



Which Personnel Measures are Effective in Increasing Productivity of Older Workers?

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In order to avoid a reduction in competitiveness in times of a rapidly ageing workforce, enterprises should aim at avoiding lower relative productivity levels of their older employees in comparison to their prime age employees. This paper shows that specific equipment of workplaces for older employees and reduced requirements for older workers are associated with higher relative productivity of older employees. Age mixed teams increase the relative productivity of older and of younger employees. Flexible working times and specific training measures for older employees are not correlated with a higher relative productivity of older employees – we argue that this might be a consequence of not properly implementing them.