

Available online at [www.sciencedirect.com](http://www.sciencedirect.com)

ScienceDirect

Procedia - Social and Behavioral Sciences 166 (2015) 53 – 57

---

---

**Procedia**  
Social and Behavioral Sciences

---

---

International Conference on Research Paradigms Transformation in Social Sciences 2014

## Mentoring as a way of forming and effective utilization of manpower (the experience of France)

T. Artcer<sup>a\*</sup>, X. Galieue<sup>b</sup>, G. Mondello<sup>c</sup><sup>a</sup> National Research Tomsk Polytechnic University, 30 Lenin Ave., Tomsk, 634050, Russia<sup>b</sup> Orleans University, laboratory of economy, France<sup>c</sup> Sofia-Antipolis Nice University, the Institute of higher economics and management, France

---

### Abstract

The changing age structure of the population could potentially have significant implications for economic development, labor markets and welfare in countries with different levels of development. In this regard, there are questions related to possible labor shortages and skilled workers, productivity and innovation, as well as the provision of adequate social protection and other services for an aging population. The article analyzes the possibility of using mentoring, engaging experience pensioners considering the high level of education and professional qualifications. There is France experience on the labor force forming and efficient using.

© 2015 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/3.0/>).

Peer-review under responsibility of Tomsk Polytechnic University.

*Keywords:* the dynamics of labor force development, nation aging, labor force shortage, guidance, the effectiveness of labor force using.

---

### 1. Introduction

The following article looks at the ways of increasing the effectiveness of labor force using by means of the institute which guides young workers with the help of elderly people. On a global scale by 2030 there will be more people who are more than 60 years than children up to 10 years and 73 % of planet's elderly people will live in developing countries ( Hudson P., 2010). Today only one person out of five in the whole world has basic pension support and even today people are in doubt about financial stability and demographic balance of existing system. On current stage of economical development countries face the increase of elderly people share in the structure of population. This tendency leads to the labor force shortage in some branches of economy. Labor force shortage can be compensated by the effectiveness of its usage and that is by introducing the institute of guidance by elderly people on enterprises. The possibility of elderly people participation in labor force structure can also decrease the expenses on young workers education and professional development, increase the share of intelligence property in a firm's

---

\* Artcer T., Tel.: +7-913-802-7638  
E-mail address: [tv.arzer@gmail.com](mailto:tv.arzer@gmail.com)

assets, improve competitive power of a firm on the market. This article shows the experience of France on guidance, analyzes the advantages of intergenerational contract and reflects the possibilities of generational continuity introduction in enterprises in Russia.

### **2.1 The dynamics of labor force development**

The developed countries currently face controversial tendencies: young generation decrease and elderly people share increase. During the future decades almost all countries will follow such scheme of population aging. In spite of the fact that all regions have the same models of demographic changes, the paces and scale of these changes are different. Developed countries are on higher stage of demographic changes, as well as China, and it is forecasted here that their population will remain elder than population of developing countries in the whole. By 2050 the share of elderly people to the total number of population will be more than 30% in 64 countries. Today in more developed countries of the world the age of more than one fifth part of population is 60 years and more, and by 2050, according to forecasts, almost the third part of world population will belong to this age group. In less developed countries there are 8% of elderly people, but by 2050 it is expected that elderly people will make up one fifth part of world population (Cooper G., 2009).

Modern demographic tendencies lead to labor force shortage. A number of countries, particularly industrially developed countries, are worried about the perspective of labor force shortage due to high speed of population getting old. European countries, for example, can face a considerable labor force shortage after 2018 already, as population from 20 -59 years will rapidly decrease while the age group from 60 – 69 years will continue to increase during 20 years. According to European commission forecasts the level of elderly people employment will reach 59% in 2025 for The European Union. In countries with low level of unemployment this problem achieves a wide response. In the Netherlands, for example, there is a demand for 600000 new working places, however, according to demographic possibilities, the labor-market will increase only for 225000 working places (Fund Z., (2010)). In countries with constantly high level of unemployment the labor force shortage will be strongly felt in sectors requiring a certain qualification. For example, it is in health care, education and transport. In Germany about a million of working places remain unoccupied due to the shortage of qualified specialists. Almost every second German company looks for qualified specialists, moreover they are usually required in processing industry and service. In the nearest future the rapid aging of population in Germany threatens to worsen the problem of qualified staff shortage in a number of other areas. In Switzerland the labor force shortage is faced in such branches of economy as building and engineering. For many companies this shortage leads to decrease of profitability and compatibility. Employers in the Czech Republic, Hungary, Latvia, Lithuania, Poland and Rumania report about qualified workers shortage as an important obstacle in business development in processing industry and building. Some recent forecasts say that China will have the shortage of 22 million qualified workers by 2020 in spite of huge investments which the country makes in the system of education (Fund Z., (2010)).

### **2.2 The possibility of elderly people participation in labor force structure**

Population aging makes serious problems, which, however, are possible to overcome. It is necessary to provide interaction and to reach synergy affect between exercised political measures. Also it is important to work out a balanced and complex strategy of worthy labor, which would work during all life-circle and would support solidarity between generations. Problems appearing in new demographic conditions need to be solved by providing full and productive employment during all labor life of a person. It is an approach, which is build on a life-circle stages and links between generations, according to which youth, adult and elderly life are only different stages of life, which influence each other and interact with each other solving the problem of population aging. It is necessary to adopt a policy directed on achievement of full and productive employment (macroeconomic, structural and trade measures) for all population groups.

Labor force shortage can be compensated by its usage effectiveness. In current demographic conditions the guidance of young specialists by elderly people can decrease company's expenses on qualification upgrade of workers and can provide pensioners' employment.

Guidance is an effective instrument used for employees' adaptation, the most effective form of education on working place, which includes consulting and newcomer's appraisal made by an experienced employee. Guidance fulfills the following tasks:

- to increase the quality of training and qualification of staff.
- to develop positive relation of new coming employees to work, the possibility to achieve quicker and better working indicators necessary for a company.
- to save the time of department managers on education and appraisal of new workers.
- to give coaches management experience and possibility of promotion, to encourage for good work, to recognize their merits in company.
- to strengthen team spirit, to increase loyalty of company employees to its system of values
- to decrease staff fluidity, to reduce the quantity of employees who dismiss during or after a probation period.

Guidance is effective because of its individual character, no other form can be so targeted and close to real conditions. A coach can quickly react to mistakes made by his or her student, explain it in details and show the correct way.

Today a lot of domestic companies, created in soviet period, especially companies of defense industry, need effective ways how to preserve unique knowledge. In companies there are a lot of young inexperienced employees and a lot of “veterans” who will soon retire. Very often such distinguished workers take away unique knowledge and experience leaving a company, and then it’s impossible to restore it in short terms even in case of considerable financial and other kinds of expenses to educate young specialists. In this situation loyal to a company employees and managers are concerned about company’s fate after “veterans” retirement.

A lot of retired people want to be socially important. People who retired and have high education, candidates, Doctors of Philosophy (PhDs), just specialists with experience more than 25-30 years – it is universal fund of professionals which can work to increase the effectiveness of company’s labor resources (Allen T. D, 2006).

Elderly people must be tutors on managing positions where experience is more important factor which determines working efficiency. Job performance of elderly people, as a rule, is not worse than job performance of their younger colleagues. Workers of elderly age usually rely on their knowledge, qualifications and skills, also on their professional experience accumulated during their working life. They bring in work such qualities as accuracy, reliability and ability to communicate with clients and colleagues, firmness, loyalty to the company, they decrease the number of voluntary absence and staff fluidity. As practical experience and research show elderly people working on corresponding to their qualifications places show high working efficiency. Methods of attracting elderly people in labor force structure in France where intergenerational contract in employment sphere is spread are especially interesting.

### **2.3 Intergenerational contract in employment sphere in France**

New “Contrat de Generation” being discussed during negotiations among social partners in France is an interesting example of relation strengthening among youth and elderly people in employment sphere. The contract is based on idea according to which youth employment assistance doesn’t prevent elderly people employment and vice versa. The assistance is provided to broaden the employment of youth and elderly people and company provides conditions when qualification skills are passed. Intergenerational contract is directed to regulate differences in age and qualification levels. It has 3 goals: to provide constant employment for youth, to keep employees older than 55 and to provide the transmission of qualification skills and knowledge (Easton, L. B., 2008). There are two types of contracts: intergenerational one, which obliges a company or government to employ the youth or to keep elderly workers; a collective intergenerational agreement made due to negotiations at a company or in a branch, where people determine aims concerning working place creation, guidance mechanisms and qualifications skills transfer between young and elderly workers in terms of these mechanisms. It should include the element of diagnostics conducted by employers in relation to age pyramid and professional functions of young and elderly workers in a company; aims to create working places for young and elderly people (implementation in a company, arbiter appointment, monitoring of young workers professional development, connection of methods of probation period and industrial training; and for elderly workers: examination of professional growth, labor conditions and harmful conditions, development of qualification skills); the organization of professional skills transfer in terms of a company; the program of implementation, the procedure of appraisal and indicators for appraisal.

Collective intergenerational agreements should be conducted at companies with 300 or more employees. These items violation causes fines set by law.

Companies with 50 – 299 employees have fixed financial help for conducting intergenerational agreements if they hold negotiations according to collective intergenerational agreement in terms of a company or branch, but any violation involves sanctions set by law.

Companies with less than 50 workers have fixed financial help for conducting intergenerational agreements (Brady L., 2009).

### 3. Conclusion

The article shows demographic tendencies indicating the change in share of elderly people in population of developed and developing countries that inevitably leads to labor force shortage. Germany, Sweden, France, the USA already face the following problems. Researchers indicate that the dynamics of labor force development shows the necessity of its structural change and efficient usage increase. The article explains the necessity to implement the guidance institute for young workers as necessary condition for labor force shortage decrease and its qualitative characteristics increase. As an example there is the experience of France how elderly people guide young workers.

During the research we came to the following conclusions:

- By 2050 the share of elderly people to the total number of population will be more than 30% in 64 countries. Today in more developed countries of the world the age of more than one fifth part of population is 60 years and more, and by 2050, according to forecasts, almost the third part of world population will belong to this age group. In less developed countries there are 8% of elderly people, but by 2050 it is expected that elderly people will make up one fifth part of world population.
- Modern demographic tendencies lead to labor force shortage. A number of countries, particularly industrially developed countries, are worried about the perspective of labor force shortage due to high speed of population getting old. European countries, for example, can face a considerable labor force shortage after 2018 already, as population from 20 -59 years will rapidly decrease while the age group from 60 – 69 years will continue to increase during 20 years. Aging effect will no longer be compensated by level increase of women and elderly workers participation in labor market.
- Labor force shortage can be compensated by its usage effectiveness. In current demographic conditions the guidance of young specialists by elderly people can decrease company's expenses on qualification upgrade of workers and can provide pensioners' employment.
- Elderly people must be tutors on managing positions where experience is more important factor which determines working efficiency. Job performance of elderly people, as a rule, is not worse than job performance of their younger colleagues. Workers of elderly age usually rely on their knowledge, qualifications and skills, also on their professional experience accumulated during their working life.
- «Contrat de Generation» or intergenerational agreement is also an example of relationship strengthening between young and elderly workers in the sphere of employment in France as it provides the approach to permanent employment of the youth, keeps people older than 55 employed and gives the possibility to transfer qualification skills and knowledge.

### Acknowledgements

We thank sincerely:

Cécile Chamillard, the director of economic laboratory from Orleans University for giving data for the article;  
Vladimir V. An, the director of Russian-French centre of NR TPU for commentaries and useful pieces of advice;

Denis Chaikovsky, pro-rector and director of Social and Humanitarian technologies Institute of NR TPU for help in receiving of probation period in economical laboratory of Orleans University;

Galina A. Barisheva, head of Economics Department of Social and Humanitarian technologies Institute of NR TPU for help in article preparation.

## References

- Allen, T. D., Eby, L. T., & Lentz, E. (2006). Mentorship behaviors and mentorship quality associated with formal mentoring programs: Closing the gap between research and practice, *Journal of Applied Psychology*, 91(3), 567-578.
- Australian Institute for Teaching and School Leadership [AITSL]. (2011). National professional standards for teachers. Retrieved from <http://www.teacherstandards.aitsl.edu.au/Standards/Overview>
- Brady, L. (2009) "Shakespeare Reloaded": Teacher professional development within a collaborative learning community, *Teacher Development*, 13(4), 335-348.
- Burger, J. M., Webber, C. F., Klinck, P., & Fullan, M. (2007). Change theory as a force for school improvement. In *Intelligent Leadership* (Vol. 6, pp. 27-39): Springer Netherlands.
- Clarke, R.N. (2009). Case study: The effect of the implementation of professional learning communities on teacher behaviours at two elementary schools. Unpublished doctoral thesis, Gardner-Webb University.
- Commonwealth of Australia. (2007). Top of the class: Report on the inquiry into teacher education. Retrieved June 30, 2009 from: [http://www.curriculum.edu.au/leader/top\\_of\\_the\\_class,18080.html?issueID=10733](http://www.curriculum.edu.au/leader/top_of_the_class,18080.html?issueID=10733)
- Cooper, G. (2009). Co-teacher learning in the context of professional learning community. Unpublished doctoral thesis, Michigan State University.
- Corcoran, T. B. (1995). *Helping teachers teach well: Transforming professional development*. New Brunswick, NJ: Consortium for Policy Research in Education.
- Easton, L. B. (2008, June). From professional development to professional learning. *Phi Delta Kappan*, 89(10), 755-759, 761.
- Fund, Z. (2010). Effects of communities of reflecting peers on student-teacher development - including in-depth case studies *Teachers & Teaching*, 16(6), 679-701.
- Gronn, P. (2002). Distributed leadership as a unit of analysis. *Leadership Quarterly*, 13(4), 423-451.
- Harris, A., & Jones, M. (2010). Professional learning communities and system improvement. *Improving Schools*, 13(2), 172-181.
- Hudson, P. (2010). Mentors report on their own mentoring practices. *Australian Journal of Teacher Education*, 35(7), 30-42.
- Kang, M. H, Yoon, H. J, Kim, J. S, Kim, H. S.(2008), Investigating the Relationship among Learning Authenticity, Learning Motivation, and Performance in Web-based Project Learning, *Journal of Educational Technology*, 24(3), 23-51.
- Knouse, S. B. (2001). Virtual mentors: mentoring on internet, *Journal of Employment Counseling*, 38(4), 162-169.
- Lewis, Gareth (1996). *The mentoring manager: strategies for fostering talent and spreading knowledge*, London : Prentice Hall.
- Pieper, S. K. (2004). *The Mentoring Cycle: A Six-Phase Process for Success*, Healthcare Executive, 19(6), 16-18.
- Ritchie, A., & Genoni, P. (1999). Mentoring in professional associations: continuing professional development for librarians, *Health Libraries Review*, 16(4), 216-225.