

Extended Working Lives Interview Schedule: Line Managers

General context

1. Could you please confirm your job title and how long you have been in this position?
2. How would you describe the general context in which the organisation is operating at the present time? [*PROMPT*: Economic environment]
3. What sort of impact would you say this context has on employees in your team? [*PROMPT*: Is it the same for people at all levels? All age groups?]

Extending working

4. As I am 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 for how you manage your own team?
5. If so, could you tell me a little more about the issues you have encountered and give any specific examples of how they have been managed?
6. What currently happens when an employee is coming into their early 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?
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 required 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?]
11. Do you think the raising of the statutory pension age will affect some sections of the workforce more than others?
12. 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?]
13. Have you experienced any examples of age-discrimination against older workers?

14. Are there any particular kinds of jobs for which working longer will be difficult – for whatever reason?
15. 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?]
16. Is there anything else you would like to add about extending working life that we haven't already discussed?