

## **Extending Working Lives Interview Schedule: HR Managers**

### **General context**

1. Could you please confirm your job title and how long you have been in this position?
2. Could you provide a brief description of the part of the organisation for which you have HR responsibility? [*PROMPT*: What does it produce/do? How big? How many sites?]
3. What is the profile of the workforce for which you have responsibility? [*PROMPT*: How many? Blue collar/white collar? Gender split? Age profile?]

### **Extending working**

4. As I'm sure you're aware, the UK population is ageing and the government has responded by abolishing the default retirement age and increasing the age that state pensions can be drawn. Have these changes raised any issues or concerns in your area of responsibility?
5. If so, could you tell me a little more about the issues you have encountered and give any examples of how they have been managed? [*PROMPT*: Workforce planning in the absence of a mandatory retirement age?]
6. What currently happens when an employee is coming into their 60s or close to what would have been the default retirement age? [*PROMPT*: Do you have informal discussions with individuals?]
7. Are you experiencing any issues around capacity to work among older employees and, if so, how do you manage them? [*PROMPT*: Is this an issue line managers are willing/able to tackle?]
8. Do you think any new initiatives are needed in areas such as training and career development for older workers?
9. Are any other new policies needed to support older workers? [*PROMPT*: To deal with issues around caring responsibilities or health]
10. Do you have a flexible working policy and how does this work in practice? [*PROMPT*: Difficult to implement? Resistance from line managers?]
11. Do you have a flexible retirement scheme? If so, how does it operate? [*PROMPT*: Any differences in take up by employee grade or gender? Wellbeing initiatives?]
12. Do you think there will continue to be a place for schemes such as voluntary early retirement and voluntary severance? Are there still some groups of employees looking for early retirement would you say?

13. What is the role and attitude of trade unions to extended working? Does this create any issues in practice?
14. Do you think the raising of the statutory pension age will affect some sections of the workforce more than others?
15. Are there any issues around your occupational pension? [*PROMPT*: People reaching pension thresholds? More people drawing their pensions and continuing to work? Lack of understanding about pensions?]
16. Do you see extended work as a positive or negative or a mixture of both? [*PROMPT*: Are there advantages/disadvantages to having more older people in the workforce? Any disadvantages?]
17. Have you experienced any examples of age-discrimination against older workers?
18. Are there any particular kinds of jobs for which working longer will be difficult – for whatever reason?
19. Finally, just thinking generally, does raising the statutory pension age pose any particular problems in terms of workforce planning? [*PROMPT*: Improving productivity? Planning redundancies? Managing sick leave? Ageing workforce?]
20. Is there anything else you would like to add about extending working life that we haven't already discussed?