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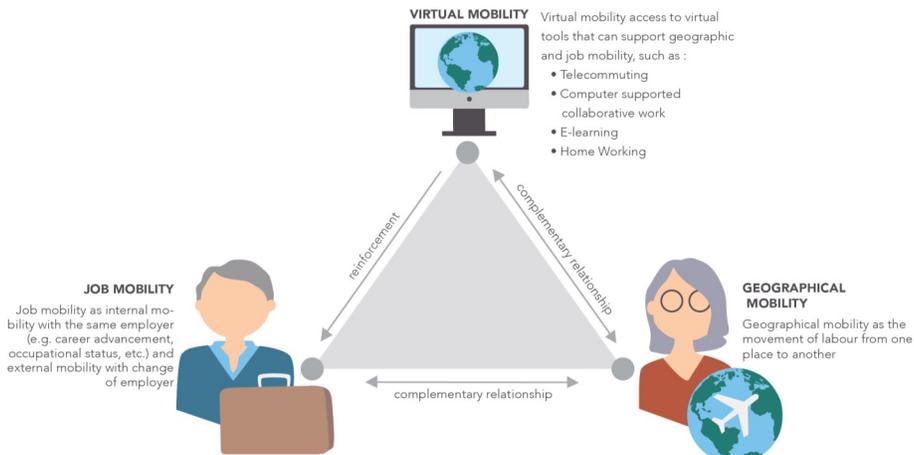
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About the Project

AIMS

CaMEO – Career Mobility of Europe's Older Workforce {Project No. 539099-LLP-1-1-2013-1-UK } is a 27 month initiative co-funded by the European Commission, under the Directorate-General for Education and Culture. The term mobility in an EU funding sense is often associated with geographical mobility, where young people aged 16-29 are the main beneficiaries or target group. However, given the ageing of Europe's workforce, it is widely accepted that geographic mobility alone is not enough to overcome the future challenges and skill gaps created by population ageing. Strengthening of incentives to work longer through discouraging premature exit from the labour market via early retirement and other social benefits is required. Therefore, to develop a truly innovative strategy, it is important to consider all types of mobility; geographical, job and virtual. The overall aims of the project are to re-define mobility by linking 3 distinct areas: job mobility, geographic mobility and virtual mobility, where:

- Job mobility is mobility with the same employer (e.g. career advancement); occupational mobility; and job mobility proper (change of employer).
- Geographical mobility is the ease with which workers can move from one occupation to another in a different location.
- Virtual mobility is access to learning and other development opportunities through use of ICT



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SPECIAL POINTS OF INTEREST

- Good Example of Geographic Mobility
- Good Example of Job Mobility
- Good Example of Virtual Mobility

LABOUR MOBILITY IN THE ICT SECTOR: WHAT'S AGE GOT TO DO WITH IT?

Methodology:

CaMEO's research explored the policies, practices and attitudes of ICT employers, to understand their relationship to the mobility of older workers. The study was conducted between September and December 2014 in 11 countries. An online questionnaire was disseminated to 136 employers in the ICT sector in 12 European countries. Respondents included business owners, HR Managers, managing directors, and heads of ICT units in public organisations, private enterprises and Small & Medium Enterprises. Narrative questions addressed the respondents' workplace policies and perceptions to job, geographic, and virtual mobility. Job mobility refers to moving from one job role to another. Geographic mobility refers to moving to another job location. Finally, virtual mobility refers to being able to contribute to the work of another location or job role without actually having to change physical location or job role.

Employers' perception towards older ICT workers' geographic mobility

The respondents agreed that geographic mobility offers a number of important benefits; for example, respondents cited that geographic mobility provides a greater pool of labour which contributes to a better match of supply and demand skills of workers and stimulates creativity. Geographic mobility improves the "time to market" management. A multi-ethnic workforce reflects the socio-demographic profile of the clients, which is good for business. Furthermore, knowledge can be effectively transferred within different regions. In reality, however, geographic mobility is much more difficult to put into practice. It is difficult to nominate internal staff as IT managers in other markets and to relocate qualified staff for knowledge circulation in regions of demand.

The respondents argued that this is because older ICT workers want to preserve the achieved lifestyle and work-life-balance, may have difficulties to adapt to new (work) environment and may not have sufficient linguistic skills. The contemporary attraction measures for recruiting non-national ICT workers, such as extra pay, provision of apartments and company cars (with drivers) are not effective. Even offers to care for commuting costs several times per week to the country of demand for those who refuse to relocate, are not attractive enough.

To help companies with this mobility challenge, research and development (R&D) should be invested:

- To handle better the ICT labour supply from Southern and Eastern to North and Western countries;
- To understand better how to re-recruit older ICT workers;
- To bring the work to regions with low employment levels instead of relocating people to regions of labour demand.

Mobility promotion activities targeting on older workers should be also included in EU or national rewarding systems.

GOOD PRACTICE EXAMPLE OF GEOGRAPHIC MOBILITY:

'A 59 years old Swiss technician moved to India and took over the overall technical lead at the site there. This was a big success for our company, as he has extreme high knowledge and expertise. There, in India, he could bring in all his experiences. Before his leadership, the turnover was 70 million and then 1,4 billions' (R68).

GOOD PRACTICE EXAMPLE OF JOB MOBILITY:

'Banking has become digitized. Some employees who have been working in the banking sector for a long time have seen a big change - from when the skills used were very basic, to now when everything is digital. As a result they need to transfer their skills. But we offer programs for that. Some are mandatory and some are voluntary. The older workers have great knowledge and experience to share, abilities, values, and customer service skills' (R116).

GOOD PRACTICE EXAMPLE OF VIRTUAL MOBILITY:

'Virtual mobility can give the initial impetus to an effective job and geographical mobility' (R43) 'Virtual mobility is one of the best ways for older ICT workers to take care about their qualification using virtual mobility way.' (R49) 'Benefits would be better work-life-balance, as traveling is expensive, the internalization of the working environment would be safeguarded, for older ICT workers they could have an international working environment, e.g. in case of thrombosis danger. There are only advantages and no disadvantages.' (R82).

Employers' perception towards older ICT workers job mobility

The respondents agreed that job mobility is essential for relying on a pool of skilled staff, adaptable to changing requirements. For example, the provision of career progression opportunities is fundamental for retention management. Job mobility measures lead to better recognition of workers' skills and experiences and hence, to optimized personnel planning. Internal recruiting requires fewer recruiting and training costs. Therefore, internal job mobility is prized among the respondents.

However, despite their interest in promoting internally, the respondents assumed that older ICT workers:

- May have a lower innovation potential;
- Are more eager to have a stable work environment than a changing one;
- Have difficulties in updating or broadening their skills and struggle to master the rapidly changing knowledge.
- In addition, the respondents questioned whether older workers were truly interested in advancing their career at that stage of life.

To advance the job mobility of older ICT workers, R&D should be invested in:

- Developing improved assessment tools of older workers' abilities and experiences for a systematic acknowledgement of skills, such as IT project management skills, software testing skills, problem solving skill in terms of system security, which are all typical skills of older ICT-workers;
- Standardizing job descriptions;
- Promoting effectively the benefits of employing older workers.

Employers' perception towards older ICT workers virtual mobility

All of the respondents utilized virtual mobility in their organizations, at least to some degree. This is because virtual mobility implies substantial economic benefits as it saves costs and time, supports the transnational development of ICT and supports further the higher integration of processes.

Virtual mobility is a particularly relevant for older (ICT) workers:

- In case of health problems, when geographic mobility is too risky (e.g. thrombosis danger when flying), virtual conferencing tools facilitate participation;
- For increasing the recreation time, tele-working tools facilitates better work-life-balance;
- For participation in trainings and up-skilling, e-learning tools easier the access without traveling;
- In case the job location changes, older workers don't need to move too.

Unfortunately, the respondents often reported that older ICT workers have limited or obsolete ICT skills related to computer-supported collaborative working and e-learning tools. They also reported that older worker prefer face-to-face over virtual meetings.

In addition to negative perspectives of older workers' ability to effectively use virtual technologies, the respondents noted that:

- Virtual tools as enablers of remote working are less effective than expected and require deeper investments;
- Virtual mobility may cause social isolation and effects the work-life-balance as leisure becomes fragmented and intertwined.

To address this, R&D should be invested:

- In advanced infrastructure for virtual mobility;
- In improved e-working technology which is particularly relevant for older workers.



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CAMEO E-COURSE



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The CaMEO consortium is pleased to announce the most recent development of the e-Academy: an e-course designed to help adults aged 50+ improve their career mobility in Europe. Plenty of research is showing that older adults may be the key to solving critical skills gaps in the European labour market, particularly within the ICT sector. We believe that our e-Academy and Matching Database can help older ICT workers connect with prospective employers. These platforms can especially help employers or workers who are willing to consider geographical or virtual mobility.

The e-learning course is an important supplement to our platforms. The modules provide additional training material that will help participants get the most out of the CaMEO platform. However, they also contain practical exercises to help workers

consider how to proceed when contemplating a career change or when looking for a new job.

The five-part e-course contains resources, information, hands-on exercises and quizzes that will help older workers improve their understanding and presentation of skills and competencies. They also help participants consider their prior learning achievements and how to present them in a job interview or CV format. Each of the five modules should take approximately one hour to complete and can be completed at any time. These modules are based on our international research and are designed specifically to the needs of the older ICT worker, although participation is open to anyone. The e-course will be piloted along with the rest of the platform; stay tuned for more information about our official launch!

Take the e-course and improve your career. Don't let your age become a barrier in your career development

PILOTING HAS STARTED

The CaMEO project is now in the phase of piloting process. Two main products: e-Academy and 'Matching Database' are being now tested with the target group. This phase began in May 2015 and will continue until February 2016. The main aim of the pilot is to assess the usability and appeal of the platform as well as analyse the content developed by the partnership. During the piloting stage, the relevance of the European Qualifications Framework (EQM) mapping and validation and assessing how this is perceived by the users will be of particular interest. Moreover, assessment will be made on the type of learning content and how workers 50+ respond to this particular e-learning environment, capturing feedback on the types of learning and skills development they would like to see offered.

Piloting of the e-Academy takes place in all partner countries: Poland, Austria, Norway, Lithuania and UK. The partner responsible for this work package is University of Social Sciences (Lodz, Poland). Its role is to lead the process of methodology elaboration, as well as to analyse feedback received from the participants from all five countries. At the end of the pilot stage, a comprehensive report will be created.

We invite all persons aged 50+, related to the ICT sector, to participate in the Cameo pilot. Pilot participants can use CaMEO tools for free and share with us comments and suggestions.

Pilot participants are kindly requested to:

- Visit CaMEO platform and familiarize with it;
- Create the profile at Matching Database and use its searching functions;
- Visit CaMEO E-learning platform and run CaMEO e-learning course (the whole course or min 3 selected modules);
- Provide feedback by filling in the on-line questionnaire.

All interested persons are requested to contact via e-mail with your local project partner.

Enjoy CaMEO piloting and share with us your comments!

LAUNCH OF THE E-ACADEMY

E– Academy is going to be launched within the 1st European Celebration of Women in Computing (ECWC) event. ECWC event is modeled on the Grace Hopper Celebrations in the US, that started with 800 participants fifteen years ago and last year attracted almost 13 thousands girls.

The 1st ECWC will bring together around 350 female tech talents starting their tech careers and 150 leading business and research representatives to network, to get inspired by incredible career paths, to learn about leadership skills, to find role models, to understand the added dimension of gender in innovation and to present own tech innovations, with the goal of having a unique experience to go for a tech career.

The two days event combines a Career Fair with 50 interactive workshops, presentations and plenary sessions – all embedded into the Ada.Ada.Ada Salon and a magical experience.



Be part of our Strategic Advisory Group. Help Europe change the policies for ageing employability

STRATEGIC ADVISORY GROUP (SAG)

A Strategic Advisory Group (SAG) will be formed consisting of key stakeholders, networks and influencing groups such as Trade Unions, European Chamber of Commerce, Decision Makers, Influencers, etc. The main reason for establishing the advisory group is that the issue of ageing employability is of major challenge for EU and with extreme complexity since it needs the combination of national and EU policies, along with stakeholders and networks focused on the issue to work together so to provide viable and sound solutions.

From the approached organisations and those that have reacted positively, a team of 10 individuals will be constituted that they will provide strategic guidance on the dissemination of the project results and also the exploitation and sustainability of the project beyond the funded period. The choice of the members of it will be done based on their unique knowledge, skills and competences on ageing workforce and the employability of them and will complement project's partner knowledge and know-how in order both the consortium

and SAG to effectively guide the project and the steps towards achieving its aims and objectives. The advisory group will not have any formal authority on the project and on the approach that will be followed for achieving the predefined results but rather will make recommendations and provide state of art knowledge and insights to the consortium partners so to take the best decisions that will maximize the project's efficiency.

The SAG will meet twice, once in year one and once in year two, and will also play a guiding role in the launch of the e-Academy. They will be the project's «ambassadors». During the first meeting of the advisory group the Project coordinator will explain to all the members the purpose of the group, how they can contribute with knowledge and skills, what is expected by them and how they can benefit the project and benefited by them.

Express your interest to be part of the group by sending an e-mail to [Dimitris Raftopoulos](mailto:Dimitris.Raftopoulos)



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NEXT MEETINGS

Launch of e-Academy Brussels, Belgium

25th & 26th April 2016

Final Meeting, Brussels, Belgium , 27th April 2016

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The Partners //



SPOŁECZNA AKADEMIA NAUK

