



Institute for Strategy and Business Economics
University of Zurich

Working Paper Series
ISSN 1660-1157

Working Paper No. 79

**Ageing Workforces and Challenges to
Human Resource Management in German Firms**

Uschi Backes-Gellner and Stephan Veen

December 2007

Published as: "Ageing Workforces and Challenges to Human Resource Management in German Firms." *Human Resource Management in Ageing Societies - Perspectives from Japan and Germany*, (2008), Eds. H. Conrad, V. Heindorf, F. Waldenberger. Houndmills, Basingstoke: Palgrave Macmillan, 13-28. By Uschi Backes-Gellner and Stephan Veen.

Aging Workforces and Challenges to Human Resource Management in German Firms⁺

Uschi Backes-Gellner and Stephan Veen*

⁺This article is published as a book section. It is therefore no longer available as an ISU working paper.

New source and suggested citation:

Backes-Gellner, Uschi; Veen, Stephan: Aging Workforces and Challenges to Human Resource Management in German Firms, 2008. in: Harald Conrad, Viktoria Heindorf, Franz Waldenberger (eds.): Human Resource Management in Aging Societies - Perspectives from Japan and Germany, Palgrave Macmillan.

Abstract

The aim of this paper is to provide an overview of the main challenges imposed by demographic change on the human resource management (HRM) policies of German companies. Although many more aspects of business are affected by demographic change, such as changes in consumption or in savings and investment and therefore in capital costs, we concentrate on changes in personnel policies prompted by an aging workforce. We cover a wide range of HRM policies, starting with recruitment problems, moving on to training issues, wages and incentives, and end with problems concerning innovation and technological change.

Keywords: Aging Workforce, Firm Demography, Human Resource Management

JEL-Code: M51, M54, J1

* Uschi Backes-Gellner ist Mitglied der Akademiengruppe Altern in Deutschland, eine Initiative der Leopoldina und acatech, gefördert durch die Jacobs Stiftung, www.altern-in-deutschland.de. Stephan Veen ist Mitarbeiter in derselben Arbeitsgruppe.