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EXPERTISE

Experienced Purchasers Education Research
Transfer for Industry 4.0 Skills Expertise

Interview guide

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1. General information and introduction for HR Managers

Hello, my name is **(Insert name)**, and I am with the Expertise project consortium. We specialize in the development and implementation of training programs tailored for "silver workers" in purchasing and supply management. For clarity, the term "silver worker" for the purpose of this discussion refers to employees who are over 50 years old.

We understand the evolving needs of the workforce, and our primary focus is to ensure that these seasoned professionals are not only equipped to thrive in a digitalized environment but also to collaborate efficiently with digital immigrants.

Today, we are reaching out to you, as HR managers, to better understand the environment and the challenges faced by our silver workers within your organization. This includes the transformations they experience due to digitalization, changes in working methodologies, technologies, and tasks.

Our ultimate goal is to design learning materials and qualification programs tailored exclusively to their needs. We believe this approach will make it easier for HR departments to ensure their older workforce acquires the most relevant skills, leading to heightened efficiency in their roles.

We aspire for our skill measurement tool and the corresponding learning materials to be recognized and adopted by HR departments and various industrial partners across Europe. This would aid in prepping our silver workers in purchasing and supply management to excel in the modern digital workspace.

While our emphasis is on silver workers in purchasing and supply management roles, insights about silver workers in decision-making positions within your organization would be immensely valuable. We are confident that our collaboration can make a significant positive impact, and your insights today are crucial in shaping this vision.

Confidentiality and duration clause

Please be assured that your confidentiality is of utmost importance to us. This interview is entirely anonymous, and no personal identifiers will be associated with your responses. While we will be recording the session, it is solely for the purpose of data collection and subsequent evaluation. We won't share or distribute the recording in any

way that could compromise your anonymity. The interview is expected to take around 45 minutes. We appreciate your participation and understanding.

2. Questions for HR manager:

Part 1 Opener

Let me start with some general questions:

Q1: What is your position in HR?

Q2: What kind of experience do you have with developing or providing trainings for employees?

Q3: How many years are you at your current position?

Part 2: Recognition

We'll begin our discussion focusing on 'Recognition.' Here, we are eager to understand the organization's viewpoint towards training needs of silver workers.

Q4: Do you think that average age of employees (in procurement department if applicable) is raising over the time?

Supporting questions:

Q4.1A: **If yes:** What do you consider as the reason of increasing age of employees?

Q4.1B: **If not:** What do you consider as the reason of decreasing (stable) average age of employees?

Q5: How do you take silver workers into account within HR activities (e.g. onboarding)?

Supporting questions:

Q5.1 How do you take silver workers into account when you are preparing training for employees?

Q5.2 Do you take age of newly hired employees into account when you are preparing onboarding procedures?

Q5.3 What are the requirements to integrate silver worker into the organization in a long-term way?

Q5.4 Are there specific requirements for silver worker in PSM?

Part 3: Integration

Transitioning to 'Integration,' we will explore the mechanisms and strategies employed by the organization to pinpoint the need for new skills or technologies. Understanding the identification process can offer insights into the adaptability and preparedness of the organization in relation to its workforce's skill set.

Q6: How do you identify training content?

Q7: What specific challenges arise when training employees in PSM departments or in decision making positions?

Supporting questions:

Q7.1A **IF Yes:** Are there specific requirements related to the employee's age?

Q7.1B **IF No:** Are there any specific requirements within the entire organization which are age depended(related)?

Q8: How does the company evaluate the effectiveness of its employee training programs and initiatives?

Q9: How are silver worker specifically addressed with existing training materials?

Supporting questions:

Q9.1 Should they be approached differently compare to younger individuals?

Q10: When the company wishes to introduce a new approach or technology to processes, what are procedures are in place to ensure alignment with the requirements of silver workers?

Part 4: Adaptability

In our next segment, 'Adaptability,' we will discuss the organization's agility and preparedness in adapting to evolving trends and technologies, with a particular focus on silver workers. We're interested in uncovering the processes and measures established to ensure silver workers remain aligned with the dynamic requirements of the modern work environment.

Q11: Do you use specific method to identify specific content for silver workers?

Q12: Do you provide specific evaluation criteria to measure effectiveness of the training programs tailored for silver workers.

Q13: What are the preferred training methods within your company, how are these methods implemented and why are they chosen?

Part 5: Technology

Lastly, we'll delve into the 'Technology.' Given the pivotal role technology plays in contemporary workspaces, it's vital to assess its impact on silver workers.

Q14: Does the company utilize technology to address challenges posed by an aging workforce?

Supporting questions:

Q14.1: Do silver workers adapt to the introduction or use of new technology?

Q14.1A: **If YES**, does this necessitate specialized training for silver workers?

3. General information and introduction for silver workers

Hello, my name is (Insert name), and I am with the Expertise project consortium. This consortium specializes in the development and implementation of training programs tailored specifically for "silver workers" in purchasing and supply management. To clarify, there is no standard definition for the term "silver worker." For the purpose of this interview, the term will refer to employees who are more than 50 years old. Our primary focus is ensuring that these workers are not only equipped to thrive in a digitalized environment but also to collaborate effectively with digital immigrants.

Today, our objective is to delve deeper into the environment of our silver workers, honing in on the challenges and transformations brought about by digitalization. This encompasses changes in working methodologies, technologies, and tasks. Our ultimate aim is to design learning materials and qualification programs tailored exclusively to their unique needs. This approach will ensure they acquire only the most pertinent skills, subsequently heightening efficiency by zeroing in on these specific competencies.

We hope that this skill measurement tool, along with the corresponding learning materials, will gain recognition and adoption by various industrial partners across Europe. By doing so, we aim to prepare our silver workers in purchasing and supply management to excel in the digitalized workspace. The focus of this interview is primarily on silver workers in purchasing and supply management positions, but insights about silver workers in decision-making roles are also valuable. Your insights today will be invaluable in achieving this vision.

Confidentiality and duration clause

Please be assured that your confidentiality is of utmost importance to us. This interview is entirely anonymous, and no personal identifiers will be associated with your responses. While we will be recording the session, it is solely for the purpose of data collection and subsequent evaluation. We won't share or distribute the recording in any way that could compromise your anonymity. The interview is expected to take around 45 minutes. We appreciate your participation and understanding.

4. Questions for silver workers:

Part 1 Opener

Let's begin with some general questions:

Q1: What is your position in PSM?

Q2: Can you describe the composition of your department, especially in terms of age and experience levels of the employees?

Part 2 Recognition

Our discussion will now focus on 'Recognition.' We're eager to understand the organization's perspective on the training needs of silver workers.

Q3: How has the role of aging individuals in PSM or your department evolved over time?

Q4: Which skills do you believe will be crucial for your career growth in the coming years?

Q5: Do you think silver worker are fully addressed with existing training?

Supporting questions:

Q5.1 **If not:** How can the training methods or materials be enhanced?

Q6: How are silver workers' needs addressed within existing training materials?

Q7: What PSM (or other work-related) skills do you believe are absent from your training materials?

Part 3 Integration

Moving on to 'Integration,' we aim to explore the strategies and mechanisms the organization uses to identify the need for new skills or technologies. Grasping this process can offer insights into its adaptability and preparedness concerning the workforce's skills.

Q8: Do you encounter specific obstacles when trying to develop the skills required for your position?

Q9: When the company introduces a new approach or technology, what is the procedure to align it with silver workers requirements?

Part 4 Adaptability

Our next segment, 'Adaptability,' will discuss the organization's agility in adapting to emerging trends and technologies, particularly with regard to silver workers. We want to uncover the strategies ensuring silver workers remain aligned with the dynamic needs of the modern workplace.

Q10: What are requirements for long-term integration of silver worker into the organisation?

Q11: How are you or the department trained in your company and how are the training methods implemented?

Q12: Do you have the possibility to evaluate training?

Supporting questions:

Q12.1A: **If YES**, do you suggest specific improvements tailored to silver workers' training needs?

Part 5 Technology

Lastly, we'll discuss 'Technology.' Given the significant role technology plays in modern workplaces, it's essential to assess its influence on silver workers.

Q13: Do you utilize technology to address challenges associated with an aging workforce?

Supporting questions:

Q13.1: Do silver workers easily adapt to new technologies?

Q13.2: Does this require specialized training for silver workers?