

# KOREA OLDER WORKER DEVELOPMENT INSTITUTE (KOWDI)

Central Public Organization for Senior Employment  
to Realize Productive Welfare

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- **Korea Older Worker Development Institute** [kordi.go.kr](http://kordi.go.kr)
- **Baeksenuri** [100senuri.go.kr](http://100senuri.go.kr)
- **Hanahana Mall** [hanahanamall.com](http://hanahanamall.com)
- **facebook** [facebook.com/kordinoin](https://facebook.com/kordinoin)
- **twitter** [twitter.com/kordinoin](https://twitter.com/kordinoin)
- **Development Support Center** [kordi.go.kr/growup](http://kordi.go.kr/growup)



# GENERAL CHARACTERISTICS

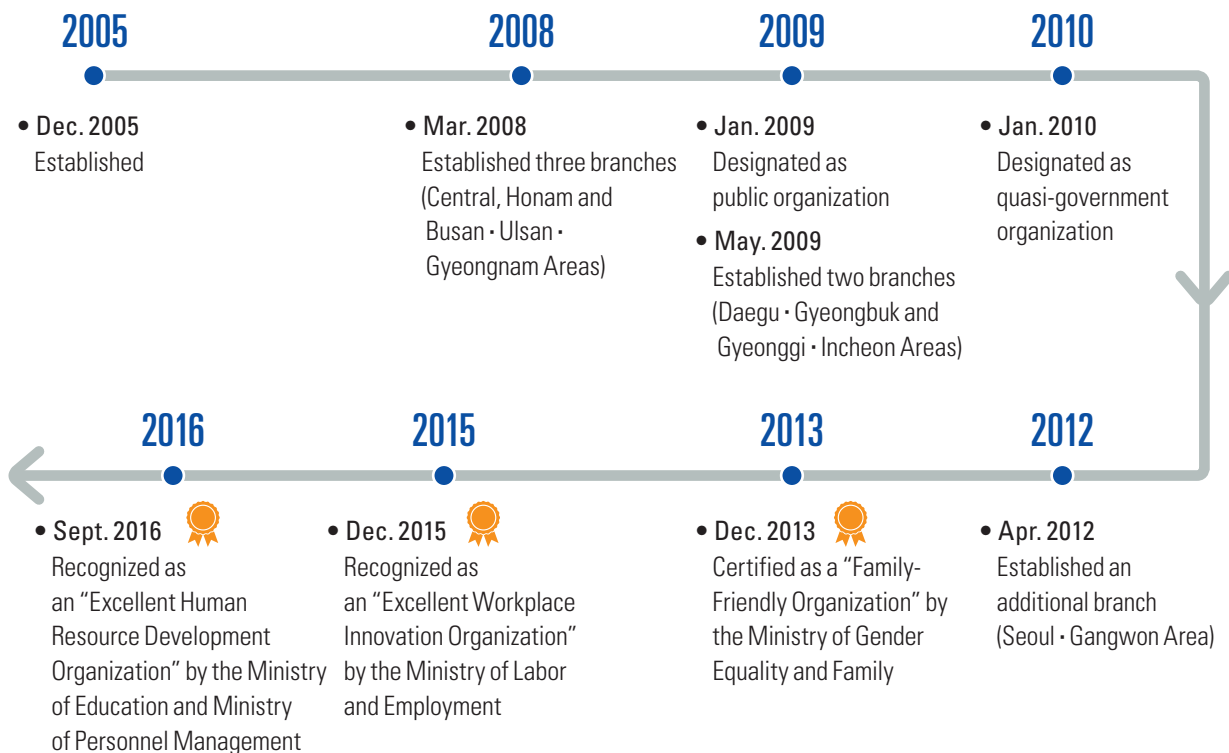
## THE BASIC NATURE OF ORGAIZATION

The KOWDI is a quasi-government organization affiliated with the Ministry of Health and Welfare responsible for the promotion of seniors' employment and participation in social activities.

## BASIS OF KOWDI'S ESTABLISHMENT

Established base on the Article 23-2 of Welfare of Older Persons Act (2005 Amendment)  
(Establishment and Operation of Dedicated Elderly Employment Agencies)

## BRIEF HISTORY



★ **2012~2016** Achieved excellent rankings on customer satisfaction surveys in the public sector (conducted by the Ministry of Strategy and Finance) for 5 consecutive years

# MISSION & VISION

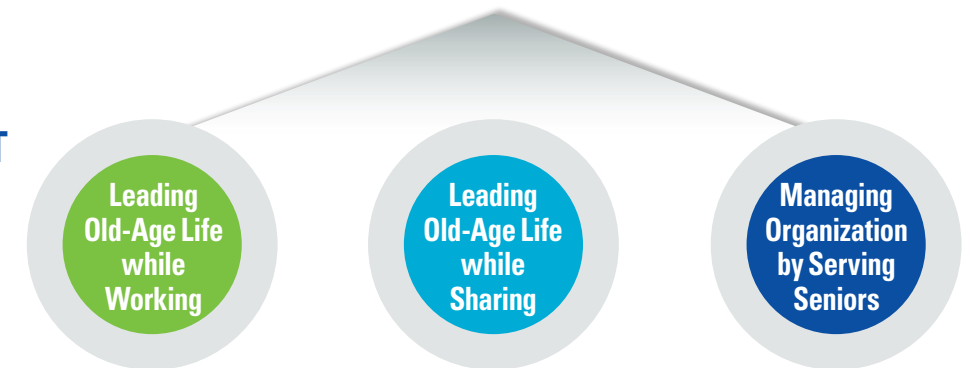
**MISSION** Realization of an Active Aging Society through Activation of Senior Employment

**VISION** To Become the Leading Organization for Senior Employment in Realization of Productive Welfare

## CORE VALUES



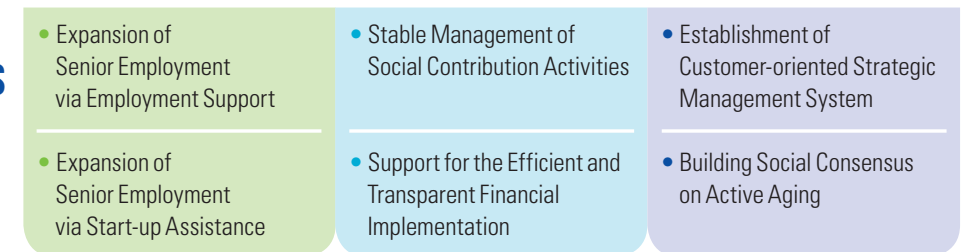
## MANAGEMENT GOALS



## STRATEGIC GOALS



## STRATEGIC ASSIGNMENTS



# MAJOR ACTIVITIES

## SUPPORT FOR SENIOR EMPLOYMENT AND SOCIAL ACTIVITIES

### 1. Senior Employment

#### Market-Type Working Groups



Providing government assistance for senior working groups to cover part of labor costs and to increase their business profits

|                     |  |
|---------------------|--|
| <b>Assistance</b>   | KRW 2 million per person annually  |
| <b>Type of work</b> | Senior-staffed café, grocery stores, factory work, sales, and service work, etc. |
| <b>Inquiries</b>    | Independence Support Team of KOWDI (+82-31-8035-7564)                            |

#### Manpower Dispatch-Type Enterprises



Dispatching skilled employees or employees who have completed certain educational programs to companies in a specific market, based on demand, and providing a certain amount of assistance to the dispatching companies

|                     |   |
|---------------------|---|
| <b>Assistance</b>   | KRW 150,000 per person annually                   |
| <b>Type of work</b> | Home-making, nursing and caring, janitorial, etc. |
| <b>Inquiries</b>    | Business Support Team of KOWD (+82-31-8035-7568)  |

#### Senior Internship



Providing government assistance to businesses that employ seniors aged 60 and over as interns by supplementing their wages

|                     |   |
|---------------------|---|
| <b>Assistance</b>   | <b>Basic assistance</b> : 50% (up to KRW 450,000) of agreed-upon monthly wage per person for first three months<br><b>Additional assistance</b> : Additional 50% (up to KRW 450,000) of agreed-upon monthly wage per person for additional three months upon making employment contract on long-term basis after completion of internship |
| <b>Type of work</b> | Manufacturing, services, office jobs, etc.  |
| <b>Inquiries</b>    | Senior Internship of KOWDI (+82-1577-1923)  |

#### Age-Friendly Enterprises



Providing government assistance to businesses that hire certain numbers of seniors aged 60 and over in eligible occupational categories where they can work competitively

|                     |   |
|---------------------|---|
| <b>Assistance</b>   | Up to KRW 300 million for business foundation costs, overall business support and operation services, on-line sales via Hanahana Mall, education for the business staffs in charge of the program, and support for networking of age-friendly enterprises |
| <b>Type of work</b> | Manufacturing, services, and office jobs, etc.  |
| <b>Inquiries</b>    | Independence Support Team of KOWDI (+82-31-8035-7562)   |

#### Enterprise-Related Employment



Creation and maintenance of jobs for seniors in business companies through provision of non-operating expenses

|                     |  |
|---------------------|--|
| <b>Assistance</b>   | <b>Amount of assistance</b> : KRW 2 million per job (may be increased to KRW 3 million) on one-time basis<br><b>Limitation of assistance</b> : Assistance must be limited to non-operating expenses necessary for business promotion, such as age-friendly working equipment, social insurance fees, education fees, promotion and marketing expenses, and senior employment model development |
| <b>Type of work</b> | Manufacturing, services, and office jobs, etc.   |
| <b>Inquiries</b>    | Business Support Team of KOWDI (+82-31-8035-7545)  |

#### Development Support Center



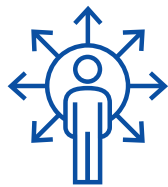
Providing consulting services on technologies, business management, education, and networking that aims to reinforce the market competitiveness of the age-friendly enterprises

|                        |  |
|------------------------|--|
| <b>Support details</b> | <b>Technical consulting</b> : Product development, technology certification, design development, and new market opening<br><b>Business management advice</b> : Business consultations on issues such as labor management, accounting, and finance; legal consultations on the establishment and operation of age-friendly enterprises (market-type enterprises)<br><b>Education</b> : Business-incubating education and intensive mentoring service for age-friendly enterprises and enterprise-affiliated specialized education<br><b>Networking</b> : Cooperation between industries and academic fields, and cooperation in locating professional services for business starting-up |
| <b>Inquiries</b>       | Development Support Center of KOWDI (+82-1644-5382)  |

# MAJOR ACTIVITIES

## 2. Social Activities

### Civic Service Activities



Volunteer activities in which seniors participate for their own self-satisfaction and sense of accomplishment as well as to serve the public interest of communities

|                   |  |
|-------------------|--|
| Assistance        | Allowance of KRW 270,000 per month                               |
| Target population | Recipients of Basic Pension and aged 65 and over                 |
| Type of work      | Elder care by elders, support for vulnerable social groups, etc. |
| Inquiries         | Social Participation Support Team of KOWDI (+82-31-8035-7571~5)  |

### Talent-Sharing Activities



Provision of opportunities for seniors to share their talents with the general public as ways to increase their sense of accomplishment and promote health and social networks

|                   |  |
|-------------------|--|
| Assistance        | Allowance of KRW 100,000 per month                               |
| Target population | Any seniors aged 65 and over                                     |
| Type of work      | Senior safety promotion, counseling, and learning guidance, etc. |
| Inquiries         | Social Participation Support Team of KOWDI (+82-31-8035-7571~5)  |

## CONDUCTING BUSINESS-ORIENTED SENIOR EDUCATION

- Establishment of education system to improve seniors' employability focused on skills needed by businesses (development of programs to enhance seniors' basic job-performance skills and education materials customized for the 60+ age group)
- Enhancement of job competency for the 60+ age group through development of customized education courses (basic and job-practical level) based on companies' requirements and job-market analysis
- Contribution to promotion of education for the 60+ age group by expanding the senior employment education centers nationwide

## CONDUCTING EDUCATION AND TRAINING FOR STAFFS OF FIELD AGENCIES

### 1. Development of Educational Courses for Staffs in Charge of Senior Employment at Field Agencies

Educational programs offered to staffs in charge of senior employment at field agencies to improve their capabilities to develop creative senior jobs and business items

- Strengthening capabilities of staffs in charge of senior employment at field agencies (development of educational programs based on their demand and analysis of their educational needs)
- Establishment of systematic educational courses for staff based on the characteristics of each business type

### 2. Operation of Educational Programs

- Phased education courses designed to improve competencies of staffs in charge of senior employment at the field agencies
  - Beginner course (the newly hired staffs, basic job competency)
  - Intermediate course (staffs with less than five years of experience, to improve their relation to each project type)
  - Advanced course (staffs with five or more years of experience, to foster experts in the field)
- **Inquiries:** Education & Training Team of KOWDI (+82-31-8035-7555)

## CONDUCTING RESEARCH ON SENIOR EMPLOYMENT

- Surveys on demand of senior workers in businesses with a view aimed on supplying and expanding senior workers
- Promotion of business-related policy research and studies, such as analysis of factors related to senior employment
- Promotion of research in terms of improving its practical application in accordance with changes in domestic and foreign socio-economic environments
- Dissemination of research findings on senior employment through various venues, such as forums and publications
- **Inquiries:** Research Center of KOWDI (+82-31-8035-7518)

## ESTABLISHMENT AND OPERATION OF SENIOR EMPLOYMENT INFORMATION AND MANAGEMENT SYSTEM

- **Baeksenuri** : A website promoting employment and social activities for seniors. <http://www.100senuri.go.kr>
- **Saenuri System** : A senior employment information management system. <http://www.saenuri.go.kr>
- **Hanahana Mall** : An online shopping mall selling products of market-type working groups and age-friendly enterprises. <http://www.hanahanamall.com>
- **Inquiries** : – Information & Statistics Team of KOWDI (+82-31-8035-7593 for Baeksenuri and Saenuri System)  
– Independence Support Team of KOWDI (+82-31-8035-7565 for Hanahana Mall)

# 60+ AGE GROUP AS A NEW GROWTH ENGINE FOR KOREAN AGING SOCIETY

## COMPETITIVENESS OF SENIORS (60+) BASED ON SCIENTIFIC FINDINGS



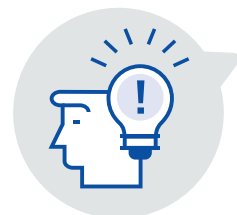
### Do seniors lack physical strength?

- Physical strength of seniors has little effect on their job performance, except for jobs requiring high-intensity physical strength.
- Seniors are becoming much healthier compared to those of same age in the past.



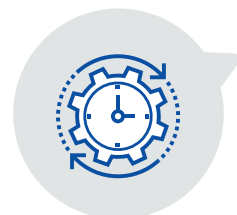
### Do seniors lack the ability to learn new things?

- Age has little effect on learning ability.
- Seniors can learn very well when taught by effective methods of education and training.



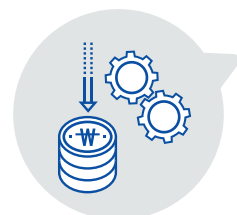
### Do seniors lack intelligence?

- No. While fluid intelligence which is innate usually declines with age, crystallized intelligence which is acquired via education, training and experiences increases with age.
- Overall, seniors are capable of making better judgments than younger people.



### Are seniors unproductive?

- Old age (aging) does not necessarily lead to low productivity.
- The misconception that aging leads to low productivity is a form of prejudice against seniors, especially considering the fact that elderly CEOs outnumber young CEOs.



### Do senior workers require higher salaries?

- According to international studies, hiring seniors does not equivalent to higher salaries.
- The misconception of increasing wages with age may come from the seniority-based wage system in which wages increase with age, not from the capacity-based wage system in which wages are determined by productivity.

## ADVANTAGES OF SENIOR EMPLOYMENT

- Lower labor costs compared to employing young workers
- Employing diligent workers
- Employing loyal workers
- Employing reliable workers
- Employing workers concerned with maintaining stable employer-employee relations

For businesses

For the society

For seniors and their families

- Lowering social costs (welfare and other expenses)
- Achieving greater social integration
- Reducing senior suicide and poverty rates
- Utilizing seniors' expertise and skills
- Improving perceptions of aging and older persons

- Having stable income
- Enhancing social relationships
- Heightening self-esteem and self-affirmation
- Improving overall quality of life
- Improving and sustaining physical and mental health

## THE NECESSITY OF SENIOR EMPLOYMENT

### Preparation for the Aging of Workers

In response to the aging of workers, private and public sectors of employment need to use measures such as continuous employment beyond retirement age and re-employment. They also need to strengthen personnel management including education and training since working age population (15-64 years old) begins to shrink from 2017.

### Efficient Utilization of Skilled Seniors

Utilization of experiences, knowledge, and skills that seniors have accumulated in their lives is useful for the promotion of companies' productivity and also for meeting government policies to promote senior employment.

### Promotion of Social Responsibilities and Shared Values for Business Sector

Strengthening of companies' social responsibilities and creation of shared values via increased senior employment in response to the low birthrate and aging population



# AGEISM: PREJUDICE AND NEGATIVE PERCEPTION ON AGEING AND OLDER PERSON

By Sung-Jae Choi (President, Korea Older Worker Development Institute)

Ageism is far from scientific facts and much exaggerated thoughts. Ageism in Korea seems to be much more serious compared to advanced countries. In response to an aging society, which is what Korean society has become, ageism needs to be urgently improved or overthrown.

In Korean society, in fact, those at the age from late 50s or early 60s are regarded as 'older persons' because they actually lose their social roles due to mandatory retirement age set at 60 years, which is much lower compared to that in advanced countries.

Ageism is a multi-dimensional concept composed of (1) negative perception on older persons' behaviors and attitudes, (2) discrimination against older persons, (3) avoidance of older persons, and (4) prejudice and exaggerated generalization of on facts of aging. Ageism has been prevalent in Korean society over the past several decades, and many factors have been identified to be contributing to ageism. Ageism, in particular, being driven by three main factors in Korea, is becoming a serious social problem, especially considering the rapid prolongation of Koreans' life span beyond the age 80s and further into 90s.

The first factor intensifying ageism is the culture of authoritarianism based on age in Korea. Korean society has been dominated by this authoritarian way of thinking based on people's age, a result of Koreans' traditional Confucian values. Older people, who are usually lagging behind in the ever-changing knowledge, technologies, and skills seem to try to maintain their dignity and authority based on their age alone, thus worsening the issue of ageism.

The second factor intensifying ageism is the conception of liberalism versus conservatism built on age itself. While Korean society has experienced political and social conflicts in the process of developing into a modern democratic society, it has shown a tendency to perceive liberalism as a symbol of growth and democracy and conservatism as a symbol of traditionalism and authoritarianism. Moreover, liberalism has been regarded as the ideology of the young, while conservatism as that of the old. Over time, such a way of thinking has given rise to hostility toward older persons among the younger generations, thus contributing to intensifying ageism in Korea.

The third factor intensifying ageism is the tendency of older Koreans' less attentive to physical appearance and attitudes. For many reasons, older people often become increasingly indifferent to how they appear to others as they become middle-aged or older. Not only do many begin caring less about their appearance and personal relations, but they also lack modest attitudes towards learning new knowledge and skills in work and daily life. As a result, many older persons become unappealing to younger people and make their intergenerational relations difficult, thus aggravating the ageism.

In fact, ageism is a rather ironic phenomenon. That is not only non-elder generations' negative perception towards current elder generations but also denial of non-elder generation themselves' future, though aging is inevitable for all people. The sheer number and proportion of older population that has increased for the past several decades reached over ten millions (21%) for those aged 60 and older, and over seven millions (14%) for those aged 65 and older as of 2017. With this remarkable growth of older population, Korean society is to be faced with difficulties in supporting older population only through social welfare programs such as public pensions, public assistance, etc. The most effective way of lifting the social burden of supporting older population is to utilize senior aged 60 and over as a new engine of economic growth and social development.

The health and well-being of people aged 60 and over have improved significantly over the past decades, with many in this age group looking and feeling almost 10 years younger than previous generations of their age. Among them, moreover, there is an estimated 4.5 million people who want to continue their careers. In response to such changes, Korean society must prioritize employment for increasing seniors and make efforts to help them continuously contribute to the growth of the economy so that it may alleviate the burden placed upon society and its members and promote the development and happiness of families and communities.

Ageism is the biggest obstacle not only in promoting senior employment but also in building up "A Society for All Ages", mainstreaming of older persons into the society. Unless this serious problem of ageism is improved, efforts to create a society for all ages are bound to fail. In this regard, it is particularly important that private enterprises, the public, and policy makers gain a better understanding of older persons and aging based on scientific facts. Breaking away from the ageism must begin with providing the general public with correct information about the true facts on older persons and aging process.