The Real Predicaments and Countermeasures of Human Resources Development for the Aged from the Perspective of Social Quality Theory

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Abstract: *China has already entered the moderately aging society comprehensively. While the degree of aging is deepening, the total population of working age in China is also declining year by year, and the traditional development model relying on young and middle-aged labor force is facing severe challenges. In this context, the importance of the development of human resources for the elderly has become increasingly prominent, which is not only the realistic need to alleviate the shortage of labor, but also the strategic choice to release the "longevity dividend" and promote high-quality development. Social quality theory provides a systematic framework for analyzing the development of human resources for the elderly through four dimensions: economic security, institutional empowerment, social inclusion and social cohesion. Based on this framework analysis, this study finds that this field is facing multiple dilemmas at present: at the level of economic security, it is difficult to support the sustainable development of human resources for the elderly because of insufficient resource investment; In terms of institutional empowerment, the system of policies and regulations is not perfect, which leads to insufficient protection of the rights and interests of the elderly to participate in social and economic activities; From the perspective of social inclusion, the unequal development channels and participation opportunities limit the effective integration of elderly groups with different backgrounds; At the level of social cohesion, the content and form of development are relatively simple, which makes it difficult to meet the diversified and multi-level needs of the elderly. In view of the above difficulties, the corresponding countermeasures are put forward: strengthening the leading role of the government, actively guiding the participation of social forces, and building a multi-coordinated resource input mechanism; It is necessary to speed up the establishment and improvement of the legal guarantee system and standardized management and operation mechanism to provide institutional support for the social participation of the elderly; Improve the ability and opportunity of the elderly group to integrate into the social and economic process by expanding the channels of education and training and diversified participation; According to the actual demand characteristics of the elderly, we will constantly innovate the content and form of human resources development to enhance the inclusiveness and cohesion of the development of the elderly.*

Keywords: Older Adult Human Resources, Social Quality Theory, Human Resource Development, Challenges and Countermeasures.

1. Introduction

According to statistics from the Ministry of Civil Affairs, as of the end of 2023, the elderly population aged 65 and above was 216.76 million, accounting for 15.4% of the total population, and China has entered the "moderate aging" stage. It is estimated that by 2050, the proportion of the population aged 65 and above will reach 27.6%, showing a large-scale growth trend [1]. Population aging has led to a decline in the absolute number of China's working-age population and a reduction in the scale of labor supply. According to the Ministry of Human Resources and Social Security, China's labor force will decrease by more than 7 million people per year before 2030, and the total number may drop to about 700 million by 2050. While the traditional demographic dividend is gradually fading, the "age dividend" inherent in the elderly population is becoming increasingly apparent. This elderly dividend is not only reflected in the huge stock and increase of elderly human resources, but also in the comprehensive improvement of human capital elements such as education level and knowledge structure, creating favorable conditions for the elderly to continue to participate in social activities. As General Secretary Xi Jinping pointed out, "Party committees and governments at all levels should attach great importance to and do a good job in the work related to the elderly, implement the national strategy of actively responding to population aging, and integrate the concept of positive aging into the whole process of economic and social development". This important statement has pointed the way for the development of human resources for the elderly.

Systematically advancing the development of elderly human resources has become a crucial strategic choice for maintaining the demographic dividend and ensuring sustainable economic and social development. The 2019 "National Medium- and Long-Term Plan for Actively Responding to Population Aging" explicitly stated that "we must promote the development and utilization of elderly human resources, achieve higher-quality employment, and ensure that the quantity and quality of human resources for coping with aging are sufficient". The 2022 "14th Five - Year Plan for the Development of the National Aging Cause and the Elderly Care Service System" proposed encouraging the elderly to continue playing a role, strengthening employment services for the elderly, promoting their social participation, advocating a positive view of aging throughout society, and guiding the elderly to actively participate in family, community, and social development according to their own circumstances. These policy orientations not only highlight the key role of elderly human resource development in addressing the challenges of population aging but also embody the "comprehensive development of people" and "social priority" advocated by social quality theory by promoting elderly employment and social participation. By empowering the elderly to participate in socio - economic life, we can enhance their personal well-being and potential, strengthen social cohesion and overall quality, and ultimately promote the development of an aging society towards a more inclusive and sustainable direction. However, an analysis of the current development status reveals that China's elderly human resource development still faces many contradictions.

On the one hand, according to data from the "2024 China Population and Employment Yearbook", in 2023, there were approximately 2.9697 million elderly people aged 60 and above in China, of which 197.7551 million were unemployed, accounting for 66.59% of the total population and 25.61% of the labor force. This means that one-fifth, nearly 200 million elderly people, are in a state of idle human resources. On the other hand, the development of elderly human resources faces multiple structural contradictions: at the level of socio-economic security, there is a contradiction between insufficient and unbalanced development and inadequate resource investment (Wei Ping, 2025); in terms of social empowerment, there is a contradiction between the continuous development of development practices and the lagging development of institutions (Cheng Jie et al., 2022; Yang Yinan, 2022); in the dimension of social inclusion, there is a contradiction between the continuous improvement of development awareness and the insufficient development approaches and single channels (Wang Jiangyan, 2024; Cai Fang, 2020; Song Yueping et al., 2024; Du Peng et al., 2024); at the level of social cohesion, there is a contradiction between the increasingly diversified development needs and the single development content and form (Zheng Aiwen, 2019). These contradictions not only hinder the sustainable development of elderly human resources but also result in a serious waste of the "age dividend".

Based on the theory of social quality, this study systematically analyzes the current situation and dilemmas of the development of elderly human resources in China from four dimensions: social and economic security, social empowerment, social inclusion, and social cohesion, and proposes corresponding countermeasures and suggestions.

2. Social Quality Theory: An Analytical Framework for Developing Human Resources for the Elderly

2.1 Analytical Dimensions of Social Quality Theory

Social quality theory is a policy research paradigm proposed by European sociologists in the 1990s. "Social quality" refers to the extent to which people can participate in the social and economic life of their community and improve their welfare and potential through this life [2]. This theory emphasizes the relationship between the improvement of the quality of social relations and personal development, abandoning the one-sided development view of simply pursuing economic growth, emphasizing sociality, and focusing more on the all-round development of people [3]. The indicator system of social quality is generally divided into three parts: conditional factors, constructive factors, and normative factors, specifically including four dimensions: socioeconomic security, social empowerment, social inclusion, and social cohesion. Among them, socioeconomic security involves people's situation in terms of social security and economic security [4]; social empowerment refers to the degree to which social relations, laws, and policy systems improve individuals' ability to act; social inclusion refers to the possibility of people obtaining various social support in their

lives; social cohesion reflects the collective identity built on trust and solidarity.

2.2 The Applicability of Social Quality Theory to the Development of Human Resources for the Elderly

Social quality theory is based on human sociality and aims to build an integrated society in which elements coordinate and develop in a balanced way to improve social quality. This quality is crucial for both individual well-being and social prosperity. It also realizes human sociality and achieves common development between individuals and society. Social quality theory is highly compatible with the development of human resources for the elderly. On the one hand, social quality is the social foundation and guarantee for the development of human resources for the elderly [5]. Among them, social economic security and social empowerment, as supporting elements of the social system, can provide material foundation and institutional guarantee for the development of human resources for the elderly; while social inclusion and social cohesion are a kind of soft empowerment, providing environmental support and a basis for collective action. On the other hand, the level of human resources for the elderly also directly restricts the individual quality of the elderly and the overall quality of society [6], and even further affects the social inclusion of human resources for the elderly and social [7] cohesion [8]. Social economic security and social inclusion are important ways for the elderly to realize themselves and continue to socialize; social empowerment and social cohesion are to help the elderly improve their own value and gain collective recognition by giving them the legitimacy of human resource status and improving the human resource development system for the elderly, and ultimately promote the improvement of social quality.

2.3 Analytical Framework for Research on the Development of Human Resources for the Elderly from the Perspective of Social Quality Theory

Based on social quality theory, this paper analyzes the social quality of elderly human resource development from four aspects (see Figure 1): Socioeconomic security, which measures the input into elderly human resource development, including government and social investment; social empowerment, which measures the institutional environment for elderly human resource development, including policy systems, legal guarantees, and management coordination; social inclusion, which measures the fairness of opportunity in elderly human resource development, i.e., the possibility of elderly people participating in employment and re-employment, including development pathways and channels; and social cohesion, which measures the system construction of elderly human resource development, including development content and forms. Based on these four dimensions, this paper comprehensively examines the practical logic of elderly human resource development, explores the real dilemmas faced in elderly human resource development under the perspective of social quality theory, and proposes corresponding countermeasures and suggestions.
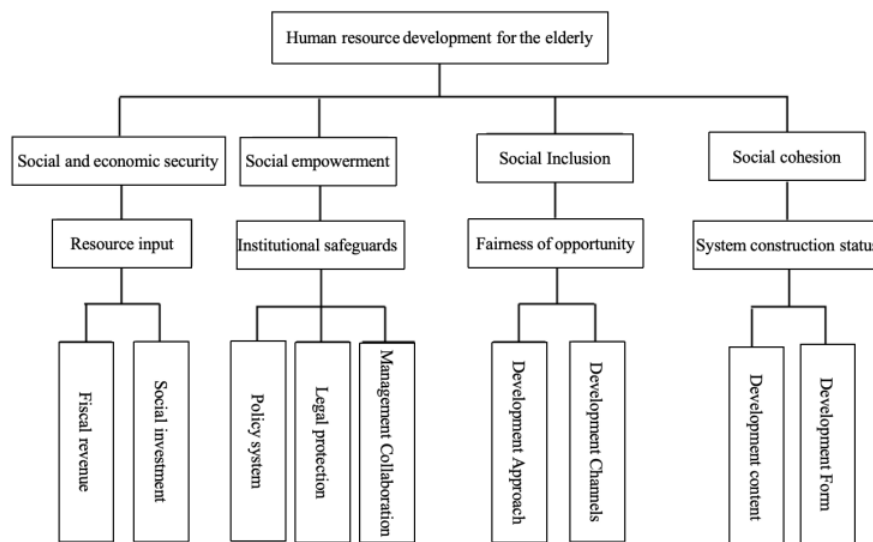
Figure 1: Logical Framework Diagram for Research and Analysis of Elderly Human Resource Development from the Perspective of Social Quality Theory

3. Practical Logic: The Real Dilemma of Developing Human Resources for the Elderly

From the perspective of the four dimensions of social quality theory, the current development of human resources for the elderly faces the following contradictions.

3.1 Socioeconomic Security: The Contradiction Between Insufficient and Unbalanced Development of Elderly Human Resources and Inadequate Resource Investment.

The socio-economic security of human resource development for the elderly is reflected in the resource investment of the government and social forces in human resource development for the elderly [9]. Human resource development for the elderly requires support from the government in terms of finance and publicity, as well as the joint participation of diverse social forces such as enterprises, social organizations, and families. However, there is still a significant gap between the relevant investment in my country and the actual development needs.

On the one hand, the investment in the development of elderly human resources is insufficient and unbalanced. At present, China has a large number of elderly human resources with a huge stock of human capital, but its development and utilization are obviously insufficient. Data from the Seventh National Population Census shows that in 2020, the employment rates of the elderly aged 60 to 64 and 65 to 69 were 34.43% and 27.49% respectively, while the employment rate of the elderly aged 70 and above was only 11.76%, which means that nearly 204 million elderly people aged 60 and above have not been developed. Due to the need to realize personal value and supplement economic income, many elderly people have the desire to continue to work. Surveys show that 68% of the elderly showed a high willingness to re-enter the workforce after retirement [10]. However, the government and society's insufficient investment in the development of elderly human resources has made it difficult for a large number of elderly people with the desire to re-enter the workforce to obtain suitable job opportunities. "I don't

want to stay idle at home, but many places are unwilling to hire me" has become a real problem for some elderly people. In terms of industrial structure, the industry distribution of elderly workers in China is relatively unbalanced, mainly concentrated in the agricultural planting field of the primary industry [11]. In 2023, among the employed elderly in China aged 60-64 and 65 and above, the highest employment rates were in agriculture, at 28.1% and 53.1% respectively, while the proportions of employees in other industries such as forestry, animal husbandry, fishery, mining, and manufacturing were relatively low. Furthermore, the employed population aged 60 and above is mainly distributed in industries with relatively low technical content, and less frequently in industries requiring high technical content, such as information transmission, software, information technology services, finance, scientific research, and technical services [12].

On the other hand, the current development of elderly human resources presents an insufficient and unbalanced predicament. The direct cause is the insufficient total investment in resources and the structural imbalance, which directly restricts the actual effectiveness of the development of the elderly population [13]. The level of financial support can most intuitively reflect the resource allocation level of elderly human resource development. In terms of government investment, in 2023, the national expenditure on elderly welfare funds decreased by 130 million yuan compared with the previous year, down to 42.17 billion yuan, and the financial support showed a continuous weakening trend. Taking the elderly education projects carried out by the National Open University as an example, most provinces and cities have a shortage of funds for elderly education [14], among which the insufficient investment in publicity and education work for the development of elderly human resources is particularly prominent [15]. It is precisely because of insufficient publicity investment that the social cognitive bias of elderly human resources cannot be effectively reversed, resulting in frequent age discrimination. Some groups hold a negative attitude towards population aging, overemphasizing its impact on the labor market while ignoring its potential value. This cognitive bias not only limits

the social participation opportunities of the elderly, but also hinders the full development of elderly human resources.

Regarding social investment, taking funding for elderly education as an example, the "Blue Book on Elderly Education: Research Report on the Development of Elderly Education in China (2018-2020)" shows that in 2019, of the total investment of 243 million yuan in 29 provinces and municipalities, 90 % relied on government finances, while the contribution rate of social entities such as enterprises and social organizations accounted for only 10%. Under the background of China's elderly education following the principle of "government-led, market-regulated," social investment is severely insufficient. In terms of enterprise investment, employing companies generally lack age-appropriate positions, barrier-free facilities, and medical equipment; while companies engaged in elderly human resource development face challenges such as a shortage of professional trainers, insufficient application of digital tools, and inadequate research on development needs. Regarding family investment, due to the tediousness of housework and the need for intergenerational care, most elderly people with social interaction or economic needs are unable to actively participate in social activities such as human resource development. Excessive family responsibilities not only limit the elderly's opportunities to realize their self-worth but also weaken their possibility of contributing to society through re-employment, volunteer service, and other means.

3.2 Social Empowerment: The Contradiction Between the Continuous Development of Elderly Human Resource Development Practices and the Lagging Institutional Development.

Social empowerment in the development of human resources for the elderly is reflected in the institutional provisions and guarantees for the elderly's right to participate, requiring the construction of a sound policy, legal, and management coordination system to ensure that these rights are realized [16]. However, the current policy, legal, and management coordination is still imperfect, affecting the effective functioning of social empowerment.

Current policy documents concerning the development of elderly human resources mostly address the issue from a macro perspective, focusing on effectively identifying, actively developing, and expanding these resources (see Table 1). These documents primarily include directional and guiding content regarding delayed retirement, community-based elderly care, elderly talent databases, the needs structure of the elderly, vocational skills, the elderly care industry, the silver economy, and rights protection. However, with the continuous development of practices, strategic long-term development plans, along with supporting policies, measures, and support systems, remain insufficient. Therefore, more specific implementation rules are needed.

Secondly, China's laws and regulations concerning the development of human resources for the elderly are not comprehensive enough. The scope of protection provided by the current laws and regulations is still limited to the basic needs of the elderly, such as old-age security, medical services, living environment creation, and spiritual and cultural supply. There is a lack of specific and targeted provisions, which to some extent restricts the progress of human resource development for the elderly.

Table 1: Overview of Policies on the Development of Human Resources for the Elderly

Issuing Department and Year	Policy documents	Policy content
State Council, December 2016	National Population Development Plan (2016-2030)	Implement a gradual policy of delaying the retirement age, improve the retirement age policy for employees, and effectively tap into and develop the human resources of the elderly.
State Council, July 2019	Healthy China Action (2019-2030)	The document explicitly includes "the formulation of special plans for the development and utilization of elderly human resources in various regions" as one of the action goals.
State Council, November 2020	Proposal on Formulating the 14th Five-Year Plan for National Economic and Social Development and the Long-Range Objectives Through the Year 2035	We will implement a national strategy to proactively address population aging and actively develop human resources for the elderly.
National Health Commission National Working Commission on Aging, December 2020	Notice on Launching the Creation of Exemplary National Age-Friendly Communities	"Silver Age Action" in communities, expand the development of elderly human resources, and support the elderly to participate extensively in community public welfare, charity, education, culture and health undertakings.
State Council, November 2021	Opinions on Strengthening Work Related to the Elderly in the New Era	Localities are encouraged to establish databases of elderly talent to provide guidance and services to elderly people who are willing to work.
State Council, February 2022	The 14th Five-Year Plan for the Development of National Aging Undertakings and the Elderly Care Service System	It is pointed out that China has a large elderly population and a rapid aging rate, and the demand structure of the elderly is shifting from survival-oriented to development-oriented.
State Council, January 2024	Opinions on Developing the Silver Economy and Enhancing the Well-being of the Elderly	Encourage the development of vocational skills training and evaluation in areas such as elderly care, and support school-enterprise cooperation in building industry-education integration training bases.
State Council, July 2024	Decision on Further Comprehensively Deepening Reform and Advancing Chinese-Style Modernization	Improve the policy mechanisms for developing elderly care services and industries. Develop the silver economy and create employment opportunities suitable for senior citizens.
The Standing Committee of the National People's Congress, September 2024	Decision on Implementing a Gradual Delay in the Statutory Retirement Age	Improve the public employment service system and establish a sound lifelong vocational skills training system. Strengthen the development of job opportunities for older workers.
State Council, September 2024	Opinions on Implementing the Employment-First Strategy to Promote High-Quality and Full Employment	Employers who hire workers who are over the statutory retirement age must protect the workers' basic rights in accordance with the law.
State Council, December 2024	Opinions on Deepening the Reform and Development of Elderly Care Services	Give full play to the role of social participation in elderly care services, actively develop elderly human resources, and create diversified and personalized employment opportunities suitable for the elderly.

Meanwhile, the development of human resources for the elderly also lacks a corresponding overall coordination and management mechanism. The work of developing human resources for the elderly involves numerous government departments such as the Ministry of Human Resources and Social Security, the Ministry of Finance, the National Health Commission, and the Ministry of Education. It is difficult to effectively promote this work by relying on the efforts of any single department; it requires collaborative management and joint efforts from all departments. However, due to the lack of a unified coordinating and management body, the division of responsibilities among departments is unclear, significantly increasing the overall management difficulty [17].

3.3 Social Inclusion: The Contradiction Between the Increasing Awareness of Human Resource Development Among the Elderly and the Insufficient Development Methods and Limited Channels.

Social inclusion of elderly human resources is manifested in the society's inclusion of elderly employment. By developing elderly human resources and promoting their employment, they can be better integrated into society and promote social inclusion [18]. Data from the 2021 Fifth Urban and Rural Elderly Living Conditions Survey showed that 76.6% of elderly people in China agreed that "elderly people should be self-reliant and strong" and 72.2% agreed that "elderly people should play their remaining role and participate in social development". This indicates a strong tendency among elderly people towards social integration. At the same time, society's perception of the elderly is also undergoing positive changes. The concept of "the elderly can make a difference" is replacing the past notions of them being a "burden" or "useless". The theory of aging has also undergone a transformation from negative aging to positive aging. However, it cannot be ignored that deep-rooted age discrimination still exists widely in society. Most members of society, including the elderly themselves, still believe that the elderly have declining physical functions and weakened learning ability and should stay at home to enjoy their old age. This view not only strengthens the passive dependence of the elderly, but also weakens the society's tolerance for their participation in education, employment and other activities, thus leading to the reality of limited ways to develop elderly human resources and narrow employment channels [19].

This predicament manifests in two aspects. First, there is a lack of channels for developing the potential of elderly human resources in China. Many who did not receive a good education in their youth hope to receive remedial education or training after retirement. However, they often struggle to re-enter the labor market due to a shortage of educational resources and opportunities to acquire digital skills, hindering the utilization of this demographic [20]. At present, the phenomenon of insufficient supply of elderly education resources and severe lag in the updating of knowledge and skills is becoming increasingly prominent. Many elderly people do not have the opportunity to receive education due to quota restrictions [21]. According to statistics, in 2021, there were approximately 111,000 elderly education institutions in China, comprising both universities above the county level and community-based institutions. Compared with the total elderly population of more than 200 million, the elderly

education resources are worrisome [22]. With China's vigorous promotion of the construction of "Digital China" and the "Artificial Intelligence +" action, the added value of the core industries of the digital economy has accounted for about 10% of the GDP. The labor market in the digital age demands workers with higher educational qualifications and skill levels. However, the digital knowledge gap has exacerbated the vocational skills differentiation among older workers, resulting in a large number of elderly people lacking digital skills being excluded from the labor market. The root cause lies in the significant deficiencies in China's digital technology education mechanism. Existing digital skills training primarily serves middle-aged and young adults, and a digital education system adapted to the cognitive characteristics and learning habits of the elderly has not yet been established. This makes it difficult for the elderly population to adapt to the development requirements of the digital economy era, especially facing difficulties in digital economy employment [23].

On the other hand, re-employment channels for the elderly in China remain limited. According to a 2023 survey, the main way urban residents aged 60 and above look for work is through introductions from relatives and friends. Other methods, such as attending job fairs and contacting employment service agencies, collectively account for less than 30% of job searches. The lack of specialized re-employment counseling agencies and employment platforms for the elderly has dampened their motivation to seek employment and, consequently, their enthusiasm for human resource development, such as employment-related education and training. At the same time, new technologies such as artificial intelligence and big data have not fully considered the needs of the elderly in areas such as job recommendation algorithms and employment service platform design, which also hinders the diversification of employment channels for the elderly and further limits their employment opportunities and development space.

Table 2: Overview of Job Search Methods for Unemployed Urban Residents Aged 60 and Above in China

How unemployed elderly people aged 60 and above in urban China look for work		
age	60-64 years old	65 years and older
Total number of people (ten thousand)	8035.12	21 676
Number of employed (in ten thousands)	3776.09	6145.40
Preparing for your own business	5.5 %	5.9 %
To find a job, participate in training, internships, and recruitment exams.	1.0 %	1.0 %
Asking relatives and friends to introduce	73.6 %	78.9 %
Search job websites or advertisements	4.8 %	2.6 %
Contact the employer or organization directly	12.0 %	10.7 %
Contact employment service agencies	1.8 %	0.8 %
Attend job fair	0.9 %	0.1 %
other	0.3 %	——

Data source: China Population and Employment Statistical Yearbook 2024

3.4 Social Cohesion: The Contradiction Between the Increasingly Diverse Needs of Elderly Human Resource Development and the Singularity of Development Content and Forms.

Fostering social cohesion through the development of elderly human resources requires diverse content and flexible formats. Providing elderly people with flexible ways to participate in society, their level of social participation is enhanced, intergenerational interaction and understanding are promoted, thereby driving active aging and improving social cohesion. However, current development content and forms are still relatively homogeneous and fail to meet the diverse needs of active aging.

The current development of human resources for the elderly exhibits diversified content needs. According to the "Opinions on Promoting a Lifelong Vocational Skills Training System" issued by the State Council in 2018, China is committed to providing universal and equitable vocational skills training services for all workers. However, due to differences in age, education level, and occupational background, the needs of the elderly for development content show significant heterogeneity. For example, technical personnel focus on extending their professional abilities, management personnel pay more attention to consulting and guidance opportunities, while grassroots workers tend to prioritize practical skills enhancement. This necessitates that the development of human resources for the elderly establish a flexible and diverse supply system, truly meeting the diverse development needs of the elderly through differentiated and precise content design. Diverse needs also exist in the forms of development. The elderl's participation in socio-economic activities is primarily based on three levels of needs: economic security, social needs, and self-actualization needs. Accordingly, those driven by economic needs seek opportunities for income generation; those with social motivations prefer activities like community mutual aid or interest groups; and those focused on self-actualization need platforms to contribute their knowledge and skills. The key to addressing these diverse needs lies in achieving precise matching. This requires establishing different development models to meet diverse needs, as well as developing diversified participation modes, including offline, online, and hybrid approaches, to effectively develop elderly human resources [24].

In contrast to the diverse development needs, the existing supply of elderly human resources is relatively uniform in both content and form. In terms of content, most existing programs for the elderly focus on leisure activities, offering courses like calligraphy, painting, singing, and dancing, while practical courses promoting active aging, such as training in operating smart devices, are severely lacking [25]. This "active aging" -oriented content supply struggles to meet the differentiated needs of different elderly groups, especially those with professional backgrounds who aspire to career continuation or transition; existing training content falls short of their actual needs. Simultaneously, current development methods are too simplistic, overly reliant on traditional education and training models, and lacking systematic support. The one-way theoretical instruction-based teaching method easily leads to a severe lack of practical operation and interactive experience; after training, there is a lack of continuous follow-up guidance and capacity-building mechanisms; furthermore, the lagging development of digital platforms and insufficient online educational resources fail to adapt to the learning characteristics of different elderly groups

and cannot support their diversified development demands, severely restricting the breadth and depth of elderly human resource development.

4. Optimization Path for Elderly Human Resource Development Based on Social Quality Theory

Currently, the development of elderly human resources in China faces multiple challenges, such as insufficient resource investment, lack of institutional guarantees, limited channels and resources, and a lack of diverse content formats. These problems collectively restrict the full development and utilization of elderly human resources. To overcome these difficulties, it is crucial to promote coordinated progress from multiple dimensions, including resource guarantees, institutional systems, channel development, and content innovation.

4.1 Increase Resource Investment and Strengthen the Socio-economic Guarantee for the Development of Elderly Human Resources.

Government investment in developing China's elderly human resources should be increased. To provide more comprehensive economic support and social services, the government can enhance its support for elderly human resource development by strengthening special fiscal expenditures and public awareness campaigns. First, public finance should be allocated to infrastructure development related to elderly human resource development, such as building senior activity centers and training bases. Simultaneously, central and provincial government matching funds should be implemented, and incentive policies such as tax breaks and employment subsidies should be used to guide enterprises (especially those related to the silver economy) to actively develop high-quality employment opportunities suitable for the elderly. Second, investment in public awareness campaigns should be increased, fully leveraging the credibility and influence of official media, integrating traditional media with emerging communication channels such as social media platforms and short videos, focusing on highlighting successful cases of elderly talent in various industries and fields, actively promoting the value of elderly human resources, eliminating employment prejudice, and creating a positive atmosphere throughout society that supports the development of elderly human resources.

Various enterprises, social organizations, and families need to increase their investment in market support, professional services, and family security to form a diversified and collaborative ecosystem for developing elderly human resources. Enterprises and institutions can create more suitable positions for the elderly by optimizing job settings and innovating employment models, thus establishing a sustainable development mechanism. They should also increase investment in age-friendly work environments, improve barrier-free facilities and the provision of medical first-aid supplies to ensure the health and safety of elderly employees. As providers of education and training, enterprises engaged in elderly human resource development need to increase investment in teacher training, cultivate a team of instructors focused on improving job skills suitability,

and innovate training methods using technologies such as AI and VR, enhancing the practical skills of elderly employees through work scenario simulations. Social organizations need to strengthen legal aid investment in the elderly human resource development process, establishing specialized legal aid mechanisms to address potential issues such as accidental injuries and service disputes during education and training, effectively protecting the legitimate rights and interests of the elderly. They should also offer general skills courses, such as smart device operation, to encourage the elderly to participate in social activities and apply the skills they have learned. Families can optimize the division of labor among generations, ensure development space for the elderly, and fully support the development of elderly human resources; increase investment in elderly education. Additionally, children can help elderly people who are willing to work to expand their employment channels and match suitable job opportunities more efficiently by connecting them with employment service agencies and screening corporate recruitment information.

4.2 Improve Institutional Safeguards and Strengthen Social Empowerment for the Development of Elderly Human Resources.

Developing human resources for the elderly requires a sound policy and legal system, arbitration and mediation mechanisms, a supervisory system, and management coordination as institutional support. Based on current shortcomings, improvements can be made in the following aspects.

First, the improvement of relevant policies and legal frameworks must be accelerated. Top-level design should be refined by integrating the development of elderly human resources into national economic and social development plans. Relevant laws and regulations must be promptly formulated to provide a systematic legal foundation for this endeavor. Furthermore, certification standards for elderly talent and a vocational training system should be established. Legal regulations for intellectual property protection are also needed to clarify the rights and responsibilities of the government, enterprises, and organizations, thereby safeguarding the legitimate rights and interests of the elderly. Simultaneously, we should formulate regulations to promote age-friendly employment for enterprises, providing tax breaks and job subsidies to companies that develop age-friendly positions, and incorporating age discrimination into the credit evaluation system. The government can learn from student insurance models by leading the establishment of a risk protection mechanism. This would involve collaborating with insurance institutions to develop specialized products, such as accidental injury insurance, and providing subsidies for basic premiums.

Second, a robust mediation and arbitration mechanism for disputes related to elderly human resource development should be established. This mechanism should form part of a comprehensive dispute resolution system that covers the entire process, including training services, qualification certification, information management, and job matching. This includes disputes arising from false advertising or substandard training by training institutions, improper use of data from elderly talent information platforms, lack of

transparency in skills certification standards or unfair assessments, and mismatches between job requirements and the abilities of the elderly. Establish a preventative regulatory system, formulate service standards for elderly human resource development, and implement an access and blacklist system for service institutions. Operational measures should include setting up dedicated mediation windows in relevant government departments, establishing arbitration committees with multi-party expert participation, and developing online video mediation platforms. Simultaneously, a supporting system should be established, comprising guidance from precedent cases, an integrity rating system for service institutions, and a special relief fund. This will form a full-chain dispute resolution model of "prevention-mediation-arbitration-relief". This model will help regulate the operation of service institutions by providing convenient and efficient rights protection channels, creating a fair, orderly, and rights-protected development environment for elderly human resource development.

Secondly, it is essential to establish and improve the supervision system for the development of human resources for the elderly. This requires a government-led, multi-party collaborative regulatory mechanism. At the government level, cross-departmental joint inspections should be implemented. Digital monitoring platforms should be utilized to dynamically track policy implementation, fund usage, and service quality, with the results factored into the performance evaluations of responsible officials. At the enterprise level, industry associations should formulate qualification standards for enterprises and personnel involved in elderly human resource development and training, establish a credit rating system for such enterprises, and provide policy incentives to compliant companies. At the social organization level, third-party evaluation agencies should be introduced to conduct independent assessments, while a public complaint platform must be created to gather feedback. At the individual level, regular satisfaction surveys should be conducted to ensure the rights and interests of the elderly are protected. By integrating government supervision, corporate self-regulation, social supervision, and individual feedback, a comprehensive, multi-dimensional supervision network covering the entire policy process, the entire resource chain, and all aspects of services can be formed, ultimately achieving a standardized, efficient, and sustainable development of the supervision system for the development of human resources for the elderly.

Finally, a multi-stakeholder collaborative management system must be established. This system should coordinate the responsibilities of key departments—including human resources and social security, civil affairs, education, and health. A cross-departmental data-sharing platform must be created to integrate training resources and other information, enabling precise resource matching and interconnected services. Utilizing digital governance tools, the government should build a unified national cloud platform for elderly human resource development services, which will acilitate real-time sharing of development resources such as job requirements, skills records, and social security data. Simultaneously, enterprises, social organizations, and families will be mobilized to participate, forming a multi-governance pattern of "government leadership, market

operation, social collaboration, and family support" Through policy incentives, resource sharing, and service guarantees, the enthusiasm of all stakeholders in elderly human resource development will be stimulated, building a collaborative network for policy formulation, resource integration, and service provision to comprehensively improve the efficiency of elderly human resource development.

4.3 Optimize Pathway Development to Promote Social Inclusion in the Development of Elderly Human Resources.

Developing human resources for the elderly requires the joint efforts of the whole society to increase development avenues, broaden development channels, expand opportunities for their participation, and promote the development of society in a more inclusive direction.

On the one hand, a robust system for developing elderly human resources, led by the government and involving multiple stakeholders like universities and social organizations, needs to be strengthened. The education department should encourage universities and other educational institutions to establish majors related to elderly education and develop a professional faculty to train personnel for elderly resource services. At the same time, collaboration between universities and enterprises should be encouraged to develop age-friendly curricula and establish model practice bases for elderly education. Social organizations can rely on community resources to carry out non-degree education activities that meet the actual needs of the elderly, creating a complementary framework that integrates formal and non-formal education. Furthermore, considering the learning characteristics of the elderly, education and training should emphasize practicality and cutting-edge technology, adopting a modular design that is "small but sophisticated", including basic digital literacy courses and essential skills such as using artificial intelligence terminals, to comprehensively enhance the competitiveness of the elderly in the labor market.

Enterprises should be encouraged to develop age-friendly vocational skills training programs. Through a combination of policies such as training subsidies and tax breaks, incentivize enterprises to develop practical training courses tailored to the needs of the elderly, including the operation of smart devices. Establish a scientific training effectiveness evaluation mechanism to help qualified trainees connect with enterprise employment needs, achieving a seamless "training-employment" transition; create an intelligent lifelong learning platform suitable for the elderly that integrates online learning, intelligent tutoring, and employment matching; and design a curriculum system covering multiple aspects such as basic digital literacy and the inheritance of traditional skills. By regularly updating course resources and aligning them with the staffing needs of enterprises, a sustainable lifelong learning ecosystem for the elderly can be built.

On the other hand, channels for developing elderly human resources must be diversified.\ Silver-haired employment service centers will be established, equipped with professional teams such as career planners and legal advisors, aiming to provide comprehensive employment support including job recommendations, employment guidance, and rights protection. Employment service stations will be set up at the street and community levels to provide elderly people with convenient services such as job postings, policy consultations, and interview assistance, forming a comprehensive offline employment service network. Simultaneously, human resource service agencies, recruitment websites, and other market entities will be actively guided to establish special recruitment zones for the elderly. They should also be encouraged to develop age-friendly job search platforms and intermediary services to facilitate information exchange between enterprises and elderly job seekers. This public-private collaboration will build a diversified employment channel system that seamlessly integrates online and offline services.

4.4 Enrich Content and Form to Promote Social Cohesion in the Development of Elderly Human Resources.

To resolve the conflict between diverse development needs and the current lack of variety in content and format, a multifaceted human resource development system for the elderly must be established, one that is tailored to their specific needs.

On the one hand, a key step is to establish a development content system that can meet the different needs of the elderly: for the elderly with economic needs, we should focus on providing practical skills training that matches flexible employment positions, including community service skills such as simple care and basic repair required for offline positions, and digital skills such as smart device operation and data entry required for online part-time jobs; for the elderly with social needs, we should build intergenerational communication and skills sharing centers in communities, design special projects such as "grandparent classrooms" and optimize the time bank operation model to achieve precise matching of service hours with actual development needs such as elderly care and life services; for the elderly with value realization needs, we should focus on building a knowledge and experience transformation platform, setting up honorary positions such as industry development consultants and cultural heritage ambassadors, and providing special funds and display channels to ensure that their professional value is fully developed.

On the other hand, diverse forms of human resource development for the elderly should be designed. First, a "combination of online and offline" model should be implemented. In offline courses, teachers and elderly students interact face-to-face, which enhances learning interactivity and fulfills their social needs. In contrast, online courses offer flexibility in timing and location, while features like video playback facilitate knowledge retention. Second, a "combination of basic courses and technology-focused courses" approach should be adopted. Elderly education institutions can add intelligent courses, using "technology-assisted aging" teaching to help the elderly master the intelligent technologies needed for daily life, enabling them to understand and apply modern digital technologies and cultivate new types of professional seniors. Third, a "intergenerational digital mentoring" model should

be promoted. The elderly should be encouraged to actively learn intelligent technologies from the younger generation. This process can be facilitated through guidance from their own children and structured community programs, thereby promoting intergenerational interaction and communication. At the same time, young people should be encouraged to adjust their communication methods, improve their patience and expression skills, and gain a sense of accomplishment and intergenerational emotional connection through their contributions. This approach, which incorporates diverse content and flexible formats, focuses not only on the individual development of the elderly but also fosters societal progress, further enhancing social cohesion.

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