**ASPIRE Workshop protocol**

**Workshop: Union representatives**

It should be up to each research team to decide how to introduce project, but you will need to provide the main research questions for the research projects. You may also want to circulate your national report executive summaries prior to the meeting.

Broad questions

* What does your union think about ageing work places?
* What do you think older workers want in terms managing extended working life?
* What is being done now to support older workers and promote active ageing?
* How can social dialogue help?

Discussion 1: Active ageing from a union policy perspective

* How well does your union and unions generally represent older workers? Younger workers?
* Is the extension of working lives in conflict with the right to retire? How can unions promote older workers’ employment rights *and* the right to retire?
* Are older workers’ employment interests in conflict or consistent with those of younger workers? Are there shared goals?
* Are there workplace needs of specific groups of older workers (e.g. women, men, BME, people with disabilities) that need addressing by unions?
* Does your union have initiatives to support retired members in continuing to engage in the broader community?
* What is one thing your union could do better?
* How important is work within the context of active ageing?

Discussion 2: Active ageing at the workplace level

* How will workplace active ageing affect [COUNTRY] workplaces? Do you think that employers want/need older workers to delay retirement? Why/why not?
* Are there examples of good practice that you know of?
* What do you see as the barriers to good practice? How could they be overcome?
* Are union reps ‘age aware’? What can help raise awareness?
* What kind of policies can help older workers whom you represent in pursuing work they value? What would make such working conditions more achievable?
* Are there ways in which career opportunities can be enhanced for both younger and older workers?
* What tools would help age aware union reps promote social dialogue on the subject of active ageing?
* Are there important people either within or outside the organisation who are important in the social dialogue on active ageing (prompts: retired workers, occupational health specialists, pension managers)?

Discussion 3: Supporting older workers in managing their careers

* What do older workers want in terms work and how/when they retire? Are their goals achievable?
* What Human Resource interventions could help older workers maintain employment (prompts: flexible working, lifelong learning, health interventions, job rotation)? Are those policies in place in workplaces you represent? If so, how have they worked? If not, why not?
* Can older workers in your workplace ask for adjustments to work which can help them achieve more fulfilling careers? What makes older workers unable to ask for help? Are there ways in which workplace reps can support older workers in asking for help?
* Are there ways in which intergenerational working can be encouraged/supported? Are there ways in which your union promotes ?
* What can union reps do to help older workers at the individual level get access to the support they may need in work?

Discussion 4: Active ageing through social dialogue

* How does dialogue in your workplace work well in promoting active ageing (at the organisational, workplace and individual level?
* Are there examples of good practice which could be applied to dialogue on active ageing?
* How could things be done better?
* What would you like to see from employers in terms of promoting active ageing? From your own union?
* List five action points you think could improve social dialogue on active ageing?

**Workshop 3: Employers**

Broad questions

* What does your union think about ageing work places?
* What do you think older workers want in terms managing extended working life?
* What is being done now to support older workers and promote active ageing?
* How can social dialogue help?

Discussion 1: Active ageing from a business perspective

* How well does your organisation manage older workers?
* Does your organisation value older workers? What are some of the reasons why you might think so/not?
* How well do older and younger workers work together? Are there conflicts in terms of goals or interests?
* Are there workplace needs of specific groups of older workers (e.g. women, men, BME, people with disabilities) that need addressing by the business community?
* How important is work within the context of active ageing?
* What is one thing your organisation/business community generally could do better?

Discussion 2: Active ageing at the workplace level

* What are the ways in which your organisation could benefit from active ageing (prompt: retention of older workers, skills transfer, flexible labour market, alignment with labour market)
* How important (if at all) are active ageing and other diversity issues for your employer at the corporate level?
* Are there HR policies now in place in your workplace to promote active ageing? If so, how have they worked? If not, why not?
* What do you see as the barriers to good practice? How could they be overcome?
* Are managers in your business ‘age aware’? What can help raise awareness?
* Does your organisation do anything to promote intergenerational support to encourage younger and older workers to support one another? (eg mentoring, 360 mentoring, job sharing)?
* What kind of policies can help older workers whom you represent in pursuing work they value? What would make such working conditions more achievable?
* What tools would help age aware union reps promote social dialogue on the subject of active ageing?

Is your company involved in encouraging workers to put something back into society through initiatives you support? If so, do you see any possible connection with the "Active Ageing" ideal?

* Are there important people either within or outside the organisation who are important in the social dialogue on active ageing (prompts: retired workers, occupational health specialists, pension managers)?

Discussion 3: Supporting older workers in managing their careers

* What Human Resource interventions could help older workers maintain employment (prompts: flexible working, lifelong learning, health interventions, job rotation)? Are those policies in place in workplaces you manage? If so, how have they worked? If not, why not?
* Can older workers in your workplace ask for adjustments to work which can help them achieve more fulfilling careers? What makes older workers unable to ask for help? Are there ways in which workplace reps can support older workers in asking for help?
* Can older workers in your workplace ask for adjustments to work which can help them achieve more fulfilling careers?
* What can managers do to help older workers at the individual level get access to the support they may need in work?

Discussion 4: Active ageing through social dialogue

* How does dialogue in your workplace work well in promoting active ageing (at the organisational, workplace and individual level?
* Are there examples of good practice which could be applied to dialogue on active ageing?
* How could things be done better?
* What would you like to see from employers in terms of promoting active ageing? From your own union?
* List five action points you think could improve social dialogue on active ageing.

**Workshops of both employers and union reps**

Presentation of previous two workshops

* Opportunities for improved social dialogue on active ageing
* Barriers to good practice
* Five goals of each side

Reaction from group

* What are the issues of commonality? Are there some shared goals?
* What do you see as the points of conflict? How can they be resolved? Can they be?
* What would be an achievable set of goals at the organisational, workplace and individual levels?

Online tool to promote active ageing through social dialogue

* What tools/resources do age aware managers and union reps need?
* What support could be provided by government (including LEP), employers, unions, and other stakeholders?
* What should an online tool contain?
* Would you be willing to contribute ideas and advice to such a platform?

Wash up session

* What will you take away from these sessions in changing the practices of your union/organisation?
* What advice would you give other managers/union reps in promoting active ageing?
* Would you be willing to contribute ideas and advice to such a platform?
* Would you like to continue the group discussion (eg through network platform)?