A Guide to Managing an Ageing Workforce

Maximising the experience of mature-age workers through modern employment practices
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Foreword

The ability of the public sector to deliver quality services is dependent on its people. Our workforce, in line with the rest of Australia’s, is ageing. The current WA public sector workforce has an average age of 45 years, with over 19% of employees aged 55 years or older. These employees hold a wealth of skill and experience. If the majority of these people were to leave the sector within the next five years, the knowledge and labour loss would be substantial.

An age diverse workforce has real benefits for any organisation. The ability to harness the skills, experience and enthusiasm of people of any age creates a cooperative work environment where the individuals, regardless of their age, can contribute.

The age profile of the WA public sector highlights the need to develop effective strategies to retain mature-aged employees in the labour market while a more diverse profile is constructed. The knowledge and experience of mature workers should be captured to develop newer employees to ensure service excellence continues in the Western Australian community. This guide is designed to assist senior managers and Human Resource (HR) practitioners to achieve these goals.

M C Wauchope
PUBLIC SECTOR COMMISSIONER
1. The Facts of Workforce Ageing

The age at which people choose to retire has increased over the last decade. This will increase further with the Federal Government's announcement in the 2009/10 budget to increase the pension age to 67 years from 2023. Life-expectancy has increased and people will live and work for longer. In contrast, the lower rates of fertility indicate the number of younger workers who enter the labour market will continue to fall.

Figure 1 shows the trend of an increasing concentration of the 45 plus age group in the Australian workforce. A corresponding stagnation in the under 25 category indicates that participation rates amongst mature age groups will become critical as labour supply declines. Unless mature age groups are encouraged to stay in the workforce for longer there may be an insufficient labour supply to meet demand.

Figure 1: Labour force growth, 1982–2012

Implications of an ageing workforce

The Western Australian Government submission to the Productivity Commission Study, Economic Implications of an Ageing Australia (2004)\(^4\), projected:

- the Western Australian population over the age of 65 would grow from 11.9% in 2009 to 20.6% in 2045
- a shortfall in the public sector workforce between 4% and 23% by 2022
- that health and education are the public sector industries most likely to be affected by an ageing population
- competition for skilled staff between agencies, and with the private sector will intensify
- future shortages in other States for particular skills could result in a significant skill drain from Western Australia
• economic activity in Western Australia would slow over the next four decades due to a decline in labour force growth brought on by lower population growth and a continued fall in labour force participation.

**Age profile of the Western Australian Government**

The Western Australian Government is the state’s largest employer and has an older age profile than that of the Western Australian and Australian workforces.

Figure 2 shows:

- almost 50% of WA public sector employees are aged 45 years and above
- there is under representation in age groups below 35 years and above 55 years

The Retirement Intentions Survey 2006 conducted by the Department of the Premier and Cabinet reviewed the retirement intentions of over 18,000 public sector employees aged 45 and above. The survey found:

- 64% of respondents intended to retire by 2016
- nearly three quarters of these have 15 years or more experience in the public sector

While significant economic factors since 2006, including the Global Financial Crisis may have some influence, the potential for mass retirements, knowledge loss, skills shortages and tight labour markets remain significant issues. It therefore makes sense to recruit from the widest available talent, develop employees of all ages, and encourage mature workers to stay with the organisation.

In the medium to longer term the undersupply of skills and labour experienced in Western Australia over the last few years is predicted to intensify as the ‘baby boom’ generation reaches retirement age.
To continue its excellent work for the Western Australian community, the public sector must remain an attractive employment option for all existing and potential employees. The sector needs to position itself to encourage workers to remain in the workforce beyond the average early retirement age of 59 years while also effectively creating opportunities for younger less experienced employees and emerging leaders. This will allow agencies to assess their current situation, identify areas for improvement and ensure that knowledge is transferred and skill loss is managed.

**Benefits of a mature workforce**

Mature employees bring greater stability to the workforce. Employees over 45 years of age stay in their roles an average 2.5 times longer than younger employees.

A stable workforce has many benefits:

- lower turnover rates and therefore lower recruitment costs
- longer retention of corporate knowledge
- easier future planning.

Other benefits of a mature workforce include:

- better attendance records and therefore greater productivity
- greater work experience and problem solving ability to contribute to improvement strategies and initiatives
- maturity and patience to relate well to co-workers and to provide quality customer service
- ability to work with minimal supervision to allow managers to focus on other aspects of the workplace
- ability to mentor new starters and lead work teams to contribute to corporate knowledge retention
2. Meeting the Challenge

The challenge is to create a work environment that will attract and retain mature employees to work beyond retirement age. It is crucial to build awareness of the impacts of changing workforce demographics and to equip leaders across the sector with the skills to manage an ageing workforce.

This guide provides practical advice and techniques for agencies to:

- attract mature employees
- retain current mature employees in the sector for longer
- retain and improve the use of mature employees' knowledge and skills
- transfer knowledge and skills from mature to newer employees
- build a diverse and inclusive workforce

Retirement factors

The top factors rated by WA public sector employees as being the most influential in their decision to retire are:

- financial security (97%)
- job satisfaction (93%)
- work/life balance (91%)
- more time to pursue leisure activities (84%)
- job stress/pressure (84%)

Although mature employees may remain in, or return to work for economic reasons, many do so because they want to be active. Many mature employees want to continue to work - the key is to make work practices more attractive to them by addressing the factors above.

To retain mature employees for longer, it is critical to understand why they leave. Information on how to design, implement and evaluate exit surveys can be found in the Public Sector Commission publication, Learning from Leaving.

- Opportunities exist to develop best practice models to support a longer work life, phased retirement and knowledge management
- The public sector with its ageing workforce profile and employment size has a unique leadership role to play in response to changes in the labour market environment
3. Strategic Age Management Process

The strategic age management process involves an analysis of the agency’s current situation, a vision of where it intends to be in the future and the necessary strategies to achieve this. In addition, the changing demographics of the labour market and population as a whole must be understood to identify future challenges and the available options.

To develop a strategic age-management process an agency must fully understand its current position. Use the Agency Age-diverse Assessment in Appendix B to:

• determine the agency’s current workforce profile
• identify what age groups are over or under represented
• highlight age-related trends throughout the agency
• prioritise areas for action
• provide future direction for the agency
• provide base-line data to monitor the success of strategies over time

Priorities identified should be those that will bring the most value to the agency. The key age management strategies described in this section are listed below.

• **Recruitment** - rethink recruitment strategies to attract an age diverse workforce
• **Culture** - factors for an age-inclusive workplace culture
• **Reward and recognition** - motivate and engage employees
• **Learning and development** - to meet employee career aspirations and agency needs
• **Flexible work options** - work patterns to balance employees work/life commitments
• **Health and wellbeing** - holistic strategies to benefit all staff

These strategies are not stand alone and will influence each other and impact on both the attraction and retention of mature employees. Whichever strategies are selected it is imperative that they are monitored and evaluated on an ongoing basis. This will determine if they are achieving their objectives and if they are still relevant for the agency.
The agencies existing communication plan should be expanded to raise awareness of changing workforce demographics and the benefits of an age-diverse workforce.

For age-inclusive policies and strategies to be effective they should be aligned with other business activities and link directly to the overall strategic plan. An integrated strategic planning approach provides clear direction, unity and structure to achieve organisational goals. It will also ensure the age-inclusive strategies gain commitment from the CEO or Director General.

Age-inclusive strategies impact on many areas of business. HR practitioners should be involved in significant business decisions across the agency to ensure that workforce issues are considered as part of the agency’s overarching objectives.
3.1 Attract an Age-diverse Workforce

Mature-aged people often have less success in obtaining work than their younger counterparts\textsuperscript{xii}. This reflects the negative stereotypes that employers still hold of mature employees in the workplace. It also highlights an untapped segment of the workforce.

The increased number of mature-age employees is consistent with the age profile of the WA community. An organisation with demographics aligned to the community is more likely to empathise and understand their needs. It also demonstrates to potential new recruits that the organisation is age friendly.

Recruitment strategies for an age-inclusive workforce

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<thead>
<tr>
<th>Initiatives</th>
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<tr>
<td>Collect labour market information</td>
<td>The demographics of the labour market should be researched and understood to ensure an informed and realistic approach to recruitment. Useful sources are the Australian Bureau of Statistics, Public Sector Commission and the Department of Commerce.</td>
</tr>
<tr>
<td>Promote the workplace</td>
<td>Employment incentives for mature employees such as flexible work practices, learning and development opportunities, and health and well being programs should be adopted and promoted.</td>
</tr>
<tr>
<td>Review recruitment practices and documents</td>
<td>Ensure recruitment practices and documents do not directly or indirectly exclude people. Review JDFs and advertisements to ensure language and imagery are age neutral. This will broaden the candidate range. Phrases such as “People of all ages are encouraged to apply” should be used and any restrictive language removed.</td>
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<td>Initiatives</td>
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<tr>
<td>Increase diversity of candidates</td>
<td>To target an age diverse labour market, advertise in different places such as community newspapers, noticeboards or radio stations. Create awareness of the opportunities that exist for mature employees.</td>
</tr>
<tr>
<td>Explain the recruitment process</td>
<td>Ensure the assessment process is fully explained so mature employees who may not be familiar with these processes know what to expect. For more information visit <a href="#">Rethinking Recruitment</a>.</td>
</tr>
<tr>
<td>Ensure a merit based recruitment process</td>
<td>Recruitment processes should be based on a proper assessment of merit and equity. To ensure a diverse range of views, different age groups should be represented on selection panels.</td>
</tr>
<tr>
<td>Map competencies or skills required for roles</td>
<td>Mature employees may not possess formal qualifications for roles but may have relevant experience. To include mature employees map competencies and skills from both formal education and work experience to the role requirements. For more information see the <a href="#">Guidelines for the WA public sector Capability Profile</a>.</td>
</tr>
<tr>
<td>Educate all stakeholders</td>
<td>The HR team, managers, members of assessment panels and external recruitment partners should be aware of workforce demographics and should be fully supportive of an age inclusive workforce.</td>
</tr>
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**Alternative workforce**

Consider an informal ‘alumni’ system or register of casual employees, where former employees are asked back on a part time or contract basis to assist the agency. All employment contracts must be consistent with the public sector standards which apply to recruitment, selection and appointment and any relevant approved procedures.
### 3.2 Promote an Age-inclusive Culture

Workplace culture is the attitudes, values and behaviours within an organisation which determine what is supported and expected of employees. Workplace culture plays a critical role in the success of age diverse strategies.

A recent survey of more than 8,000 employers found that fewer than half are seeking staff over the age of 45\textsuperscript{iii}. A work environment that is not supportive of mature employees is a key factor in exit decisions\textsuperscript{iv}. The support and camaraderie mature employees gain from the work environment is significant in their decision to continue to work\textsuperscript{v}.

#### Strategies for an age-inclusive workplace culture

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<tr>
<th>Initiatives</th>
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<tbody>
<tr>
<td>Age diverse approach</td>
<td>Strategies should be designed to fit with the existing culture. Age-diverse strategies will achieve better outcomes than initiatives specifically targeted at mature employees\textsuperscript{vi}.</td>
</tr>
<tr>
<td>Gain leadership support</td>
<td>The support of CEOs and Directors General is crucial to the success of any age-diverse strategies. Leaders have the power to align age-diverse strategies with business goals and to develop supportive policies and practices. To gain support, raise awareness and understanding of labour market changes and the associated opportunities and challenges.</td>
</tr>
<tr>
<td>Lead by example</td>
<td>Leaders must champion and advocate age diversity as good business practice.</td>
</tr>
<tr>
<td>Review Processes</td>
<td>Processes should be reviewed to eliminate age imbalance or bias from recruitment and performance development processes.</td>
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<tr>
<td>Encourage employee feedback</td>
<td>Include employees in strategy and policy development to promote acceptance. Age diverse working groups demonstrate management commitment to hear ‘every voice’.</td>
</tr>
<tr>
<td>Regular communication</td>
<td>Change can cause uncertainty and anxiety for employees. Expand existing communication channels so all employees are aware of the changes, why they are being implemented and how it will affect them.</td>
</tr>
<tr>
<td>Challenge stereotypes</td>
<td>Challenge stereotypes that exist in the agency, such as the ‘right’ age to retire. Highlight the benefits of an age-diverse culture. Any issues should be addressed with honesty.</td>
</tr>
<tr>
<td>Know what employees think</td>
<td>Employee surveys, interviews or focus groups can provide insight into the organisation, capture thoughts and opinions on the agency’s existing practices and ways they can be improved. Confidentiality and anonymity should be assured to encourage employees to participate.</td>
</tr>
<tr>
<td>Systems and processes</td>
<td>HR and business processes should be developed and embedded within the agency to support the cultural change.</td>
</tr>
<tr>
<td>Review induction processes</td>
<td>Induction assists new employees to integrate into the workplace culture and to understand what is expected of them. Review induction processes to ensure they promote an age inclusive culture - seek input from employees in all age groups. For more information see Recruitment Tools</td>
</tr>
</tbody>
</table>

**Essential communication**

Pilbara TAFE communicates activities to the workforce via the organisation’s intranet, email, telephone, team meetings and the ‘Communication Corridor’. The Communication corridor is a weekly event on Thursday mornings where lecturers participate in a collaborative meeting. Where possible no programs or lectures are scheduled during this time.
3.3 Reward & Recognition for all Ages

To feel valued in the workplace is important. Reward and recognition is an opportunity to motivate and engage employees. Reward does not have to mean money. Non-financial ways to reward employees include respect, appreciation, new challenges, meaningful work, comfortable working conditions and career development opportunities. Whichever method is chosen, rewards and recognition should be fair and equitable.

Strategies to reward and recognise employees

- **Develop a policy**
  An agency policy will define the permitted limits for reward and recognition.

- **The role of Managers**
  Managers may be best placed to know what motivates their team and to recognise individual contribution. Scope should be provided for this in the reward and recognition policy.

- **Make it meaningful**
  Reward and recognition mean different things for different people. The best way to find out what motivates employees is to ask them. Use surveys, focus groups or formal/informal interviews to determine incentives.

- **Recognise merit**
  Efforts of individual employees should be acknowledged. Make certain to recognise the positions or employees which may not stand out because of the nature of their work.
## 1. Ways to reward and recognise employees

| National Awards | The Public Service Medal recognises outstanding service by employees of the Australian Government and state, territory and local government employees. A total of 100 medals are awarded every year, six are awarded by the WA state government. A person may only receive the Public Service Medal once and is entitled to the post-nominal PSM. More information can be found on the website [It's an Honour](www.publicsector.wa.gov.au). |
| Employee awards | Annual agency awards are a way to recognise exceptional employee performance. The awards may also encourage staff loyalty, commitment and productivity. |
| Recognition | Praise and recognition can be shown at branch meetings, in agency newsletters, on the intranet, as an employee of the month, via a letter or Certificate of Appreciation or by simply giving verbal thanks. Some people find a one on one conversation with their manager more meaningful than public recognition. |
| Financial information | Employees may have concerns about the impact of work on superannuation benefits or concerns over access to benefits while continuing to work. Financial planning services and retirement advice could be provided to increase awareness and show empathy. |
| Comfortable work place | Flexible work practices and health and well being programs demonstrate that employees are valued. See sections 3.5 and 3.6 for further information. |
| Career development opportunities | This could be secondments, acting opportunities, additional training, access to seminars; opportunities to mentor newer staff or job rotate to add variety |

### Dual benefits of mentoring

Western Australia Police has recently reviewed its well-established mentoring program in order to more fully understand the benefits gained and ensure return on investment. The future direction of the program focuses on self-management and access to resources and tools to support individuals taking control of their development across the agency.

For information on how to develop and implement a mentoring program see the [Guidelines for Mentoring in the WA public Sector](www.publicsector.wa.gov.au).
3.4 Learning and Development for all Employees

Continuous learning and development is vital to meet the career aspirations of employees and to meet the changing needs of the agency. Greater access to learning and development opportunities may increase job satisfaction and support retention.

Mature employees welcome the opportunity for learning and development and research has shown that they are as capable as younger employees at learning new skills. As mature employees have been shown to stay with an employer for longer, it is wise to train and develop them.

Strategies for Learning and Development across age groups

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<thead>
<tr>
<th>Initiatives</th>
<th>Action/opportunity</th>
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<tbody>
<tr>
<td>Ensure equal access</td>
<td>All employees should have equal access to learning and development opportunities. This demonstrates a commitment to merit and equity, rather than age-based assumptions.</td>
</tr>
<tr>
<td>Develop a policy</td>
<td>The learning and development process should be fair and commit to increase the capability of all employees.</td>
</tr>
<tr>
<td>Link learning and development to career intentions</td>
<td>Career intentions should be discussed with employees as many people establish new career directions throughout the course of their working life. Career intentions can be lateral or vertical. To encourage ownership and increase motivation, get employee input on the learning and development that will assist them in their work. Training plans should be developed and actioned as part of an employee performance development review.</td>
</tr>
<tr>
<td>Promote learning and development opportunities</td>
<td>Communicate the learning and development opportunities available to employees. These opportunities should also be promoted in the recruitment process to support attraction strategies.</td>
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<tr>
<td>Initiatives</td>
<td>Action/opportunity</td>
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<tr>
<td>Develop innovative approaches</td>
<td>Different generations have different learning styles. Mature employees returning to the workforce may lack confidence and find training daunting. Discuss with employees the learning style that suits them best. For example a buddy system could be used to help staff train on the job.</td>
</tr>
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</table>

**Knowledge Management**

Knowledge Management improves the productivity and capability of an organisation.
3.5 Flexible Work Practices

Flexible work practices is a broad term which covers a wide variety of working patterns, benefits and facilities in the workplace that allow staff to balance their work and life commitments while meeting the employers’ expectations. Choice and mobility are key workforce motivators. Flexible work may suit mature age employees who wish to work reduced hours, or have more flexibility to meet caring responsibilities or lifestyle preferences.

The Retirement Intentions Survey (2006) found that:

- 93% of survey respondents were interested in some form of flexible working arrangements
- a gradual reduction in hours over a number of years leading up to retirement was the most preferred flexible work arrangement
- one of the most common barriers to working beyond eligible retirement age was the inability to access greater flexibility in work arrangements

Flexible work practices can help attract and retain employees and have been shown to have positive effects for both employers and employees. Other benefits include:

- a positive employer branding
- increased job satisfaction
- greater ability to manage knowledge loss

Some examples of flexible work arrangements that may be desirable for mature age employees are:

- flexible working hours - variations to starting and finishing times, number of hours worked per day
- telecommuting or home based work - working a portion of usual hours regularly at home, or working from home or an emergency or casual basis
- part-time work or job sharing
- purchased leave
- deferred salary scheme - 5th year break
- using annual leave and long service leave flexibly
These options can be used as part of a formal phased retirement program or implemented individually to suit the needs of the employee and the operational requirements of the workplace.

**Establishing flexible work arrangements**

Major issues to consider in relation to the feasibility of flexible work arrangements are:

- required client or customer contact hours/opening hours
- minimum staffing requirements in both busy and quiet times
- equipment operating needs
- workload peaks and troughs
- impact on other team members in meeting overall objectives of the business unit

**Strategies for flexible work practices for mature employees**

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<thead>
<tr>
<th>Initiatives</th>
<th>Action/opportunity</th>
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<tbody>
<tr>
<td>Promote the availability of flexible work arrangements</td>
<td>The availability of flexible work arrangements in the public sector should be regularly communicated to staff. They should also be promoted in the recruitment process to support attraction strategies.</td>
</tr>
<tr>
<td>Lead by example</td>
<td>Employees are more likely to take up available flexible work options if they feel they have support from their direct manager or if their manager models the use of flexible work practices.</td>
</tr>
<tr>
<td>Ask employees</td>
<td>Use surveys, focus groups or informal interviews to determine preferred flexible work structures and to identify any barriers. The likelihood of flexible work practices being actively taken up by staff is highly dependent on how well these options match individual goals.</td>
</tr>
<tr>
<td>Identify and remove barriers</td>
<td>Any real or perceived barriers to flexible work options, including workplace culture (see section 3.2) should be identified and removed.</td>
</tr>
</tbody>
</table>
### A mature solution – phased retirement

Phased retirement is an arrangement in which mature aged employees reduce the number of hours worked or change employment arrangements and responsibilities to ease out of employment. It provides an incentive for employees to delay complete retirement and can be either a long term or short term arrangement. Mature age workers often have extensive knowledge and experience and by offering phased retirement and flexible work arrangements mature employees may continue to work for longer.

Phased retirement may assist with succession planning. Employees on phased retirement can be used to train and mentor other staff. They may also be better able to respond to ageing clients and their needs.

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<th>Initiatives</th>
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<tr>
<td>Develop processes to support flexible work</td>
<td>Processes to request and approve flexible work arrangements should be clear and consistent.</td>
</tr>
<tr>
<td>Provide training</td>
<td>Consideration should be given to the impact on supervisory staff. Additional support or training maybe required to effectively manage flexible work arrangements and flexible workers.</td>
</tr>
</tbody>
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The [Work Life Balance](#) website provides more information to implement flexible work arrangements and [Creating a Flexible SES Workforce](#) provides practical information to implement flexible work arrangements for mature age employees in senior level positions.
3.6 **Health and Wellbeing**

Health and wellbeing are important at any age, it is vital to individuals, families, communities, organisations and society as a whole. Illness and absence from work increases pressure on families and colleagues and is a significant cost to agencies and the economy.

**Health and ageing**

Extensive research has concluded that chronological age is only a rough indicator of health or performance capacity, in fact those over 45 years of age take fewer sick days and experience less work related injuries than younger employees.

Holistic strategies that take into account physical and psychosocial factors, reduce workplace hazards, and improve work and job design will benefit employees of all ages.

**Strategies to address health and wellbeing**

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<th>Initiatives</th>
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<tr>
<td>Identify risks</td>
<td>Liaise with staff, HR practitioners and safety, health and injury management representatives to assess health and well being priorities and to identify and act on key risks for mature-age employees. For more information see the <a href="#">Worksafe</a> website.</td>
</tr>
<tr>
<td>Include employees</td>
<td>Include employees of all ages in the development of a health program – this is more likely to increase uptake.</td>
</tr>
<tr>
<td>Assess the workplace</td>
<td>Ergonomic assessments of work places should be conducted regularly and reported on to identify any physical, environmental and organisational risk factors. This will help ensure that employees operate equipment and move in ways that reduce injuries such as repetitive strain injuries.</td>
</tr>
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</table>
**Discussion board**

Use a discussion board for employees to post projects or activities the agency may be able to undertake. If ideas receive informal support and gain momentum through the discussion board forum, they could be taken up by a project group and implemented on behalf of the agency.

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<tr>
<th>Initiatives</th>
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<tr>
<td>Manage risks</td>
<td>Flexible work practices are known to promote health and wellbeing. However, work-related accidents may increase for casual and part-time employees less familiar with the workplace. This can be overcome with in depth handovers, communication and training to manage these risks.</td>
</tr>
<tr>
<td>Health promotion and preventative strategies</td>
<td>Provide access to health information, services and exercise to help keep employees healthy. The options available include:</td>
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<tr>
<td></td>
<td>• health seminars</td>
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<td>• subsidised fitness classes</td>
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<td>• stress management programs</td>
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<td>• health screenings</td>
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<td>• influenza vaccinations</td>
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<td>• promote walk to work days</td>
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<td></td>
<td>• provide lockers and shower rooms for staff</td>
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<td>• screen based equipment rebate (eyesight screening)</td>
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</table>
4. Plan and Implement the Strategy

The strategies selected should be those most suitable for the individual agency and this will depend on the agency’s culture and values. The Agency Age-diverse assessment in Appendix B will identify areas for action.

Consider the points below in planning age-inclusive strategies:

- which areas require action
- the risks to the organisation if action is not taken
- the rationale for choosing the proposed strategies
- how these strategies will link to the agency’s strategic plan
- the benefits for the agency in implementing these strategies
- a cost/benefit analysis and the resources required to implement the strategies
- what the strategies aim to achieve and how these will be measured and evaluated
- a timeframe and an implementation plan

A project plan and program strategy should be developed. A project plan summarises the results of the project planning process into a brief document to be approved by the senior executive. It should include milestones and timelines for the deliverables and will provide a basis to monitor and control the project. Any changes to the project should be recorded against the project plan. See Appendix D for a Project Plan.

A program strategy is a coherent set of rules, guidelines and activities that will be undertaken to achieve the specified objectives. These should be realistic and attainable to enable an operational plan to be devised. See Appendix E for a Program Strategy template.

Plan for success

- What do the strategies ultimately intend to achieve?
- What measures will determine if the strategies are successful?
- What measures will be used in the short and in the long term?
- How often will these measures be assessed?
- What systems or processes need to be changed or developed?
- Is advice needed to implement changes?
Implementation

Pilot schemes and trial periods can be used to implement strategies on a smaller scale to test how they work, and to identify and rectify any problems that may arise before a large scale rollout. A fixed end date for the trial/pilot should be agreed, and a review undertaken to determine its success.

For successful implementation consider the following points:

- ensure management support for the initiatives. This will show that the strategy is important to the agency.
- ensure staff communication explains what is happening and why, how it will affect staff and the benefits for them and the agency.
- ensure departments/officers are aware of their responsibilities. It must be clear who is responsible for what.
- ensure performance indicators are determined prior to implementation and that baseline information is collected as a basis for comparison.
- ensure sufficient resources are allocated
- ensure employees know who to go to for information and that feedback mechanisms are in place

To determine success performance indicators should be measured at least annually. Possible indicators could be:

- employee retention rates
- rates of absenteeism
- take up of age-inclusive programs amongst employees
- take up of learning and development opportunities
- increased diversity in age range of candidates
- increased diversity in age range of new employees.
5. **Monitor and evaluate**

Any new initiative or program should be reviewed at predetermined points to monitor success and to address any problems if and when they arise.

Flexibility will enable changes to be made to the program to take account of feedback and environmental changes. Feedback from the program should be obtained from senior management, HR practitioners and employees, and fed back into the program. Changes made to the program as a result of feedback should be communicated to staff.

Evaluation is critical to success. Regular evaluation will:

- ensure the program evolves to meet the needs of the agency and its employees
- provide evidence to gain greater support
- put a value on the outcomes of the program
- provide opportunities to learn

Age-inclusive strategies should be linked to strategic and operational plans and evaluated in line with existing reporting processes so over time they become ingrained in business practices.

Human Resource systems can be used to monitor and measure the performance of age-inclusive strategies in the workforce, the results should be compared against the baseline measure.

**Report on progress and celebrate wins**

To maintain support executive management should be kept informed of progress. Evaluation results should be included in management reporting processes and discussed in management meetings. Achievements should be communicated to employees and celebrated to renew energy and enthusiasm for the program.
Appendix A – Example Flowchart to Implement Age-diverse strategies

1. Assess workforce age profile
2. Age related trends identified
3. Are any age groups under or over represented?
   - yes: Attract an age-diverse workforce. see section 3.1
   - no: Collect further data eg employee surveys, ABS data
4. Is the agency culture age inclusive?
   - yes: Share your story with PSC
   - no: Can priority areas be identified?
5. Can priority areas be identified?
   - yes: Select retention strategies to retain mature workers:
     - Age-inclusive culture
     - Reward and recognition
     - Learning and development
     - Flexible Work Practices
     - Health and wellbeing
   - no: Report progress
7. Does the agency have a strategic or operational plan?
   - yes: Align mature age worker retention strategy
   - no: Include retention strategies in EEO Management plan
8. Ensure leadership approval
9. Develop a Project Plan. See Appendix D
10. Consider if a pilot scheme or trial period would be appropriate?
11. Monitor the program
12. Obtain feedback from HR, Senior Executives and employees
13. Evaluate progress towards goals
14. Address any immediate issues
15. Incorporate feedback
16. Report progress
Appendix B – Agency Age-diverse Assessment

Answer the questions below to determine the age diversity of the agency and to highlight priority action areas.

### 1. Workforce age profile

Use workforce data from your agency’s own HR Management Information System (HR MIS) to determine and analyse the agency’s age profile. The Public Sector Commission (PSC) can assist by providing you with workforce profiles/reports relating to your agency. If you would like more information about obtaining reports from the PSC please email the Strategic Policy and Planning Division, Planning and Research Team on workforceplanning@psc.wa.gov.au and we will contact you to discuss your workforce data needs.

- What is the age profile of the agency workforce?
- What positions do mature employees fill?
- What are the turnover rates in the agency by age, gender, diversity group and by length of service? Have relevant benchmarks been identified?
- Is workforce data incorporated into business reporting to keep management up to date on workforce issues?
- How representative is the agency workforce of the Western Australian population?
- Are agency leaders aware of demographic changes and their impact on the labour market?

**Additional information**

### 2. What are the retirement intentions of employees?

Use employee surveys to establish retirement intentions and to determine incentives to encourage mature employees to stay longer.

- What are the retirement intentions of your workforce? Will age diverse strategies help retain the most highly skilled employees in the agency?
- What are the factors that lead to retirement?
- Are there any patterns of early retirement within sections/professions within the agency?
- Are there any organisational culture reasons for early retirement?
- Will it be difficult to replace employees who will soon retire? Are their skills transferrable?
- Are there programs in place to capture knowledge eg exit surveys before employees leave? How successful are these programs? What can be done to improve them?

**Additional information**
### 3. Is the workplace culture age-inclusive?

Use focus groups, informal interviews or surveys to determine the workplace culture. Assess current agency practices and how these can be improved.

- **Who influences the culture? How can these people be engaged?**
- **Do leaders have the awareness and skills to promote age diversity?**
- **Does the agency have practices, programs or policies in place to support age diversity? Are these monitored and evaluated? What are the challenges and risks?**
- **What specific behaviours need action?**
- **Is advice needed to implement changes?**
- **Is the business case for age diversity widely promoted in the agency?**

### 4. Is the recruitment practice age-inclusive?

Use surveys or focus groups to obtain views on recruitment and advertising practices. Evaluate the results of recent recruitment and induction strategies.

- **Does the agency use recruitment as part of a strategy to achieve age balance?**
- **Where does the agency currently advertise?**
- **Who do the advertisements target?**
- **What is the image that the agency portrays?**
- **Do agency advertising and selection processes deliver a wide range of candidates?**
- **Are JDFs age inclusive?**
- **Are there age differences in the length of time new recruits stay with the agency?**
- **Do new recruits of different ages find the induction program/processes effective and supportive?**

**Additional information**

### 5. Are all employees rewarded and recognised?

Use surveys to assess employee perceptions of reward and recognition.

- Does the agency have a reward and recognition policy/scheme?
- How satisfied are employees of different ages with the reward and recognition scheme?
- What age groups have the highest take up of benefits or leave options in the agency?
- What is the age demographic of employees promoted, transferred or redeployed?
- How do the rewards and recognition offered by the agency compare to those offered by other agencies? How can this be improved?
- Do mature employees in the agency have a good understanding of their entitlements nearing retirement?
- Do employees in the agency feel equally valued regardless of their age?

**Additional information**


### 6. Is learning and development age-inclusive?

Assess learning and development processes. Use surveys or focus groups to gain employee opinions.

- Are all employees encouraged to access learning and development opportunities?
- Are there any specific age-related requirements?
- Does the agency monitor employee participation in learning and development activities by age group, and respond accordingly?
- Can the agency’s learning and development program be made more age-inclusive?
- Are learning and development processes relevant and accessible to people at various ages and life stages?
- Do all employees have opportunities to experience new roles or work challenges that renew and stretch their skills?
- What competencies will the agency require in the future?
- Are there opportunities for coaching and mentoring roles for mature employees?

**Additional information**


7. **Is knowledge managed?**

- What are the critical knowledge management risks faced by the agency? For example, which positions are essential to the agency? What would happen if these people left?
- How can potential lost skills be developed in other employees?
- Does the agency have a mentoring or succession program in place?
- Are exit interviews conducted? Is the information monitored, evaluated and reported?
- What areas of work can be improved or done differently?

**Additional information**


8. **Do age diverse employees access workplace flexibility?**

- Which employees access flexible work practices?
- What are the most popular forms of flexible work practices?
- Could more employees be retained through flexible work practices?
- Do senior employees access flexible work practices?
- Have job design changes improved performance?
- Does the agency have flexible work arrangements in place to encourage employees to stay beyond the normal retirement age or to return for temporary work eg casual or fixed term?
- Are employees empowered and equipped to negotiate flexible work practices?
- Are line managers trained to negotiate, monitor and support flexible work practices?
- Has the agency fully explored the costs and benefits of flexible work practices?

**Additional information**


### 9. How is the health and wellbeing of the workforce?

Use data from the Occupational Health and Safety Management system to answer these questions.

- What is the take up rate of health and well-being programs?
- What is the number of absences each year and by each age group?
- Are there any sections or professions within the agency that have higher rates of illness or injury? Are correlations evident between peaks in workload and illness?
- What is the workforce culture towards health and ageing?
- Does the agency consider the workplace design, ergonomics and mobility needs of different age groups?
- Are health and well being initiatives monitored and evaluated?

**Additional information**
- Safety, Health and Injury Management for the WA Public Sector [publicsectorsafety.wa.gov.au](http://publicsectorsafety.wa.gov.au)

### 10. Future plans

- Does the agency have a strategic plan?
- What are the agency’s strategic plans for the next three - five years?
- What workforce composition, skills and competencies are required to achieve this? Will this change in the future?
Additional Information

Equal Opportunity Commission Victoria, Experience at work (2003). Building your 45 plus workforce Employer guidelines


State Government of Victoria. Department of Planning and Community Development. Office of Senior Victorians. Positive ageing and older workers


Western Australian Government, Office of the Public Sector Standards Commissioner

www.opssc.wa.gov.au/

Australian Government – Mature Age Employment Practical Guide an online resource for employers


**Appendix C - Sample Reward and Recognition Model (Main Roads Western Australia)**

<table>
<thead>
<tr>
<th>WHO ARE WE GOING TO RECOGNISE?</th>
<th>SPECIFIC METHODS OF REWARD AND RECOGNITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Individuals</td>
<td>1. FORUM</td>
</tr>
<tr>
<td>• Project Teams</td>
<td>• Innovation Days</td>
</tr>
<tr>
<td>• Branch Teams</td>
<td>• Branch meetings</td>
</tr>
<tr>
<td>• Entire Directorate</td>
<td>• Directorate meetings/emails</td>
</tr>
<tr>
<td></td>
<td>• One on one</td>
</tr>
<tr>
<td></td>
<td>• Project Teams</td>
</tr>
<tr>
<td></td>
<td>2. REWARD (Suggestions only)</td>
</tr>
<tr>
<td></td>
<td>Individuals</td>
</tr>
<tr>
<td></td>
<td>• Voucher</td>
</tr>
<tr>
<td></td>
<td>• Formal certificate from Manager/ED/Commissioner</td>
</tr>
<tr>
<td></td>
<td>• Learning and development opportunities</td>
</tr>
<tr>
<td></td>
<td>• Nomination for Commissioner’s Award</td>
</tr>
<tr>
<td></td>
<td>Teams</td>
</tr>
<tr>
<td></td>
<td>• Morning tea</td>
</tr>
<tr>
<td></td>
<td>• Lunch</td>
</tr>
<tr>
<td></td>
<td>• Certificate</td>
</tr>
<tr>
<td></td>
<td>• Nomination for Commissioner’s Award</td>
</tr>
<tr>
<td></td>
<td>• Email</td>
</tr>
<tr>
<td></td>
<td>Directorate</td>
</tr>
<tr>
<td></td>
<td>• Morning tea</td>
</tr>
<tr>
<td></td>
<td>• Directorate wide email</td>
</tr>
</tbody>
</table>

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*A Guide to Managing an Ageing Workforce*
### HOW ARE WE GOING TO RECOGNISE?

**General principles to follow**
- ASK employees how they would like to be recognised
- CHOICE of rewards should be offered
- SPECIFIC FEEDBACK is crucial if reward and recognition is to be properly used for performance management. Employees need to know what behaviours you want them to display if you want them to continue to display them in the future.

### WHEN ARE WE GOING TO RECOGNISE?
- Aim to have an even number of rewards spread over each quarter, although the allocation of rewards during each quarter will be spontaneous, as situations demand.
- All peers should be encouraged to recognise each other as part of a 'culture of recognition'.

### WHAT ACHIEVEMENTS ARE WE GOING TO RECOGNISE?

1. **Strategic Role Model** – employees who demonstrate a commitment to Main Roads' corporate values
2. **Performer** – employees who have achieved an excellent outcome in their area, above and beyond their normal duties
3. **Innovator** – those who develop innovative or creative ideas or solutions
4. **Quiet achiever** – for consistently hard workers who put in significant effort without drawing attention to themselves
5. **Promoter** – recognises employees who have worked with other Directorates or provided a service which has enhanced the perception or reputation of the Directorate
6. **Leader** – for employees who have demonstrated effective leadership behaviours, such as taking charge of a project, leading by example and inspiring other employees, or leading a change in the Directorate
7. **Developer** – for managers who have made consistent and committed efforts to develop their team
Appendix D - Project Plan Template

This template can be used to develop a Project Plan. This will summarise the results of the project planning process into a brief document to be approved by the senior executive. It is a key referral document and provides a platform to monitor and control the project. Any changes to the project should be recorded against the project plan.

[Name of the Project] Plan

1. Objectives and benefits of the initiative

OBJECTIVE: [state the aim of the program]

BENEFIT:
- To provide ……; and
- To evaluate the program outcomes to [state goal].

2. Scope/Output

Develop and implement the program, including:
- A Program Strategy
- Evaluation and reports

3. Approach and Key Tasks

After the project plan is endorsed, a program strategy including the evaluation will be developed. The strategy, program evaluation and reporting framework will be explained in full to employees in a briefing session. The implementation of the program will be consistent with agency guidelines.

4. Timeline and Milestones

<table>
<thead>
<tr>
<th>Key task</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Program Strategy</td>
<td>[days, weeks, months]</td>
</tr>
<tr>
<td>Define roles, assign responsibilities and develop action plan</td>
<td></td>
</tr>
<tr>
<td>Engage, evaluate and report</td>
<td></td>
</tr>
</tbody>
</table>
5. **Project communication**

The Program Coordinator will liaise with the relevant stakeholders to develop the program materials. The Coordinator is [name of coordinator].

6. **Resources**

The Coordinator will coordinate the implementation of the program. The estimated costs (excluding salaries) for the [name of project] are:

<table>
<thead>
<tr>
<th>Estimated Total Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training costs</td>
</tr>
<tr>
<td>Design, Printing, marketing and distribution of policies, procedures, program promotional material</td>
</tr>
<tr>
<td>Evaluation</td>
</tr>
<tr>
<td>Total Estimated Project Value (Excluding Salaries)</td>
</tr>
</tbody>
</table>

7. **Dependences and Risk management**

The following are the key risks for the program.

[State the risks to the program, their potential impact to the program and how these can be managed]

<table>
<thead>
<tr>
<th>Risk</th>
<th>Level (High/ Medium/Low)</th>
<th>Management Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

8. **Links to other agency initiatives**

The following strategic initiatives are proposed or already in the implementation phase by the [agency name] and will provide additional sources of information to assist the work prescribed within this project.
9. Project responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Sponsor:</td>
<td>• Approval of funding&lt;br&gt;• Approval of Project Plan and Program Strategy&lt;br&gt;• Champion the program</td>
</tr>
<tr>
<td>[Name]</td>
<td></td>
</tr>
<tr>
<td>[Title]</td>
<td></td>
</tr>
<tr>
<td>Project Oversight / Management</td>
<td>• Endorsement of funding&lt;br&gt;• Endorsement of Project Plan, Program Strategy&lt;br&gt;• Provide feedback on draft program documents&lt;br&gt;• Reviews evaluation reports&lt;br&gt;• Recommendation for future direction of the program</td>
</tr>
<tr>
<td>[Title]</td>
<td></td>
</tr>
<tr>
<td>[ Department]</td>
<td></td>
</tr>
<tr>
<td>Program Coordinator:</td>
<td>• Implementation of Project Plan tasks&lt;br&gt;• Coordinate contract for evaluation and reporting</td>
</tr>
<tr>
<td>[Name]</td>
<td></td>
</tr>
<tr>
<td>Principal Policy Officer</td>
<td></td>
</tr>
</tbody>
</table>

10. Project evaluation and reporting

The evaluation structure proposed is detailed in the Program Strategy for this initiative.
Appendix E - Program Strategy Template

This template can be used to develop a program strategy. A program strategy is a coherent set of rules, guidelines and activities that will be undertaken to achieve the specified objectives. These should be realistic and attainable to enable an operational plan to be devised from it.

**[Name of Program] Strategy**

1. **Background to [name of program] Strategy**

   [Provide background information as to why this has been undertaken].

2. **Learning outcomes for the program**

   [What is be achieved by the program]

3. **Relevant processes for the program**

   [Describe any processes that will be undertaken as part of the program].

4. **Business Case**

   [Describe approximate funding required, the main costs involved and any other relevant details]

5. **Timeline**

   The pilot program will run for [time period].

6. **Program policy and procedures**

   To manage the program it will be important to have agreement around the following procedures for the program: (insert policy and procedures)

7. **Evaluation and reporting of the pilot outcome**

   It is critical that the pilot program is fully evaluated to ensure that the time put into the process produces a worthwhile outcome and to ensure the risks are managed for [agency name]. It is proposed that the program is evaluated at several intervals:

   [List when the evaluations will occur and what they will involve – include a baseline measure]
Appendix F - Better Practice Examples

Case Study: Disability Services Commission Alumni

Background
The Disability Services Commission (DSC) has recognised the importance of retaining corporate knowledge and mentoring and coaching staff. To achieve this, an Alumni initiative was endorsed as part of the DSC Strategic Recruitment Plan 2009-2011. The Alumni will be officially launched in 2010.

The Alumni is essentially an informal network of employees who have retired or resigned from the Commission. It is envisaged that the Alumni will provide an effective avenue to access past knowledge and expertise and mitigate the loss of corporate knowledge.

Aim
The key focus for the DSC Alumni is to build a DSC community through the exchange of collective experiences, ideas and shared values. Alumni members are encouraged to promote and share new information about the work the Commission is undertaking; and to assist where possible in promoting the Commission’s vision. Alumni members would continue to build social capital within DSC by active engagement with DSC social club activities; and support the ongoing development of staff through mentoring and coaching.

Structure
The DSC Alumni will comprise of:

- **A committee** to provide a consultative forum to effectively facilitate the development and management of the Alumni Program within the Commission. It will include representation from DSC Management, the DSC Social Club, Workforce Planning, and the Alumni group.
- **General membership** will be voluntary, free of charge and will be offered to all DSC employees who have had a minimum of 2 years service with the Commission. Membership will be sought via a registration process and invitations will be sent to those who have retired, resigned, taken redundancy, or are in phased retirement.
Support

- An Alumni Coordinator will support the registration process, information dissemination, facilitation and liaison
- The Director General is a champion for the Alumni initiative and will be part of the launch
- The Terms of Reference for the DSC Alumni Committee have been developed and describe the purpose, structure and scope of the initiative

Benefits of the program

Members will be able to keep in touch with people with similar interests and engage with the Commission through:

- active consultations
- mentorships
- possibilities of short term employment

Program monitoring and review

- Qualitative assessment will be sought from ongoing feedback from both managers and Alumni members.
- Key measures have been identified to analyse the effectiveness and delivery of the program. These are
  - membership levels of the Alumni
  - participation rates in mentoring and other associated initiatives
  - percentage of short-term employment vacancies that are referred/filled through the Alumni

It is envisaged that the Alumni will be reviewed within 12 months to ascertain the effectiveness of the program.
Case study: Public Sector Commission - Telecommuting Trial

Purpose

The Public Sector Commission (PSC) aims to provide flexible working arrangements for its employees to enable them to better manage work-life balance. The PSC received a request from an employee to work from home one day a week. The employee had been commuting to Busselton at weekends to spend time with his wife who was caring for a relative. The Department has an existing telecommuting policy that is available to employees on a case-by-case basis.

Formal agreement

The employee’s suitability for home based work was considered based on the essential work that can be done without direct supervision and whether this type of work could be easily monitored.

A formal arrangement based on the telecommuting policy was approved subject to:

• a satisfactory occupational health and safety assessment of the employee’s home office and
• the employee’s availability to meet the business needs of the office, including attendance at face-to-face meetings when required

A telecommuting trial was implemented. Communication between the manager and employee was essential to establish the expectations of both parties and the required outcomes. Meetings continued on a regular basis to monitor the progress of the agreement.

Considerations

Occupational health and safety

In accordance with the Occupational Safety and Health Act 1984, PSC must provide a place of work, which is free from hazards. These same obligations (as far as practicable) apply to the home based worksite. A home office assessment was conducted by a qualified occupational health & safety provider. As a result of the assessment minor adjustments were made to the desk area, including the height of the computer monitor and the use of a document stand.

Equipment and Software

The cost effectiveness of telecommuting was considered. In this case, the employee offered to use his own PC, printer, telephone and home internet connection. Internet usage was covered under his existing ADSL broadband account. Telephone calls initiated by the employee were made on a VOIP line at a cost of 10c each for untimed local and long distance calls. Hence the cost of working from home in this instance was negligible.
Communicating with colleagues

The use of web conferencing software was trialled to communicate with colleagues. This enabled the user to collaborate and share applications on a PC screen, including a shared whiteboard with other remote or office-based users in real time. It demonstrated that remote teleworkers can make presentations, collaborate with other clients or staff and share visual information in ways similar to being present in the same room.

Security

Security risks were considered. The employee’s home PC was not shared with others and was password protected. Secure remote access to PSC’s network resources was provided to the employee in accordance with the Department’s remote access policy. The employee also used a password-protected thumb drive.

Outcome

The employee was able to effectively perform duties at home such as:

- Attendance to daily email messages
- Drafting of project proposals, project plans, issues/discussion papers and PowerPoint presentations.
- Ongoing review and analysis of data sets and draft documents
- Telephone calls to agencies in response to email and telephone enquiries
- Participation in meetings and consultation with colleagues via telephone and web conference

The line manager and colleagues were supportive of the telecommuting arrangement. No inconvenience to the team was reported. Use of the employee’s own computer, software and broadband account meant that the arrangement could be implemented without major intervention or expense. Following the initial trial, the employee negotiated an ongoing telecommuting arrangement.

There are a number of potential benefits in the use of home-based telework that should be considered for employees approaching retirement:

- Meeting employee expectations of more flexible work arrangements
- Opportunities to retain the experience of senior staff on either a full-time or part-time basis
- Reduced travel, resulting in less stress, environmental benefits (e.g. carbon emissions) and financial benefits (e.g. fuel costs), especially for staff living in outer metro areas
- Opportunities for staff relocating to country locations to continue to work in the city on either a full-time or part-time basis
- Opportunities for staff relocating to country locations to work from regional offices
Case Study: Westpac Recruitment Pilot

Rationale:
The age profile of call centre staff was predominately under the age of 35. The aim was to achieve an age balance to reflect that of the client base.

Age analysis
An age analysis of the workforce was conducted. The age analysis investigated the age profile of new recruits, those being promoted and those who left the bank.

Action
A new strategy to promote call centre job opportunities was developed with a focus on attracting a greater percentage of mature workers to the candidate pool.

Recruitment
An open day was advertised through local newspapers, with a banner ad that stated, “We are all getting older but that is no barrier to a job at Westpac.”

The open days attracted a good response. Those attending were provided with the opportunity to experience the contact centre environment and to better understand the positions available.

To overcome any lack of skills or understanding of the recruitment process they were assisted to prepare a resume and application. The application, screening and assessment process were thoroughly explained.

Training
The induction training was revised to allow people to increase the required skills over time. Initial calls were routed to the new recruits based on their level of expertise. This allowed older people who had not had a high level of exposure to new technologies time to build their confidence and capacity by applying a level of learning on the job before progressing to the next level.

Business case
A business case was devised to demonstrate the advantages of mature employees to line managers. Commercial benefits such as lower recruitment costs and reduced absenteeism were assessed by age. A substantial cost benefit for age balance was established. In the first year of service mature age workers had a much higher retention rate than workers in other age groups, took a significantly lower number of one day absences and were more productive once they had established themselves in a role. Providing this evidence to line managers created a case for change in itself.
Manager training

Age-balance training was conducted on how to accommodate age diversity in the workforce. This focused on overcoming stereotypes about mature workers and their ability and productivity. Employees were trained to understand the implications of an ageing workforce from both a professional and a personal point of view.

Senior management support

To gain senior management support the short and long term benefits were highlighted.

Monitoring and review of age impacts

Westpac continues to integrate age diversity and age aware practice into its long term strategies.
Case Study: Dorset County Council – Retention of Home Care Workers

**Challenge:**
The community care services section had a significant proportion of staff approaching retirement age (60 or 65 years). It was predicted that over 2 to 3 years, approximately 20 per cent of the workforce would retire. Many of these employees nearing retirement were highly experienced and would represent a great loss to the organisation.

**Response:**
- The creation of teams of carers provided a more flexible career structure
- The council provided a team of carers to look after a group of people who lived together or in close proximity to one another. Instead of providing care in a prescribed manner, the team organised the sharing and pace of work
- The creation of another grade of staff was explored in order to retain the current staff and their wealth of experience. This new grade was more senior and took account of and utilised the experience and skills of older staff. These roles were less physically demanding and rewarded staff with an improved career path and better pay.

**Outcome:**
This strategy was found to be far less demanding for the team, as it enabled them to share the work. Staff also found it more rewarding. Staff with injuries was able to continue working in this environment, when previously they would have been out of work.
Endnotes


vii. Government of Western Australia, Department of Commerce (2009). The business imperative for flexible work

viii. Equal Opportunity Commission Victoria Working for Ages, Experience at work (2003) Hiring and retaining workers 45 years and older factsheet Hiring and retaining workers 45 years and older


x. Government of Western Australia, Department of the Premier and Cabinet (2006). Retirement Intentions 2006: Survey of WA Public Sector Employees 45 years and older


xxi. Government of Western Australia, Department of the Premier and Cabinet (2006). Retirement Intentions 2006: Survey of WA Public Sector Employees 45 years and older


xxiv. Working for Ages (2003), Active Strategies for a productive workforce project. Things You May Not Know About Mature Age Workers


