

## WORK ORGANIZATION, PROFESSIONAL PATH AND AGEING OF THE POPULATION

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Today, ageing of the workforce is a phenomenon taken into consideration by many companies: it promotes reflection on the age-management policies to be implemented. This reflection is very focused on quantitative management, namely on finding ways to have the oldest age group of workers leave as soon as possible. Now being seen are management methods that are more nuanced through the implementation of policies to improve working conditions and reflection on the organization of professional paths. This shift is explained, among other things, by the progressive increase in the number of people aged 50 or older and by the hiring of few younger people. This configuration then determines the following issues:

- Proposing professional paths to the oldest workers who are asked to remain longer with the company. This means training them for new positions, new functions. What role can the older workers' experience then play in the choice of these paths? How can it be identified?
- Proposing appealing paths to the youngest people joining the company so that they remain employed by it. The youngest, with a profile different from their elders (particularly in initial training), do not always want to repeat their paths. Companies must then better identify their wishes for career development, but also prepare the transfer of knowledge and know-how from one generation to the next.

These issues are more or less prevalent depending on the companies' characteristics and their level of interest in devoting time and means to these questions. When companies feel that these issues affect them, some then call on ergonomists (internally and/or externally) to help them develop these paths.

The goal of this round table is to share, through accounts and questions, how companies deal with these questions, with what issues and what perspectives, and how ergonomics can answer them. To promote this discussion, the round table will be introduced by three speakers:

- Valérie Pueyo, ergonomist at the Centre de Recherches et d'Études sur l'Âge et les Populations au Travail (France)
- Thierry Roger, ergonomist at PSA Peugeot-Citroën
- Brent Tweddel, consultant at the Centrale des syndicats du Québec