the labour market². In 2013 it was assumed that making an attempt to gradually equalize the retirement age of women and men to 67 years of age (in the perspective of the year 2040) would be an important element. The research to date has indicated that an important stimulator for longer professional activity is the statutory, determined age of retirement (obviously, along with proper activities that engage employers, too)³. However, near the end of 2016, a decision was made to withdraw the increased retirement age and return to the regulations from before the 2013 reform⁴.

Among the EU countries, Poland has one of the lowest retirement ages, which directly translates into the employment levels among the people aged 50+. Returning to the lower retirement age may mean not using the potential knowledge and experience of elderly workers to the full. Moreover, one must also bear in mind the additional charges resulting from the maintenance of the pension-benefit system. Many countries introduce various benefits to the retirement system (such as: shortening the period of contributing to the fund or lowering the pension age); however, introducing this kind of solutions leads to the lowering of the actual age of retiring. The longer those solutions are in force, the greater adverse results they may have for the supply of workforce⁵.

¹ B. Pokorska, B. Słomińska, *Wybrane aspekty kształtowania rynku pracy w Polsce w świetle nowej strategii gospodarczej „Europa 2020”*, „Handel Wewnętrzny” 2013, nr 2, s. 30.

² Polska 2030. *Trzecia fala nowoczesności. Długookresowa Strategia Rozwoju Kraju*, Ministerstwo Administracji i Cyfryzacji, Warszawa 2013, s. 69.

³ Ibidem.

⁴ Ustawa z 16 listopada 2016 r. o zmianie ustawy o emeryturach i rentach z Funduszu Ubezpieczeń Społecznych oraz niektórych innych ustaw (Dz.U. 2017, poz. 38).

⁵ M. Guzikowski, *Dlaczego musimy podwyższać ustawowy wiek emerytalny?*, Analiza FOR nr 06/2012, Forum Obywatelskiego Rozwoju, Warszawa 2012, s. 12.

According to the Priority 6 of the strategy to 2030 – *The development of human capital through the increase in employment and creating “workfare state”* – it is necessary to draw upon reserves in order to increase the employment rate. The achieving of this goal has been planned by, e.g. increasing the professional activity of the people aged 50+ and 60+ and creating a model of intellectual, social and professional activity of the people in the pre-retirement age, aimed at the effective utilisation of the potential of the mature people and preventing their social exclusion. Such a model would base on the combination of retirement benefits and pay for work – this kind of solution would prevent social exclusion of people due to poverty and would become a kind of buffer for resigning from the employment too quickly. Furthermore, it has been pointed out that there is the necessity of creating new, flexible employment model for the people in the pre-retirement age. It is also necessary to develop the access to education and culture resources for the elderly and facilitate their opportunities for lifelong learning (including the creation of universities of the Third Age)⁶. Another directions for intervention that the document indicates comprise: creating better opportunities for employing the disabled people, changes towards more effective functioning of the public employment services, introducing intersector systemic solutions towards the shaping of the health-oriented attitude and the answer to the challenge of the ageing society in the form of providing support for dependants and their families.

In the medium-term *Strategy for Country Development* it has been indicated, that an important element is the facilitating of citizenship in non-formal learning, especially by including the people in the pre-retirement age into non-formal civic education. In order to increase the activity of this group of people, the idea of voluntary services will be promoted. Other initiatives that will be supported encompass enabling the elderly to gain new knowledge and supplement the knowledge they already have, in various educational institutions, as well as promoting and popularizing digital services in the group of people 50+72. The issue of popularizing the use of digital services is conducted in a two-way manner: on the one hand through the development of digital competences, on the other hand through the popularizing of digital services and generating the need to use digital solutions, e.g. by the e-PUAP platform⁷.

⁶ *Polska 2030. Trzecia...*, s. 102–103.

⁷ *Ibidem*, s. 115.

Another significant national document that points out the direction of actions towards the professional activation of the people aged 50+ is the *Lifelong learning perspective*. This document gives the policy directions concerning learning in the formal, non-formal and informal ways; learning at every stage of one's life and the ways of checking the effectiveness of lifelong learning. The issue of lifelong learning falls within the framework of the realizing of the strategic EU document, Europe 2020⁸. The lifelong learning policy (LLL) is based on a few basic principles, including: a broad approach to learning, appreciating learning at every stage of a person's life and effective investing into learning⁹. However, the LLL policy does not apply to the narrow concept of the skills required in the labour market and to continual education. It assumes that social integrity and making the chances more even are of importance as well, so the emphasis is put on the whole period of education, from being young to the old age. The individual is placed in the centre of this policy.

The main programme that is in force in Poland, which coordinates all the aforementioned directions of activities and initiatives undertaken in order to increase the professional activity of the people aged 50+ is the governmental programme "Solidarność pokoleń" (Solidarity of generations). The aim of this programme is to make the employment level of the people aged 55–64 years old reach 50% until 2020¹⁰. The programme has 6 goals:

1. Adapting competences and raising qualifications of the people 45+, from the perspective of the labour market's needs;
2. The development of organisational culture and work environments which are more friendly towards the workers aged 50+;
3. Increasing the effectiveness of the actions promoting the employment and professional activity;
4. Supporting the idea of active and healthy ageing;
5. Encouraging cooperation aimed at the increase in the employment of the people aged 50+;
6. Social transfers fostering the professional activity of the people in the pre-retirement age¹¹.

⁸ *Perspektywa uczenia się przez całe życie*, Załącznik do Uchwały nr 160/2013 Rady Ministrów z 10 września 2013, s. 4.

⁹ *Ibidem*, s. 6.

¹⁰ *Solidarność pokoleń. Program działania dla zwiększenia aktywności zawodowej osób w wieku 50 lat*, Załącznik do uchwały nr 239 Rady Ministrów z 24 grudnia 2013 r. (poz.115), s. 6.

¹¹ *Ibidem*, s. 4.

Each of the aforementioned goals has been pursued through the prism of the five programme priorities:

1. Fostering the employment of women aged 50 and more;
2. Fostering the professional activity of the disabled people aged 50 and more;
3. Fostering the professional activity of the people aged 60 and more;
4. Fostering the employment of the people aged 50 and more, who live in the rural areas;
5. Actions aimed at maintaining the intergenerational solidarity¹².

The legislative actions towards professional activation of the people aged 50+ that have been described above are a necessary step in the struggle against the threat resulting from the ageing of the society. Are they enough, though? Contemporary democratic systems are in danger of the ruling parties avoiding implementing reforms, in fear of losing popularity. Thus, some kind of resistance is being observed as far as difficult changes are concerned, including the restricting of the welfare state and raising the retirement age, which are connected with high electoral risk. Introducing difficult but necessary reforms is unpopular amongst politicians, especially as part of parliamentary democracy¹³.

The actions taken by institutions in order to professionally activate people aged 50+

Changing the economy mechanisms into newer, more innovative and low-emission frameworks ought to become the impulse to stimulate the failing regions, stop the outflow of workforce abroad and re-establish the well-developed labour market. The source of development is, e.g. undertaking initiatives aimed at raising the quality of human capital in the period of the while professional life. In order to rise up to the today's challenges, one has to continuously improve the available human capital, which will lead to the reduction in employment losses and make the possible change of employer easier.

An important direction of state and self-government intervention is promoting the idea and practice of lifelong learning. Promoting this area should concentrate on emphasizing the non-material and extraprofessional advantages, such

¹² Ibidem, s. 34.

¹³ B. Klimas, *Kryzys państwa opiekuńczego i trudności w ograniczeniu społecznych funkcji państwa*, [w:] J. Rymarczyk (red.), *Integracja i kryzysy na lokalnych i globalnych rynkach we współczesnym świecie*, t. I, Prace naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 315, Wrocław 2013, s. 373.

as: the possibility to pursue one's interests or fostering social relations. It has also been emphasized that there is the need for vocational counsellors to specialize, so that they will be able to support the workers' development at various stages of their professional careers. The actions taken by central authority organs are also aimed at creating the mechanisms of utilizing knowledge, experience and skills of the people aged 50 to develop the competences of younger workers¹⁴.

The activity of public institutions does not only concentrate upon workers, but also employers. Another priority, realized as part of professional activation of seniors, are the solutions that encourage employers to invest into the development of older workers' competences. One of the instruments that realizes the actions in this field is Krajowy Fundusz Szkoleń (The National Training Fund). KFS is a part of Fundusz Pracy (The Labour Fund), and the resources it comprises are devoted to subsidizing the lifelong learning of workers and employers, upon employer's request or with their consent¹⁵. The aim of establishing the fund was to prevent the employment loss among the people whose professional competences do not harmonize with the dynamically developing economy. As part of professional activation of the people aged 50+, the employers who employ the individuals who qualify are entitled to several benefits¹⁶.

The goal realized as part of the *Solidarność pokoleń* programme is the increase in effectiveness of the actions that promote employment and professional activity by, e.g. better adjustment of the active policy of the labour market to the unemployed. Thus, specialized institutions will be created that will support mature people searching for jobs.

Actions towards professional activation of the elderly in the European Union

The ageing of the European society is one of the most crucial areas of activity for the deciding authorities of the European Union. This is why in the recent years European Union, along with its member countries, has passed the programmes the goals of which was the improvement of the quality of active ageing and supporting the people aged 50+. Ageism (discriminating against because of one's age) is illegal in the EU, forbidden by the treaties in force, however there are

¹⁴ *Solidarność pokoleń. Program...*, s. 34.

¹⁵ *Krajowy Fundusz Szkoleniowy*, www.psz.praca.gov.pl (17. 09. 2019).

¹⁶ *Ibidem*.

some exceptions to the extent if it is necessary for social aims. European Union actively promotes the policy of active ageing and prolonging professional activity, and supports member countries in their search for effective solutions concerning the care of dependent people and the healthcare services. EU subsidized the activities aimed at improving the quality of life of the older part of the population¹⁷.

Demographic changes in Europe have influenced many areas of the European politics: from the family policies, through education, lifelong learning, labour market, to the social security system and healthcare. At the 1994 summit, it was concluded that there was the need to improve the employment opportunities for the elderly workers. The first strategy developed in 2001 assumed the increase in the employment of elderly adults up to 50% by 2010 (in 2000 this rate was 26.3%). In 2004 the European Commission, having noticed an unsatisfactory level of progress in the improvement of the employment of elderly workers, made an announcement stating the need to increase the employment of the elderly, and at the same to take actions aimed at delaying the exit of the labour market. In this case, member states were obliged to take drastic actions and introduce comprehensive solutions aimed at the improvement of the situation, including the policy of departing from the idea of earlier retirement¹⁸.

In 2006 the European Commission was still emphasizing the issue of the ageing society, but at the same time trying to change this challenge into a chance for further development. At that time, the directions for national policies were introduced: the support for the improvement in the fertility rates by securing better living conditions for families and the easier combining of work and family lives; increasing the employment rate by creating more workplaces; raising productivity and economic efficiency by investing in education; welcoming immigrants and assimilating them into the European society, as well as ensuring the stability of public finances in order to guarantee pensions, healthcare and long-term care¹⁹.

The Treaty of Lisbon signed in 2007 made the Charter of Fundamental Rights legally binding. The charter contains many rights which are of interest for the elderly: prohibition of all discrimination, the right to social care, health care and

¹⁷ *Older people in Europe. EU policies and programmes*, European Parliamentary Research Service, Briefing 06/05/2014, www.europarl.europa.eu (21.09.2019).

¹⁸ *Population ageing in Europe. Facts, implications and policies*. Outcomes of EU-funded research, European Commission 2014, s. 9.

¹⁹ *Ibidem*, s. 10.

education. The Chart of Fundamental Rights is a kind of compass that shows the direction for the policies of the member states it concerns²⁰.

In 2009 of the aims set in 2006 were reconfirmed to be of sense, as part of the *The demographic future of Europe – from challenge to opportunity* communication. However, the focus was shifted from the profitable family-oriented policies to the need to coordinate the employment and family policies in a better way, which could result in guaranteeing the widespread access to parental leaves for fathers, for example²¹. It has also been pointed out, that many member countries should introduce reforms of tax systems and the systems of social benefits in order to make engaging in paid employment more attractive – precisely speaking, there was the need to reorganize the systems of disability benefits, earlier retirement and increasing the age of retirement²². In addition to this, the European Commission indicated that it is essential to create innovative solutions that take the ageing process of the humanity into account. The solutions would concern the scope of such fields as: information technology, financial services, social services and long-term care. The chances of development in future markets have also been noticed, in connection with the fact that we live increasingly longer – one may suppose new products and services for the elderly will be developed, and the reached solutions and developed products and services may be exported to other countries in the future²³. The policy concerning employment and labour market is within particular member states' competence. However, in the recent years European Union has published several recommendations for member countries in this field, that focused mostly on:

Limiting the encouragement to retiring earlier within tax systems;

1. Financial facilities for the elderly who decide to continue their work, and for the employers who employ the elderly (for example lower social security contributions);
2. Promoting the concept of lifelong learning;
3. Developing tools that facilitate the inter-generational communication easier; introducing coaching and mentoring²⁴.

²⁰ *Active Senior Citizens for Europe: A Guide to the EU*, AGE Platform Europe, p. 11, www.age-platform.eu, (15. 10.2019).

²¹ T. Mering, *Strategia Unii Europejskiej wobec starzenia się ludności*, [w]: B. Szatur-Jaworska (red.). *Problemy Polityki Społecznej. Studia i dyskusje*, Warszawa 2012, nr 18, s. 43.

²² *Ibidem*.

²³ *Ibidem*.

²⁴ *Older people in Europe...*, s. 4.

In 2010 the EU experts delivered a report to the European Council, indicating the necessity to take actions on: raising the employment level amongst women, creating the basis for more effective migration policies, introducing solutions fostering the better reconciliation of one's family life and professional life, and introducing legal solutions that would make it easier to employ people aged 50–70 years²⁵. The year 2012 was announced the European Year of Active Ageing and Solidarity between Generations. The aim of this project was to draw the public's attention to the significance of elderly people in society. Three main directions of actions were pointed out: employment, participation in social life and the ability to live independent lives²⁶.

The regulations concerning the social security benefits for the migrating workers and their families have become one of the more important tools of EU's social policy. Coordinating social security systems guarantees the elderly who worked in various member countries, that when they retire, they will receive retirement money in accordance with the norms of the particular countries they worked in. Owing to the coordinating regulations, the elderly who came out of the labour market receive special protection. This legal norm is of the character of "hard law" and is in force in every member country. Furthermore, coordinating the social security systems ensures maintaining continuity of social security contributions in the case of working in various EU countries, and the right to social protection in every member state. It must be emphasized that it does not apply to migrating workers only; it concerns every citizen of the EU who is entitled to retirement money or benefits, so even if the person has never worked abroad, but stays or lives in another country when being professionally inactive, they can refer to the coordinating regulations²⁷. The actions of the European Union aimed at the professional activation of elderly people have resulted in the governments of the member countries noticing the scale of the problems related to the even larger group of the people aged 50+. The EU formulates the aims addressed to particular governments; however, working out actual solutions belongs to the member countries. In Poland, as a result of receiving the European guidelines, a "Governmental Programme in favour of the Professional Activity of Elderly People, for the years 2014–2020" was created. The aim of this

²⁵ E. Markiewicz, I. Skawina, *Polityczna orientacja państw w zakresie społeczeństw starzejących się*, „Gerontologia Polska” 2015, nr 1, s. 37.

²⁶ *Ibidem*, s. 38.

²⁷ *Przepisy UE w dziedzinie zabezpieczenia społecznego. Twoje prawa w innych państwach Unii Europejskiej*, Komisja Europejska, Urząd Publikacji Unii Europejskiej 2011, s. 51.

project is the improvement of the living standards and the quality of life of the elderly through their increased social activity. It must be emphasized however, that the solutions to the problems of demographic nature are not homogenous in their nature. They join many fields, such as the policies that encourage having children, the actions towards improving the health of the elderly, but also a fundamental change in the attitude towards significant events in an individual's life. The quality of life of the future pensioners is dependent on the actions taken by the policy makers and their ability to make costly decisions and introduce expensive reforms²⁸.

Age management

Age management in an organization comprises human resource management that is adjusted to the potential of workers, that results from their age. For example, it takes into consideration such factors as experience, that broadens with age, or the deteriorating health of elderly workers. "Age management within organizations comprises of taking actions adjusted to the preferences, needs and abilities of the workers of various age, that allow to utilize the human resources of an organization in a rational and effective way"²⁹. Age management is not a new way of managing a company, but a new approach to human resource management in an organization. The emphasis is put on the age diversity of employees being an important factor contributing to the company's development. Thus, it must be emphasized that age management in an organization does not concern the elderly only but workers of every age.

Age management in professional activation of elderly people aims at generating profit for both employers and employees. Utilizing worker's professional experience in a proper way is the main element of effective management; however, this asset is often wasted due to not updating competences and not being adapted to technological progress in time. The actions as part of age management in an organization are of multi-level character and aim at increasing the effectiveness of workers of various ages. It must be stressed that the actions in this field may concern, e.g. recruitment or the way the workplace has been organized by the employer, but they may also directly relate to the physical and mental abilities

²⁸ E. Markiewicz, I. Skawina, *Polityczna orientacja...*, s. 38.

²⁹ J. Liwiński, U. Sztanderska, *Standardy zarządzania wiekiem w organizacjach*, PARP, Warszawa 2013, s. 6.

of the worker themselves. Age management covers a wide range of tools used in the so-called fields of age management.

The first stage of age management, and at the same time the first discussed field, is recruitment and selection.³⁰ It has been assumed that, as part of good practices, candidates for a given post should not be discriminated against because of their age. However, in the recruitment process, it is the easiest to be guided by the prevailing stereotypes, as the recruiter does not have much information on the given candidate at the early stage of the process. In order to avoid this kind of situation, it has been recommended to use a range of tools. One of them is formulating the job adverts based on the competence profile of the job post. Furthermore, it is recommended to limit the qualification requirements to the minimum and replace them with competence requirements. In most cases the recruitment of the elderly is hindered because of the competence gaps resulting from the former education system; especially the lack of the management, marketing, selling and foreign language skills. On the other hand, for some organizations, an elderly worker is very much desired, as they inspire trust amongst business partners. Some job posts by which age and professional experience are greatly valued are the ones related to negotiating the purchase of real estate or the construction permits for a building³¹.

Another good practice during recruitment is resigning from defining the maximum age in the job advert, not requiring more experience than it is absolutely necessary and encouraging to apply for the job regardless the candidate's age³². In addition to this, in order to encourage the elderly to apply for a job, it is worth placing the advertisement in the media that have recipients of various ages and cooperating with the employment agencies that guarantee not discriminating anyone on the grounds of age. It is also crucial to train age management skills of the people who are responsible for recruitment and selection. It is also worth creating a team that engages people of various age groups, for assessing candidates³³.

³⁰ T. Schimanek, J. Kotzian, M. Arczewska, *Zarządzanie wiekiem skierowane na osoby 50+*. Poradnik dla małych i średnich przedsiębiorstw, Activ 50+, Warszawa 2015, s. 5.

³¹ A. Kwiatkiewicz, *Analiza dobrych praktyk dotyczących zarządzania wiekiem w polskich przedsiębiorstwach – studium przypadku*, SGH, Warszawa 2010, s. 13.

³² J. Liwiński, U. Sztanderska, *Standardy zarządzania...*, s. 19.

³³ *Ibidem*, s. 21.

Another field of age management is the continual education³⁴. Good practices in this field comprise of enabling workers to take part in trainings adjusted to their abilities and needs, that is trainings that are adjusted to preferences based on one's age. Within this field, it is recommended to take actions that focus on cancelling the age limit when accessing trainings. It is also recommended to motivate workers to take part in a given training regardless of the age group they belong to. Furthermore, it is advisable to develop training programmes which would be optimally adjusted to the development of workers' professional careers. It is also worth limiting the working time during the training and providing employees with some additional conveniences, such as: giving workers additional time to become familiar with the information technology knowledge³⁵. Employers should not forget about the possibility to receive subsidizing for training elderly workers. The development of professional career is another field of age management. It is a good practice to enable employees to develop their professional career path; however, it is being emphasized that it is not limited to the possibility of climbing to the top of the professional hierarchy. The scenario of the worker's professional path is built based on the diagnosis of their potential. The stages of career, the conditions necessary for being promoted and the way of developing qualifications are also taken into consideration. This is why it is so important to constantly maintain and – if possible – develop worker's competences³⁶. The main tools suggested for using in this field are:

1. Assigning workers with duties according to the person's potential that changes with age (experience becomes greater, but the physical or mental abilities may decrease);
2. Planning professional career of a given worker should be done together with a professional counsellor;
3. All the workers, regardless of their age, should be informed about the possibilities of being promoted in an enterprise/ organization;
4. Promoting an employee should be a decision based on competences and effectiveness, instead of job seniority or age,

³⁴ Ibidem, s. 31.

³⁵ J. Gajda, *Zarządzanie wiekiem i jego znaczenie w strategii społecznej odpowiedzialności biznesu*, Studia i prace Wydziału Nauk Ekonomicznych i Zarządzania, nr 39, Szczecin 2015, s. 28.

³⁶ Ibidem.

5. An employer ought to ensure there is the possibility of informing decision-makers in the organization about any occurrences of discrimination (anonymously)³⁷.

Another field of age management are flexible work arrangements, i.e. adjusting working time and other aspects to the employees' abilities that change with age. The aim of these actions is the increase in effectiveness and at the same time – making it easier to reconcile professional work with personal life, e.g. with childcare or studies. Flexible work arrangements are significant from the point of view of the entrepreneurs who aim at reducing the cost of functioning. This form of employment makes it possible to employ a greater number of people to work for the organization whilst the expenses remain lower. Flexible working arrangements are the result of a compromise between an employer and the employee, who feels appreciated and works more effectively. The tools recommended for this field are lowering the number of working hours, relative lowering the working time before retiring, not working overtime and not giving additional tasks, adjusting the number of working hours to the individual abilities of the employee and employing for a fixed time or particular tasks.

For the workers aged 50+, a particularly important field of age management in organizations is preventive treatment and healthcare. Some age-related changes in human body are inevitable; people reach their maximum level of fitness between 25 and 30 years of age. After 35 years, the level of fitness gradually lowers, but the process is varied and for each individual and it takes place at a different pace. Thus, the scope of physical and mental capabilities of the elderly must not be generalized; in addition to this, the experience the workers aged 50+ gained over the years often compensates for the physiological changes. However, the unavoidable changes that come with age and concern everyone force employers to change their requirements towards the elderly. The followed worker's healthcare and health-oriented practices are: monitoring staff's health state; consulting occupational medicine experts; enabling employees to go to spa or sanatoria, making workplace ergonomic and making employee-related decisions not based on their age, but their actual state of health³⁸.

Introducing age management is essential in the face of the today's demographic situation. It is also a task which is difficult for the entrepreneurs, as it

³⁷ J. Liwiński, U. Sztanderska, *Standardy zarządzania...*, s. 35.

³⁸ K. Świeszczyk, M. Ziemia, *Zarządzanie wiekiem w przedsiębiorstwie – szansa czy zagrożenie?* [w:] E. Gołębiowska (red.), *Zarządzanie w XXI wieku. Menedżer innowacyjnej organizacji, cz II, Przedsiębiorczość i Zarządzanie*, t. XIV, z. 12, Społ. Akad. Nauk, Łódź 2013, s. 62.

requires introducing changes in the attitudes of both workers and managerial staff. The most effective way of implementing age management tools is utilizing diversity and integration to the full. It comes down to the assumption that “we work more effectively, because I can do something you cannot do, and you can do something I cannot do”³⁹.

Conclusions

The progressive ageing of the societies requires policymakers and employers to introduce complex activities in order to stimulate people aged 50+ to professional activity. State administration organs have introduced a number of guidelines aimed at providing friendly labour market mechanisms for elderly workers. It is extremely crucial in the socio-economic aspect. Medicine has given people the chances of being physically and mentally active for an even longer time; the elderly function better in a society when they are aware of the fact that they are still needed in the labour market. Moreover, if we are not be able to keep the period of one’s professional activity as long as possible, it will influence the economy in an adverse way, i.e. through having to pay the increasing amount of retirement money, but also through the generation gap among qualified workers. For many years, European Union has used instruments aimed at counteracting this phenomenon and introduced a number of guidelines for member countries, in order to raise the employment of the people older than 50 years old, to such a level that will not shake the economies of particular member countries.

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³⁹ S. Stankiewicz, P. Ziemiański, *Zarządzanie różnorodnością jako metoda przełamywania stereotypów i uprzedzeń dotyczących pracowników w wieku okołoemerytalnym – przykłady dobrych praktyk*, „Przedsiębiorstwo we współczesnej gospodarce – teoria i praktyka” 2012, nr 3, s. 49.

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