



SNA

*Presidenza del Consiglio dei Ministri*  
Scuola Nazionale dell'Amministrazione

# SNA Training Course on Intergenerational Differences in Italian Public Administration

Prof. Barbara Quacquarelli

Prof. Gianluigi Mangia -

DISPA Meeting 2021 November 29th

# A lesson from Rome: talent has no age

**Michelangelo designed and directed the works of St. Peter's Basilica between the ages of 71 and 89**



# Scenario

**Public Employee:**  
50,7 years



**In central units: 54 years**

**Public Managers:**  
1 out of 4 is over 60  
Average age 56 years



# Scenario:

At the end of 2021 there will be more retirees than employees

- In the last two years, the Italian Public Administration has lost about 190,000 employees.
- Next year could see the overcoming of public retirees over public employees.

# Training Needs (1): Knowledge Management Challenge



## Knowledge and Know How Losses

- massive exit from the labor market of seniors due to retirement

## Demand for increasingly complex knowledge and skills

- new technologies
- knowledge obsolescence
- complexity

# Training Needs (2): Avoid intergenerational conflict

- Insertion of **Young** people very trained and often at the first experience in the PA in contexts with high average age  
- Inclusion of young people with the expectation of bringing innovation and change

**Seniors**, considered unable to learn new ways of working, are often discriminated (less training, less involvement in new projects, ect.)

**Power Dynamics**

# Program Schedule (1)



Title: Managing Intergenerational Differences in Public Administration



3 Modules (3 hours each)



Three different days in one week



On line Training  
(due to pandemic period)



30 Participants, from different administration units, middle and senior managers



# Program Schedule (2): methodological approach

## Module 1:

- Plenary - theoretical background, main *challenges* and problems (create *awareness*)
- Discussion in small groups on *perceptions* and *experiences* related age diversity within their professional context

## Module 2:

- In small groups – participants select one problematic story: they have been protagonists, or they have witnessed problems or discriminatory dynamics related to a particular target group (young people, seniors, etc.).

## Module 3:

- Plenary - good practices and policies on age diversity (also from private sector)
- In small groups - participants identify solutions to their chosen problematic story
- Plenary - Presentation of group case studies with possible solutions and discussion with trainer and other groups



# Main Contents

- Generational differences
- Stereotypes
  - Junior discrimination
  - Senior discrimination
- Organizational problems and consequences
- Age Management good practices
- Inclusive communication
- Inclusive leadership

# Results and lesson learned



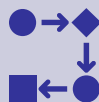
Great participants commitment



Very felt and emotionally engaging problem



Time to discuss stereotypes, perceptions (awareness)



Stimulate a positive and result-oriented approach and not a problem-oriented approach with a bottom-up methodology

