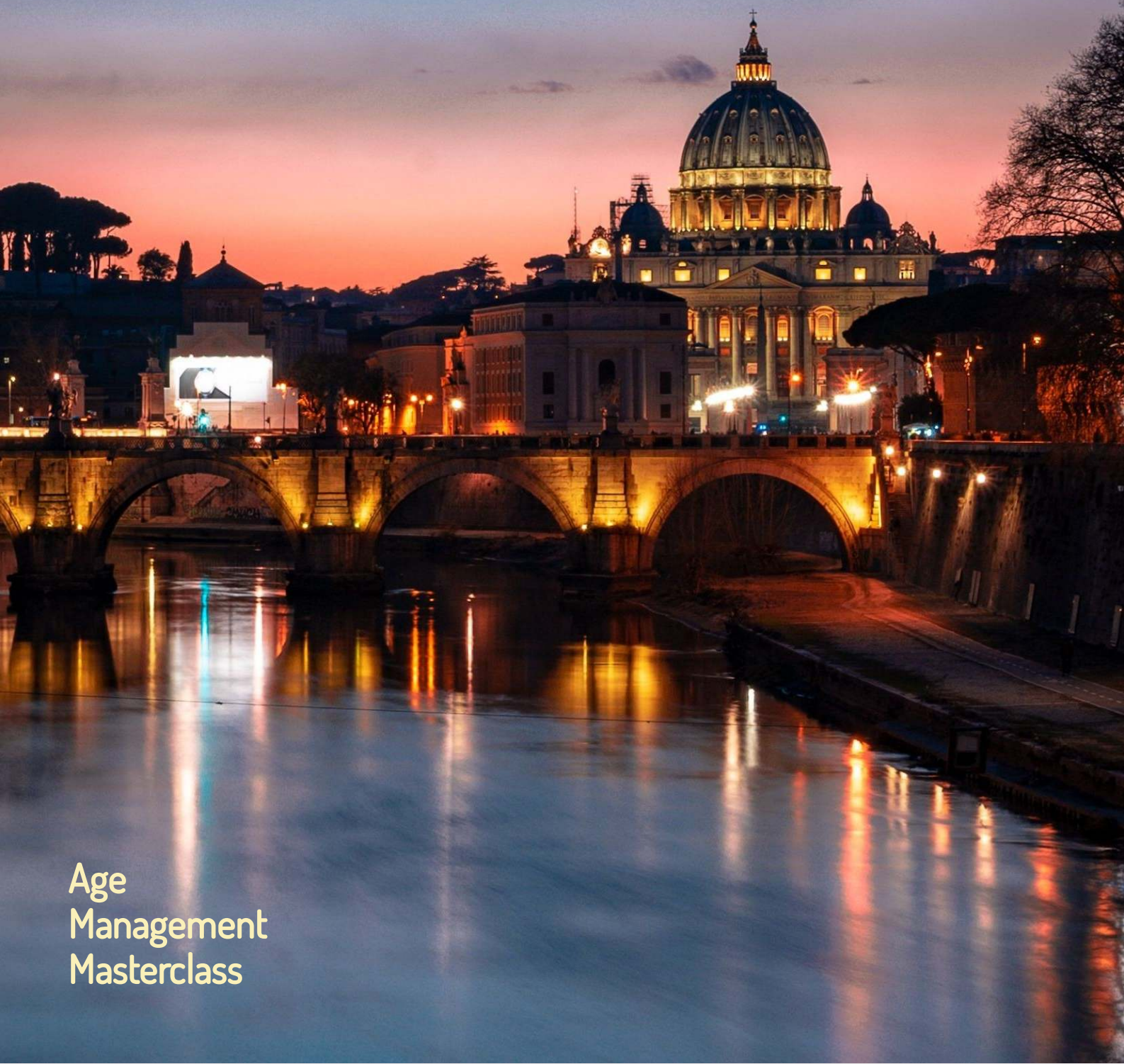


# Roma Capitale

Inspiration from Italy



Age  
Management  
Masterclass

## Organization

Roma Capitale

Organization and Human Resources Department, Professional Development and Labor and Health Protection Department

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## Sector

Quinary Sector: government, nonprofits, health care, culture, media, police and fire departments

## Specialization

Roma Capitale is the municipal territorial special body, with particular autonomy, that administers the municipal territory of the city of Rome. It covers an area of 1 285.31 sm. Rome Capitale has special autonomy, statutory, administrative and financial, within the limits established by the Constitution.

The main local public services on which Roma Capitale has direct competence, and which can be managed directly by the municipal structures, by in-house or private public companies, concern local public scheduled transport, non-scheduled public transport (taxi, NCC and car sharing), urban hygiene, integrated water service, cultural services, social services and municipal pharmacies, nursery schools and kindergartens, public green areas and parks, wholesale markets (agri-food, meat and flowers), etc.

Roma Capitale has 23,068 workers to its credit. In the specific sector of local public services relating to nursery schools and kindergartens, the Listening Office for Roma Capitale employees, set up, within the improvement plans provided by the public administration (legislative decree n. 81/2008), a service of support, exchange, orientation and enhancement of human resources.

## Age management dimension

### Learning, training and lifelong learning:

- analyzing the skills needs of the organization, matching these with the available skills and individual educational status of older employees and utilizing them in the methodology and contents of training;
- continual monitoring of an employee's educational status;
- defining training opportunities as being an integral part of career planning and not solely as job.

### Flexible working time practices:

- particular models of job rotation or relief for older employees from overtime and other extra work.

### Health protection and promotion, and workplace design:

- studies on health risks in the workplace;
- employee surveys;
- preventive redeployment.

### Employment exit and the transition to retirement:

- preparatory measures for retirement at the corporate level;
- making counseling facilities available to former employees;
- providing assistance in the search for a new position;
- flexible forms of transition: retirees may continue to be employed on a temporary basis, the organization benefiting from their professional ability; alternatively, they may undertake work outside the organization – voluntary work in the community.



### Comprehensive approaches:

- an emphasis on preventing age management problems.

## Expected result

- outline a more detailed territorial and organizational mapping of the phenomenon of temporary inadequacy of work;
- try to map the phenomenon itself in relation to the aging of the active population;
- elaborate possible interventions on the organization and on the work process, in order to contain it;
- helping temporarily unsuited school education staff to find a new satisfactory position for both the worker and the public administration.

## Main motives for the decision to implement the age management measures

The evaluation of work-related stress carried out by the "Prevention and Protection Service" of Roma Capitale, in the period 2009-2011, found that, in the school / educational sector, the level of work-related stress is much higher than that observed in other administrative sectors.

This was the starting point of "**Analysis and possible actions for the enhancement of temporarily unsuitable educational and school staff**". The aim is to make it easier to assess work-related stress, with reference to the phenomenon of temporary unsuitability of the staff examined, also in relation to the increase in the age of the active population. Currently 52.1 is the average age of an employee at Roma Capitale.

The project has been active since 2013. That year the number of temporarily unsuitable workers was 72. In 2015, an increase of over 200% was recorded; in 2016, when compulsory health surveillance was also extended to school staff, the data grew significantly.

The comparison of the project data with that of the work-related stress assessment 2009-2011 has shown that the phenomenon of temporary inadequacy is connected both to the aging of the educational-school staff and to the psycho-physical wear, generated by the type of activities it carries out.

The disaggregated data (2015-2016) showed that 60% of this staff is over 50, 20% are in the range between 46 - 50 years, 10% between 41 - 45, 9% among 36 - 40, 1% is under 36. It therefore appeared necessary to activate a service that dealt with the phenomenon of active aging, support for the change of duties after a possible judgment of unsuitability for work, enhancement of the skills already acquired, and orientation in order to identify a new context of assignment and placement in the areas more suitable.

## Our way towards the age management

Roma Capitale is the municipal territorial special body, with particular autonomy, that administers the municipal territory of the city of Rome.

Roma Capitale has 23,068 workers. In 2009/2011, the administration of the Municipality of Rome implemented the evaluation protocol for work-related stress. From this evaluation, critical aspects emerged, particularly for the education-school sector.

For this reason, it was thought to create a path to help workers, considered temporarily or permanently unable to carry out their work, to find a new job within the positions offered by Roma Capitale.

To better understand the problem and design possible solutions, Roma Capitale has organized 6 focus groups. These groups highlighted the risk of depression for workers considered temporarily or permanently inadequate: they are depressed because they cannot do their job but also useless because they are not prepared to cover the new position to which they have been assigned.

These important emotional criticalities led the Listening Desk to think that it was right to introduce a path of accompaniment and help to the process of change and an orientation towards the new work environment.

The protocol was born for this need: it is a path that provides orientation and training for staff considered temporarily or permanently unfit for previous work. The protocol is also a meeting point between the workers' needs to find a new position and the public administration that needs a prepared worker.

## Strengths and weaknesses of our approach

**Strengths:** What are the strengths of this operating protocol and in particular of what we as desks offer? I would say the attention to professional change that translates into accompaniment and an orientation path.

Orientation is a valuable tool in all circumstances and during the professional change. It aims at the enhancement and re-enchantment of the personnel involved. It enhances the staff in the sense that it enhances the previous experiential and training path of each one and stimulates the assessment and self-assessment of specific professional skills but also the identification of transversal skills. From this self-assessment, the staff is more inclined, more willing to a professional relocation. All this helps in a new entrance in a new working context. It mitigates that sense of inadequacy and nullity of what we have talked about, giving greater self-confidence. However, the orientation desk is still active. Since 2017, we have extended the orientation to all staff definitively declared unsuitable, not only to school-educational workers but to the whole administration. Also, in these cases, the interview revealed that training is necessary to proceed to a new professional realignment: in this case, certain basic IT training, elements of law and administrative acts are required.

**Weaknesses:** The nature of the protocol requires a sort of collaboration between different institutions with different skills. In this protocol, specific training was provided which came out of the needs of the worker. This training was given at the beginning but was stopped due to management problems.

This formation was given at the beginning, then for economic reasons it was interrupted.

## “Aha” moment

In 2009/2011, the administration of the Municipality of Rome implemented the evaluation protocol for work-related stress. From this evaluation, critical aspects emerged, particularly for the education-school sector. We have worked with teaching staff since 2013, creating focus groups. The result prompted us to work to fulfill their request, to respond to their needs.

Along with this, there was also a specific request from the administration of the Municipality. The results of the focus groups revealed that the judgment of unsuitability was not taken well by the staff but created a sense of deprivation in them. Often it created an identity loss. In addition, the people relieved of the previous job, placed in a completely new context, felt confused. In addition, they felt inadequate. They found themselves doing a job they didn't know how to do so they felt inadequate.

Quite often this sense of inadequacy became nullity. These important emotional criticalities led us to think that it was right to introduce a path of accompaniment and help to the process of change and an orientation towards the new work environment. The administration, for its part, interfaces with this educational school staff and could not respond immediately to job requirements. They were in front of people not trained for the job they were called to do. We have tried to comply with this, hence the protocol that brings together different professional figures and different bodies with different skills. For us it means, the listening/help desk for the worker, a professional career path and accompaniment to the new job.

## Activities to sustain this initiative

At the Department of Organization and Human Resources, Professional Development, Labor Protection and Health-Performance Assessment, a Coordination Office was set up with a Management Act which was assigned the following functions:

- Assistance activities to employers in relations with the supervisory and supervisory bodies and support in the provision of technical interventions for securing and adapting to the current regulations of the offices and schools of the Administration;
- Preparation of guidelines and application protocols, consistent with the regulatory provisions on prevention and protection;
- Coordination of the activities of the Heads of Prevention and Protection Services also through work groups aimed at identifying shared operating models.

## Monitoring system of the effects

Monitoring is always ongoing because the re-alignment path is continuous. The first monitoring activity we did was through a semi-structured interview and working on the results of this interview allowed us to see in general what people were satisfied with this path taken. The participants told us that the path allowed them to acquire awareness of themselves, the awareness of the resources and the experiential heritage they had previously but they did not realize. They revealed that they have also gained greater security and therefore a different way of dealing with the news. This seemed to us a new conquest; this in general. In specific cases, there have been people who have even changed the job they were assigned to. Precisely because the path has well valued all that the person had and they were well prepared to acquire the new. The mix of the past and the new have brought out new skills, new skills that they too have marveled at.

Unfortunately, there was someone who did not want to participate in the path. Someone did it for physical problems because these teachers are detached temporarily or permanently for even very serious problems.

Someone for a reticence to move away from home, therefore for the journey they had to face; someone else just for fear of facing the new. Not knowing what will be encountered. But when we met the permanently moved staff, these people complained that they were not accompanied on this path immediately. So the peculiarity is this. Ours is a path limited in time, it should be followed. Just as every organ of the project should do its part. For example, job coaching is important. Except that in the administration we often work quickly. So there is a need for immediate answers. It all gets more difficult.



The processing of the data revealed that 31% declared to have acquired, thanks to orientation, greater awareness of themselves, of the resources and of the technical-transversal skills possessed; 22% of having strengthened their self-esteem. 13% discovered good adaptability; 17% find themselves living more serenely in the new working environment, also due to the greater familiarity with the tools and the new technical-administrative knowledge acquired. 33% of the personnel involved, on the other hand, declare to have changed activity, compared to that to which it was initially assigned; and this thanks to the meeting of their skills with the professional needs of the structure; while almost all the people claimed to be satisfied, since the new working condition allowed them to experiment in another field and to discover themselves with a new professional autonomy.

## Beneficial effects of the initiative

### Support for motivation

Constant monitoring of motivation, development of management policies for mature staff, creation of a support network for the sense of inadequacy deriving from the judgment of unsuitability. Worker morale must be a focal point for the success of a job: an unsatisfied worker will not work well

### Skill development

Adjustment of training in relation to new tasks, discovery of transversal skills through the orientation path provided by the Listening Desk. The participants declared that the path allowed them to acquire awareness of themselves, the awareness of the resources and the experiential heritage they had previously but they did not realize.

### Promotion of age diversity

Enhancement of generational differences, promotion of intergenerational dialogue, enhancement of diversity as an innovation factor and improvement of the corporate climate. The work and personal experience of the worker was treated as strength and not weakness within the path. This allowed us to enhance the skills already acquired and to discover new ones going forward with the path and with the new job.

### Protection and promotion of health

Reconciling arduous work with increasing age of employees, better working conditions, less absences from work and, consequently, easier work management.

*Always in general, the benefits are greater worker safety and therefore less absence from the office. It means a better performance of the service in qualitative and quantitative terms. This is a benefit.*

## Personal recommendation

Most of all, an attention to professional change is needed, attention to change in general. It is important to structure a series of actions that help change because everything returns in terms of worker well-being and health but also occupational and organizational "health".

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Credits:

Roma Capitale

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