Good Practice -
Academia Ser Caetano –
Inclusive employment for
senior professionals

WP 2

Activity 1 (Good Practice)

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Name/ title of practice:	Academia Ser Caetano – Inclusive employment for senior professionals "Senior Talent"
Location:	Portugal (multiple training and development centers nationwide)
Size and scale of organization:	Large: operations across 46 countries, 3 continents, with numerous employees and multiple centers in Portugal
Industry/Sector:	Automotive, industrial training, HR development
Contact info (for follow up, if available):	recrutamento@salvadorcaetano.pt
Additional details:	N/A
Sources of information/References:	"Academia Ser Caetano" program overview, including senior talent and training methodologies https://empregosalvadorcaetano.pt/trabalhar-na-salvador-caetano/formacao-e-desenvolvimento/

Good Practice/Content

Key focus/bias observed:	This example of good practice helps to overcome the stereotype associated with the idea that "older workers resist tech", demonstrating the usefulness of utilizing the knowledge of retired employees. This practice focuses on Inclusive employment: engaging older workers (near-retirement or retired) as mentors/trainers https://empregosalvadorcaetano.pt/trabalhar-na-salvador-caetano/formacao-e-desenvolvimento/ https://salvadorcaetano.pt/en/responsibility/our-commitments/ https://talentportugal.com/salvador-caetano-junta-te-a-familia-ser-caetano/
Description of the *Practice*:	Salvador Caetano company implemented a structured program within Academia Ser Caetano that recruits collaborative senior professionals—either nearing retirement or already retired—to serve as mentors and trainers. They deliver technical and cultural induction training to new and existing staff across Salvador Caetano's business units https://empregosalvadorcaetano.pt/trabalhar-na-salvador-caetano/formacao-e-desenvolvimento/
Implementation strategy:	Preserving the knowledge of those who have years of experience and know Salvador Caetano from north to south in different areas of business, built in the following main steps: − Talent bank creation: HR identifies and invites senior and ex-employees with technical/business expertise to join a mentor roster. − Needs assessment & matching: Organizational training needs determine which seniors are suitable based on expertise. − Multi-modal delivery: Training is provided through face-to-face sessions, digital formats, and hybrid setups via the Academia Digital e-learning platform https://empregosalvadorcaetano.pt/trabalhar-na-salvador-caetano/formacao-e-desenvolvimento/ − Formal structure: Seniors operate under the "Formação de ativos e mentoria sénior" segment of the broader Academia Ser Caetano https://salvadorcaetano.pt/responsabilidade/os-nossos-compromissos/
Key actors involved:	The primary stakeholders are: − Senior mentors/trainers: core of the initiative − Junior/new employees: recipients of training − HR & training departments: manage recruitment, onboarding, and coordination − Business unit managers: define skills/training priorities − Executive leadership: endorse intergenerational development within broader People strategy https://expresso.pt/longevidade/2023-06-16-Quando-o-talento-e-a-experiencia-nao-tem-idade-b9b207eb *"When we started this project, there was a need to train young people in different areas for our factories, such as painting, mechanics, electricity, and sheet metal work." Luís Caseiro, director of the employee training and development department*

	"It is a way to leverage the knowledge, years of experience, and expertise of people who understand the organization's values and principles." Luís Caseiro, director of the employee training and development department *https://empregosalvadorcaetano.pt/trabalhar-na-salvador-caetano/formacao-e-desenvolvimento/*
Outcomes and metrics of impact:	Ser Caetano Academy aims to help our employees, future hires, and companies grow using innovative methods, modern technologies, and creative solutions. With Senior Talent, the main outcomes are: – ~20 senior mentors integrated into the program – Reaches approximately 950 learners annually via the academy formacao.gruposalvadorcaetano.pt – Preservation of tacit knowledge, contributing to smoother operations and onboarding – Supports career pivot for seniors transitioning out of factory roles While these numbers indicate uptake, explicit KPIs like employee retention, quality improvement, or productivity gains are not publicly disclosed.
Potential challenges and barriers for implementation:	Senior employees play a crucial role in knowledge transfer and mentorship; however, several challenges can arise when integrating them into structured learning or training programs: – Motivation & engagement: Ensuring seniors feel supported and valued in new roles – Digital readiness: Some mentors may need upskilling to deliver digital/hybrid learning – Scheduling logistics: Aligning part-time mentor availability with training timelines – Quality control: Maintaining consistency and adherence to updated best practices – Scalability constraints: Limited mentor pool and capacity may restrict reach
Blueprint for success - recommendations for replication or adaptation of the Practice:	To successfully replicate and adapt senior-led training programs, organizations could: – Create a formal mentor database—track expertise, availability, and training history. – Offer training to mentors in presentation and digital facilitation. – Blend modalities: combine in-person labs with e-learning to maximize flexibility. – Measure impact: running surveys and track metrics like training completion, satisfaction, and retention. – Institutionalize culture: integrate mentor roles into HR development and performance management.
Key lessons learned:	Through these initiatives, companies can discover how empowering senior employees as mentors not only preserves knowledge but also strengthens culture and connection across generations. The implementation of senior-led training initiatives has revealed several key lessons: – Senior mentors are a dual asset: valuable for knowledge preservation and social inclusion – Flexible training options work best, accommodating different energy levels and schedules of senior participants – Cross-generational interaction enriches company culture and fosters learning – Structured programs provide purpose: many older employees wish to stay active and share experience https://empregosalvadorcaetano.pt/trabalhar-na-salvador-caetano/formacao-e-desenvolvimento/

Other info/notes:	The Academia Ser Caetano is longstanding (est. 1981) and multi-functional, offering youth vocational training (Talento Jovem), internal development, and senior mentoring https://expresso.pt/longevidade/2023-06-16-Quando-o-talento-e-a-experiencia-nao-tem-idade-b9b207eb The initiative aligns with broader corporate responsibility and people development strategies under Salvador Caetano's HR framework

Sources

- Empresa site: "Formação e desenvolvimento" (Talent Sénior section) https://empregosalvadorcaetano.pt/trabalhar-na-salvador-caetano/formacao-e-desenvolvimento/
- Corporate responsibility pages: overview of Academia Ser Caetano's structure and modalities https://formacao.gruposalvadorcaetano.pt/inscricoes/
- Expresso report "Quando o talento e a experiência não têm idade" describing the senior-mentor model, mentor numbers, and learner impact Expresso

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