Sustainable Human Resources Management

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The main topics of the lecture

- Basics of Human Resource Management
- Changes in world of work in era of globalization
- Corporate social responsibility in human resources management
- Actual problems of human resources management

Basics: What is HR management?

Management' can therefore be defined as the art and science of coordinating activities within a firm, via a process of managerial decision-making, including areas such as finance, operations, sales and marketing, and human resources.

HR management can in turn be defined as:
The process of analysing and managing an organisation's human resource needs to ensure satisfaction of its strategic objectives.

HR management

- As the importance of people to the success of firms was increasingly recognised throughout the 1970s and 1980s, personnel administration became 'personnel management' and eventually 'human resource management.
- Today some companies refer simply to the 'people' function and call their most senior HR executive the 'chief people officer.

HR policies, programmes and plans

1. HR policies refer to human behaviour, which is complex, often conflict ridden, and culturally dependent.

Because HR policy deals with managing people, it involves human behaviour and relationships that are inherently complex, potentially conflictual and sometimes problematic.

HR policies, programmes and plans

2. There are many different HR policy instruments and practices. Policy-makers in all fields have policy instruments. One problem for HR policy-makers is that there are so many HR instruments available to them:

hiring policy, induction policy, training policy, employee development policy, pay and rewards policy, job design decisions, career or promotion policies, and so on.

HR policies, programmes and plans

3. The success or otherwise of different HR policies, programmes and plans is difficult to evaluate.

Managers cannot easily establish whether their policy choices are wise. Neither can outside analysts easily find out whether a firm's policies, or those of a set of firms, are working optimally.

HR policies, programmes and plans

4. Many managers believe that people management is just common sense. The reason of this is the prejudice shared by so many managers that people management can be done by almost anyone, and requires common sense rather than special training.

Recruitment and selection

Recruitment and selection is an important issue within human resource management. In any organisation that views the human resource as a major source of competitive advantage, attracting, selecting and retaining the right people to the organisation will be of great importance.

The aim of the following sections is to look systematically at the key areas of the overall process, these being:

• recruitment
• shortlisting
• final selection.

The importance of recruitment and selection

- Recruitment and selection is not just important where recruitment to management or professional positions is concerned. The same principle holds true for all the jobs in an organisation.
- For companies that value the commitment and motivation of all their staff, it makes sense to recruit each person extremely carefully to make sure they are getting people with exactly the skills, qualities and attitudes for which they are looking.

The importance of recruitment and selection

If the 'wrong' people are recruited, it could prove expensive for an organisation.

- First, they might not be able to do the job, so they will add cost to the organisation,
- Second, they may leave and so the whole process of recruitment and selection will have to be repeated, with the implications for cost and time,
- Third, they may have an adverse effect on existing workers.

Factors that should be taken into account when you are recruiting and selecting

- Recruitment is the process of finding and attracting a pool of suitable candidates for the vacancy. Letting people know there is a vacancy is essential.
- Advertising is important here, in terms of selling the company to the sort of people outside the company that they would ideally wish to recruit.
- Advertising can also apply to jobs which are only available to candidates who already work for the firm (internal labour market.)Obviously, the advert would be kept internal to the organisation (e.g. on the company intranet).

Recruitment

If the company decides a vacancy does exist, the recruitment process then starts.

The first step is to determine the type of person or people the company ideally wishes to fill the job, and how these people can be encouraged to apply for the vacancy.

Job analysis

Conduct a job analysis

There is some debate over this stage. Traditionally, once the decision has been made that a job needs filling, the first step is to undertake a job analysis of the vacancy.

The results of this analysis will enable two documents to be produced:

• a job specification and

• a person specification.

Job analysis

A job specification is, in effect, a description of the job activities, task components and task elements of the job on offer. The aim of this is to enable the company to find out exactly what the job entails. They will then be in a position to develop a person specification, in terms of the skills, attitudes and knowledge that are needed to be able to perform the job effectively.

Recruitment techniques

• The recruitment methods have their advantages and disadvantages. In effect they are saying that with all the possible recruitment techniques available, the company must decide which technique is going to be most effective for the specific post or posts it is trying to fill.

Recruitment techniques

• The approach adopted will depend a great deal on the type and level of vacancy. For example, internet recruitment will be of particular interest to new economy and e-commerce companies and those companies that want to recruit graduates. In terms of the level of the vacancy, different techniques will be used depending upon whether the company is recruiting to a managerial or executive job as opposed to a semi-skilled manual job.

Recruitment techniques

• The company will also need to consider time constraints, in terms of how quickly it wants the vacancy to be filled, as some recruitment techniques take longer to gather together a suitable number of candidates than do others. Finally, the company will need to take into account cost limitations.

Shortlisting

Once the company has received the applications for the job, it is then in a position to begin the shortlisting process.

The aim here is to reduce the pool of candidates either because the advert attracted too many applicants or to ensure that the candidates have the skill and knowledge required to do the job.

Application form, Biodata inventories, Job previews, Drug screening, Graphology, Online tests, Curriculum vitae or résumé

Selection

Having completed the process of shortlisting in order to narrow down the pool of candidates, companies are now in a position to carry out final selection.

The objective of any selection method is to obtain evidence on which to base a decision. The decision is whether the candidate is likely to be able to do the job.

Selection techniques

Examples of the final selection techniques available to companies include interviews, assessment centres, tests and work samples. The techniques the company decides to use may well depend on the level of vacancy, not least because many of the techniques, such as assessment centres, are expensive to administer. The criteria for choosing selection methods varies but will include:

• the selection criteria for the job to be filled

• acceptability and appropriateness of the methods to the candidates

• qualifications of the staff involved in the selection (e.g. only qualified staff can administer psychological tests).

Compensation Issues

• Compensation takes two forms: (1) direct compensation (wages and salaries) and (2) indirect compensation (fringe benefits).
• **Direct Compensation -** Wages and salaries are the compensation people receive on a regular basis (monthly, biweekly or weekly). Workers are paid on the basis of time (by the hour, day, week or month) or on the basis of output (an incentive plan).
• **Indirect Compensation -** Fringe benefits are an important part of the overall compensation package in most small businesses. Employee benefits now account for about 40 percent of payroll costs. The profitability of the small firm is one of the primary determinants of what benefits are offered by the firm.

Employee Relations

• There are many ways to manage people. The manager can be strict or rigidly enforce rules. Communications can be one-way from boss to employee. The job might get done, but with fairly high turnover, absenteeism and low morale.
• Or the owner can make an extra effort to be a "nice guy" to everyone on the payroll. This may lead to reduced adherence to the rules, and employees may argue when they are asked to do work they do not like. Controlling the daily operation of the business may become more and more difficult. The business may survive, but only with much lower profit than if the owner followed more competent personnel policies.
• But there is another way. A way where employees can feel a part of your business, where manager and employee can communicate effectively with each other, where rules are fair and flexible, yet enforced with positive discipline. The job gets done efficiently and profitably, and the business does well.

Administrative Personnel Procedures

Favorable employee relations require competent handling of the administrative aspects of the personnel function. These include the management of:
• Work hours
• The physical working environment:
• Facilities
• Equipment
• Payroll procedures
• benefit procedures, including insurance matters, and vacation and holiday schedules

Administrative Personnel Procedures

Work Hours

Work hours must meet the needs of the business but should also be flexible enough to take the personal needs of each employee into account.

Conditions of facilities and equipment

can greatly affect the attitudes of employees. The temperature, lighting and cleanliness in and around the working area and the general maintenance of equipment are all important to an employee's satisfaction on the job.

Administrative Personnel Procedures

Payroll Procedures

Wages and salaries are such important matters to employees that it is not only important to pay fairly, but also promptly and accurately.

Benefit Procedures

A benefits program brings the best results when employees who have claims are helped with filing them and if someone follows up when an insurance company does not process the claim promptly. Information on benefits should, of course, be provided to employees, from time to time.

Effective Supervisory Practices

There are five factors that generally cause a deep commitment to job performance for most employees. These are:

1. The work itself - to what extent does the employee see the work as meaningful and worthwhile?

2. Achievement - how much opportunity is there for the employee to accomplish tasks that are seen as a reasonable challenge?

3. Responsibility - to what extent does the employee have assignment and the authority necessary to take care of a significant function of the organization?

4. Recognition - to what extent is the employee aware of how highly other people value the contributions made by the employee?

5. Advancement - how much opportunity is there for the employee to assume greater responsibilities in the firm?

Effective Supervisory Practices

These five factors tend to satisfy certain critical needs of individuals:

- One need is the feeling of being accepted as part of the firm's work-team.
- Another need is for feeling important - that the employee's strengths, capabilities and contributions are known and valued highly.
- A third need is for the chance to continue to grow and become a more fully functioning person.

Training and development

A willingness to learn at work and acquire new skills and knowledge is a form of discretionary behaviour on the part of employees. The willingness of the employees to learn and the effectiveness of the training and development can make a difference to the effectiveness and profitability of organisations.

- Education is the exposure to new knowledge, concepts and ideas in a relatively programmed way. It is normally aimed at increasing knowledge, or modifying attitudes and beliefs.
- Training includes those solutions to a learning need that involve being

taught or shown a way of doing things. It is essentially skill related.

- Learning is employee need centred and starts with the individual as beneficiary.

A systematic approach

A systematic approach to learning and training is outlined by Torrington et al. (2011, p.398):

- identify learning needed
- design appropriate learning opportunity
- enable learner to undertake the opportunity
- evaluate if learning has taken place.

Positive Discipline

- The word discipline carries with it many negative meanings. It is often used as a synonym for punishment. Yet discipline is also used to refer to the spirit that exists in a successful ball team where team members are willing to consider the needs of the team as more important than their own.
- Positive discipline in a business is an atmosphere of mutual trust and common purpose in which all your employees understand the company rules as well as the objectives, and do everything possible to support them.
- Any disciplinary program has, as its base, that all of your employees have a clear understanding of exactly what is expected of them. This is why a concise set of rules and standards must exist that is fair, clear, realistic and communicated. Once the standards and rules are known by all employees, discipline can be enforced equitably and fairly.

Changes in the world of work in era of globalization

- The world of work is rapidly changing. As a part of organization, Human Resource Management (HRM) must be prepared to deal with effects of changing world of work.
- For the HR people it means understanding the implications of globalization, work-force diversity, changing skill requirements, corporate downsizing, continuous improvement initiatives, re-engineering, the contingent work force, decentralized work sites and employee involvement for which all and more have the financial implication to organization.

Work-force Diversity

- In the past HRM was considerably simpler because our work force was strikingly homogeneous. Today's work force comprises of people of different gender, age, social class sexual orientation, values, personality characteristics, ethnicity, religion, education, language, physical appearance, marital status, lifestyle, beliefs, ideologies and background characteristics such as geographic origin, tenure with the organization, and economic status and the list could go on. Diversity is critically linked to the organization's strategic direction.

Work-force Diversity

- Where diversity flourishes, the potential benefits from better creativity and decision making and greater innovation can be accrued to help increase organization's competitiveness. One means of achieving that is through the organization's benefits package. This includes HRM offerings that fall under the heading of the family friendly organization.
- A family friendly organization is one that has flexible work schedules and provides such employee benefits such as child care. In addition to the diversity brought by gender and nationality, HRM must be aware of the age differences that exist in today's work force. HRM must train people of different age groups to effectively manage and to deal with each other and to respect the diversity of views that each offers. In situations like these a participative approach seems to work better.

Re-engineering work processes for improved productivity

- Although continuous improvement initiatives are positive starts in many of our organizations, they typically focus on ongoing incremental change. Such action is intuitively appealing – the constant and permanent search to make things better. Yet many companies function in an environment that is dynamic- facing rapid and constant change.
- As a result continuous improvement programs may not be in the best interest of the organization. The problem with them is that they may provide a false sense of security. Ongoing incremental change avoids facing up to the possibility that what the organization may really need is radical or quantum change. Such drastic change results in the re-engineering of the organization.

Mass Customization

- There is a lot going on already within HR concerning mass customization, the optimal combination of mass production with customization.
- HR has done a great job of applying HR principles to its own traditional functional processes.

Mass Customization

- HR will need to take the tools of marketing around customization for consumers and clients and applying them to the task of talent segmentation. The key is to optimize. At one extreme, a personal employment deal for every individual would be chaotic.
- At the other extreme, defining fairness as "same for everyone" risks missing important benefits of customization, and in fact may be unproductive and unfair.

Employee involvement

- For today's organization's to be successful there are a number of employee involvement concepts that appear to be accepted. These are delegation, participative management, work teams, goal setting, employee training and empowering of employees.
- HRM has a significant role to play in employee involvement. What is needed is demonstrated leadership as well as supportive management.

Employee involvement

- Employees need to be trained and that's where human resource management has a significant role to play. Employees expected to delegate, to have decisions anticipatively handled, to work in teams, or to set goals cannot do so unless they know and understand what it is that they are to do.
- Empowering employees requires extensive training in all aspects of the job. Workers may need to understand how new job design processes. They may need training in interpersonal skills to make participative and work teams function properly.

Technology

- With the current technological advancement and its projection in the future, it has brought in new eyes in the face of HRM. A number of computerized systems have been invented to help in the HRM of which they are seen as simplifier of HR functions in companies. Large or multinational organizations using some of the human resources information systems are reaping big. You do not have to stay in a particular location to do your duties but you can do on a mobile basis.

Health

- With the emergence of the wellness clubs and fitness centres together with the need for having healthy workforce, it has emerged that HRM has to move to another step like having to subscribe for its employees to such clubs, paying health insurance services for the staff. This is not only a productivity strategy but also a strategy used to attract and retain valuable employees.

Family work life balance

- Over a long time now in HRM history it has been a big debate about family life work balance. Employees have been on toes of the employers to see if there could be justice done and on the other hand employers have been keen to minimize the effect of the same.
- The fact is a happy family is equal to a happy workforce. With the current trend HRM have to work it out that every employee's family to some extent is a happy one. Therefore investing in what may seem out hand for the organization is inevitable.

Family work life balance

- Still it is realized that the family bond is a cost to employer in terms of time but it is a great motivator the employee which leads to high productivity. Therefore the HRM has to stay tuned the dynamics of family needs of employees and go a step ahead to provide development assistance like loans to meet family needs and social development.
- It is time HRM to convince management to organize family day out for the staff and their families, sacrifice sometimes for days off to enable employees to attend to their family issues.

Confidentiality

- The current trends have been seen as new challenges in the terms of costs especially in the short run but for organization to strive well in this competitive market to together with the labor mobility it is imperative important to rethink the HRM in terms of the current trends at all levels.
- It goes without say that as longer as there is no clear defined human resource management strategies in the given organization there is definitely a problem boiling in the same organization or an explosion is bound to happen.

What is sustainable development?

The term sustainable development means different things to different people. But, in essence, it is concerned with meeting the needs of people today without compromising the ability of future generations to meet their own needs.

Sustainable development therefore involves:
- A broad view of social, environmental and economic outcomes;
- A long-term perspective, concerned with the interests and rights of future generations as well as of people today;
- An inclusive approach to action, which recognises the need for all people to be involved in the decisions that affect their lives.

Driving Success

describes three critical challenges facing human resource professionals today – practical problems identified and debated by HR managers themselves.

- Recruiting and retaining top talent
- Creating incentives for exceptional performance
- Enhancing critical competencies

Recruiting and retaining top talent

Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future.

These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships.

Creating incentives for exceptional performance

Employees are motivated by a complex mix of rewards. These range from financial security and bonuses to promotion and peer recognition, and from taking on new challenges to making a difference to the things they care about.

The challenge for HR managers is to create the opportunities and incentives that maximise employee contributions to corporate performance – to help the company make the most of its people's talents.

In particular, if people can be motivated to learn on a continuing basis, this can add immense value by enhancing the overall adaptive capacity of the organisation – its ability to respond quickly and flexibly to changes in its operating environment.

Sources of employee motivation

- **Achievement:** the sense that work will lead to fulfilment through the accomplishment of work goals.
- **Advancement:** the sense that good performance will be rewarded by added responsibility, status or promotion in the organisation.
- **Belonging:** the feeling of fulfilment, pride and loyalty obtained by working with other people on common challenges.
- **Challenge:** the sense that work activities will be exciting and stimulating.
- **Contribution to society:** the feeling that work makes a worthwhile contribution to society, adding meaning and purpose to everyday actions.
- **Involvement:** the sense of ownership over work objectives arising from the freedom to act under one's own initiative and to participate in decisions.

Sources of employee motivation

Fairness: the sense that good performance will be rewarded by greater financial benefits.
Growth and development: the sense that new capabilities will result from participation in work activities.
Intellectual interest: the sense that work activities will coincide with personal areas of interest.
Job security: the sense that good performance will lead to a more longer-lasting work opportunity.
Pride in organisation: the sense of pleasure taken in associating with the organisation, based on its reputation, culture and policies.
Recognition and respect: the sense that contributions will be acknowledged and appreciated by colleagues.
Responsibility: the care and commitment flowing from the management of people and involvement in decisions.
Work environment: the sense of well-being produced by the physical surroundings of the workplace.

Corporate social responsibility – the concept of modern management

- Support reconciliation of work and private life by the employer falls within the concept of promoting gender equality and equal opportunities in the workplace and is an integral element of the social aspect of so called Corporate social responsibility (CSR).
- The concept of CSR is supported by many multinational and international organizations. The European Union has given the issue for the first time comprehensively addresses in special document - The Green Paper, which in 2001 issued by the European Commission. This document contains the first EU- definition of CSR basic principles, tools and approaches, with the aim of this document was to launch a debate on concepts and methods for promoting and strengthening CSR in the European as well as global level.

CSR

- Despite the fact that the concept of CSR is developing for decades, there is still a clear universally accepted definition.
- The European Commission in the abovementioned document, the Green Paper defines CSR as a concept in which companies integrate social and environmental concerns in their business operations and in their relationship with stakeholders on a voluntary basis.

Three Dimensional Aspects of CSR

- The purpose of corporate social responsibility (CSR) is to make corporate business
- activity and corporate culture sustainable in three aspects:
- Economic aspects.
- Social aspects.
- Environmental and Ecological aspects.

Economic aspects of CSR

The economic aspects of CSR consist of understanding the economic impacts of the company's operations. Economic issues have long been overlooked in the discussion on corporate social responsibility. For many years, the aspect has been widely assumed to be well managed. However, it is actually the least understood by many of those shaping the corporate and public policy agendas, and underrepresented the corporate responsibility agenda.

The economic aspects of CSR is often mistakenly considered to be synonymous with financial issues, which is why it has been assumed easier to implement than the other two pillars of the temple. However, the economic responsibility is not simply a matter of companies being financially accountable, recording employment figures and debts in their latest corporate responsibility report. The economic dimension of the sustainability agenda should rather consider the direct and indirect economic impacts that the organization's operations have on the surrounding community and on the company's stakeholders. That is what makes up corporate economic responsibility.

Social Aspects of CSR

- Social responsibility is the **newest** of the three dimensions of corporate social responsibility and it is getting more attention than it has previously had. Many organizations are becoming increasingly active in addressing social concerns social responsibility means being accountable for the social effects the company has on people - even indirectly.

- This includes the people within the company, in the supply chain of the company, in the community the company is in and as customers of the company which means the whole lot of stakeholder. It refers to the management's obligation to make choices and take actions that will contribute to the well fare and interests of society as well as those of the organization. The following aspects have been found to be key the social aspects of CSR for an organization:

Environmental and Ecological aspects of CSR

Environmental concern and sustainable development is a key pillar of the corporate social responsibility. Environmental and ecological issues have been an important topic of discussion for the past thirty years in the business world – the longest time of the three dimensions corporate social responsibility. The knowledge and issues within the dimensions have progressed across a landscape of changing business realities.

Environmental aspects put in place in the 1970s with the first real understanding of the environmental impacts of business. Now, in the 21st century, we are faced with new challenges.

Social area of CSR

- In the social area CSR manifests monitoring and minimizing the negative impacts of activities on a social system in which it operates.
- It is primarily care about the health and safety of employees; Dialogue with interest groups (stakeholders); human capital development; compliance with labour standards; prohibition of child labour; work-life balance; equal opportunities for men and women and other disadvantaged groups; Workplace diversity - ethnic minorities, disabled and older workers; ensure the retrain redundant workers for their further application and job security; corporate philanthropy; sponsorship and volunteering.

The perception of the social problems

Main problems perceived by employees in SR

The results of the research showed us following main shortcomings:
- Unfairness in pay
- Motivation
- Discrimination in terms of age and sex
- Lack of access to further education
- Low level of career growth
- Low level of labour flexibility with regard to the harmonization of private life and work
- A large amount of overtime
- Problem of the return of women after maternity to work.

Measures

- The measures can be implemented through the certified standard SA 8000. The introduction of the management system of social responsibility, which specifies transparent, measurable and verifiable requirements for social responsibility.

SA 8000

Within the internal preparations, the company shall notify all the standard requirements, it reveals the shortcomings and integrates the standards established procedures into the existing enterprise management system. Then can be started the certification process in three steps:

- Evaluation of the audit readiness - in which shall be assessed in compliance with current regulations and evaluate current practices in relation to the requirements of the SA 8000 auditors found deficiencies to be rectified before the certification audit;
- Certification audit - consisting of checking and evaluating the implementation and effectiveness of the system according to the standard. After a successful audit certificate is issued certificate for three years;

SA 8000

- Surveillance audits - verifying every six months stability and improvement of the system. After the three-year period – refresh validity.

- Monitoring and evaluation of the objectives fulfilment. Monitoring and reporting strategic objectives arise from the obligation, and the specific objectives and measures taken as well as selected indicators. This activity allows you to identify shortcomings and correct the ongoing activities in the interest of all stakeholders.

This measure is a system solution for the sustainable management of human resources applicable also to small and medium-sized enterprises.

Actual problems of human resources management

- The basic trends of the corporate social policy include the development of appropriate and flexible working conditions, improving the quality of environment and quality of life of employees, with a particular emphasis on working conditions for **selected groups** of employees.

Corporate social policy

- The strongest means to maintain a skilled workforce is undoubtedly care about their welfare, ensuring income security, quality of work, respecting their requirements in line with the need for harmonization of work with family responsibilities.

Prevention and Protection of Young People at Work

- The employer is obliged in all works and workplaces associated with specific risks of exposure to an adolescent employee to harmful physical, chemical and biological factors, influences and processes to assess and evaluate all risks to their safety and health and on the professional judgment of the attending physician on the medical fitness of the juvenile employee decide on the necessary measures.

Young people

- The work of persons aged 15 years or working person over 15 years of compulsory school attendance, it is prohibited. Children can perform only light work which by its nature and scope not endanger their health, safety, further development or education. It can perform work only with respect to the performance in the cultural and artistic events, sports events and promotional activities.

- Workers under the age 18 – young people at work, are considered minors staff. The employer is obliged to provide an assessment of health capacity for work on the results of preventive medical examinations before accepting an adolescent employee.

- The employer is obliged to inform the adolescent employee (or his representative) of the potential hazards of the work performed and the measures taken with regard to health and safety at work. An adolescent employee may immediately terminate an employment contract if the work endangers his morality.

Young people in praxis

- Statistics show that 18- to 24-year-olds are more likely to have a serious accident at work than older adults. They may be exposed to poor working conditions leading to the development of occupational illnesses while still young or later in life.

- New to the workplace, young people may lack experience and often lack both physical and psychological maturity. They may not take seriously enough the risks that they face. Other factors that put young people at greater risk include:

- Insufficient skills and training
- Not being aware of their rights and their employer's duties
- Not having the confidence to speak out
- Employers not recognising the additional protection that young workers need

Young People at Work

- Very important are also lectures in schools. Because the problem of illegal work among young people has very serious consequences, it is necessary to organize at least once a year to organize primary, secondary and university lectures by experts who can explained not only the issue of undeclared work, but also the need for labour protection and safety.
- The education system should be introduced since the second grade of primary school and should continue not only secondary but also higher education. Pupils and students should receive all necessary information on safety, the protection of labour legislation and the problems arising from illegal employment before they start work.

Older employees in sustainable human resources management

- Europe's population is aging and also in Slovakia and is therefore expected that this category of workers will increasingly numerous and labour market measures due to the aging of the workforce must take into account these developments.
- Generally for older workers considered employees over 50 years. In practice there are several problems in the employment of older people, deficiencies in the management of these human resources, unequal treatment and other risks in connection with work.

Specifics od risks according to the age

For the greatest risks of working environment for older workers can be considered:
• Unnatural working positions demanding position at work.
• Physical effort and manual handling of heavy loads.
• Time stress / work under pressure.
• Atypical working hours.
• Climatic conditions.
• Sensory stimuli by recognizing the sensory stimuli (light, sound, touch, heat).

Main problems associated with the aging

Functional capacity evaluation and assessment of work capacity / ability of the body due to age is the responsibility of occupational medicine in the field of physiology and psychology of work. The most serious problems associated with an aging workforce are:
- Manual handling and transport of heavy loads, musculoskeletal problems,
- Painful movements,
- A fall or stumble,
- Extreme temperatures and work environment,
- Contact with chemicals,
- Sensory demanding work activities,
- Working hours,
- Psychosocial issues.

Psychosocial risks

Particularly serious and increasingly discussed becomes legally psychosocial risks. These are especially:

• Insecure employment contracts in relation to the instability of the labour market,
• Increased vulnerability of workers in the context of globalization (migration, relocation of production, broadcasting to work abroad),
• New forms of employment and new types of employment and contracts,
• Feelings of job insecurity and uncertainty about the failure of the employer,
• Long working hours,
• work intensification,
• slimming manufacturing and outsourcing,
• High emotional demands at work,
• Imbalance in work and personal life.

Risk assessment

- The risk assessment is necessary to take into account individual differences in functional ability, health and other aspects of diversity among employees, such as disability, gender, age, immigration status etc.
- Adaptation of the work of individual needs, skills and state of health should constitute a continuous and dynamic process over the life of man on the basis of appropriate risk assessment. This also includes the adaptation of work health status and needs of older workers. Age is one of the aspects of workforce diversity.

Management of work conditions

- Aging is natural process in human life, but brings some problems into work carier. Working conditions consist of work environment (physical, mental, social), work organization and working conditions, working time, work and community work tasks, as well as management.
- Managers and supervisors play an important role because they have the power to organize and work practices individual workloads. All decisions and changes in work pass through their hands.
- They are also responsible for safety and health at work, including the assessment risks. In the risk assessment should be considered a functional individual differences skills and health personnel, inability to work, gender issues etc. workers and employees in all age groups are vulnerable to exposure to harmful work.

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