

VII Conference Research and Intervention in Human Resources People Management: A Changing Role

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Title: Diverse strategies for capitalizing human capital in a changing labor market

Abstract:

The Europe 2020¹ strategy for smart, sustainable and inclusive growth in the EU highlights the importance of using the full potential of the labor force, which is reflected in the definition of the goal of increasing by at least 69% by 2020 75%, the percentage of the employed population aged between 20 and 64 years. Today, more than ever, it is imperative that companies, particularly SMEs, assume themselves as volatile organizations with the capacity to adapt quickly and spontaneously to new realities and to define and adopt innovative processes and initiatives that contribute to improving the strategic management of people and knowledge. As this is a common goal for different European countries, a number of initiatives have been developed at European level to promote the sharing of experience and cooperation between different countries, organizations and experts. These international initiatives have proved essential to reflect on and design solutions and tools for a dynamic management of people, work and processes, allowing companies to: i) invest in the valorization and development of their employees' competences; ii) invest in the management and transfer of knowledge and know-how among employees, in the perspective of knowledge retention and capitalization; iii) create conditions for cooperation between employees with different experiences and age and iv) be able to attract and retain the most qualified employees.

Based on these four objectives, the INOVA + group integrates the partnerships of three European projects: a) **WINGS4success** (<http://www.wings4success.eu/>), focused on learning among employees of different generations as a distinctive factor in the management of people in multi-generation PME and promoting the role of HR managers as facilitators of intergenerational learning in the work context; b) **SASSI** (<http://www.sassi-project.eu/>), seeking to ensure that training providers and companies have training procedures, tools and practices that enable them to train and develop the skills of adults over 50) **Sparkling Gray** (<http://sparkling-grey.eu/>), coordinated by INOVA +, which aims to equip SMEs in the textile and metal sectors with tools to develop innovative human resource strategies for senior workers and management of their careers, focusing on the issues of multigenerationality and aging. Together, these three initiatives aim to respond to the specific needs of SMEs in knowledge management and multigenerationality in an intra-corporate context, providing them with tools and strategies for the dynamic management of human capital, based on the valuation and continuous recognition of the experience , knowledge and skills of all employees.

Keywords: Multigenerationality; Intergenerationality; Intergenerational Learning; Continuous Professional Development; Senior Employees

¹ http://ec.europa.eu/europe2020/index_pt.htm