UN NOUVEAU MANAGEMENT DES ÂGES ET DES TEMPS SOCIAUX EN RÉPONSE AU VIEILLISSEMENT DE LA POPULATION

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To respond to the challenges of aging and longevity we need:

radically change the way to think and manage ages and social time

- From managing by ages and age segmentation
- to a new management of age diversity and synergy of ages

- From curative social protection to preventative policies that invest in human capital and mobilities throughout life.
L’âge de l’emploi
Les sociétés à l’épreuve du vieillissement

2003
International Context
Facing the same demographic reality: labour force aging

Countries have adopted very different policy options for training, employment, social protection.

- **Continental Europe, including France**, has adopted in the last two decades pre-retirement benefits for the early exit of older workers, in the name of jobs protection.

- Scandinavian countries and Japan have chosen to reinforce their active labour market policies for older workers, those that are more than 45 years of age.
Policy options from one country to another have created specific and antagonistic « age cultures »

• The « early exit culture » from the labour market in Continental Europe.

• The « right to work culture » at all ages in scandinavian countries.
Employment Rate in 6 Countries
Over 30 Years for the 55-65 Males

- Allemagne*
- Finlande
- France
- Pays-Bas
- Suède
- Japon
ADJUSTING TO POPULATION AGING:
A challenge of unequal magnitude function of policy options as they relate to training, employment, social protection and the age culture.

- **For scandinavian countries:** Marginal changes.
  - Prolong the activation efforts to increase the propensity to work of older workers and women.
  - Manage professional trajectories in employment.

- **For continental Europe:** A real « cultural revolution ».
  - Without precedent mobilisation of the aging workforce.
  - No improvisation is possible. **There must be a preventative and global strategy to prevent the loss of the capacity to work.**
  - It is a mid- to long-term program that will require coordination, concertation and time.
Exit of the early exit culture: inverting the trend

The case of Finland

A five year national plan for the employment of the 45 plus (1998 -2002)

« Experience is a national wealth »

From managing by « age measures » to managing « diversity » at both the public and private levels

▪ Adopt a life-course perspective over all the second half of the career
To retain and remotivate seniors as well as attract and keep youth
the issue of the attractiveness of corporations is key

It goes by

- offering professional perspectives at the different ages with a long-term management of pathways and competencies.

- The development of training pathways connected to professional pathways with a particular attention to those aged 40 and more.

- The improvement of work conditions, health in the workplace and more broadly, of the well-being at work.

- Managing the transmission between generations of knowledge and key competencies.
MAJOR CHALLENGES

■ From age management to age diversity: New social policy instruments that are age neutral and that adopt a life-course perspective.

■ Reconfiguring social protection so that beyond income protection it invests in preventative development of human capital and mobilities.

■ From classical social rights – protection of classified risk -to more flexible, optional, providing incentives to secure individual life-courses.

- Droits de tirage sociaux / Social drawing rights
- Asset based welfare
- Transitional labor markets
- Time saving accounts.