

Mature Age

Workforce Resource 2015



A framework of recommendations for the management and retention of mature talent in local government

DEFINITION OF TERMS

General Terms

[Skip to Specific Terms](#)

Several terms are used throughout all Mature Age Workforce Resource documents. These terms are defined to provide common understanding and avoid confusion or ambiguity. Some of the broader, more general terms used include:

Age management	The various dimensions by which human resources are managed within organisations with an explicit focus on ageing. More generally, it is also the term used for the overall management of workforce ageing via policy and/or specified industrial instruments
Age management policy	The policy explicitly developed by the council organisation to guide the human resource management practices, procedures and work processes applied to mature age workers
CEO statutory and/or operational policies	Policies that provide alignment with the strategic imperatives and business objectives of council and provide guidance on the administration of the organisation and responsibilities for effective operations under the Local Government Act
Council organisation	This refers to the professional officers and employees of local government and is used to avoid any confusion with 'the Council' – the group of elected members
Departmental/unit procedures	Due to the nature of the work or work arrangements in a specific department or work unit, specific procedures may be required to be modified or written to address unique arrangements within the area of operation. These modifications would be identified and approved as per organisation-wide policy
Governance	The processes by which council is held to account for leadership, authority, accountabilities, direction and control of activities. The governance framework helps to ensure accountability, fairness and transparency of the council organisation's operations and will make obvious the agreed principles, values and corporate commitment to managing the organisation

Mature age worker	A person in or seeking employment that is aged 45 years and above. The age of 45+ is the accepted definition of a mature age worker provided by the World Health Organisation, the United Nations and the Australian Bureau of Statistics, because that is the age at which people first start to think about their retirement
Policy	A formal statement of the broad guidelines needed to coordinate and execute activity throughout the council. A policy guides the council
Transition to Retirement (TTR) or Transitional Employment (TE)	Refers to the period leading into retirement from the workforce where mature age workers are gradually moving from full-time to part-time or other flexible work arrangements to balance the demands of work-family-life. Normally defined as the 6 years preceding identified, scheduled retirement age, transitional employment strategies must address the needs of both employees and employers
Workforce development	A broad range of activities, policies and procedures designed to develop and resource the workforce to deliver services both now and in the future
Workforce planning	A systematic, evidence-based planning process that provides a strategic basis for making human resource decisions by aligning the needs of council to the workforce

Specific Terms

Apart from the general terms listed above, most of the Focus Areas of the Toolkit have specific terms that are relevant to each individual Focus Area. The ones that relate to each Focus Area are defined within that Focus Area, but for convenience and consistency, all of them from all of the Focus Areas are listed and defined here as well:

Age discrimination	When the perceptions held by an individual or organisation lead to a person being treated unfairly or differently because of their age
Attraction	The capacity for an organisation to be seen as a preferred employer and the ways in which the organisation presents itself as such
Career advisor	Someone whose job it is to provide advice to employees about what jobs and professional training might be suitable for them, as it applies to mature age workers
Career development	The life-long process of managing progress in learning and work

Career guidance	Refers to services and activities intended to assist individuals of any age and at any point throughout their lives, to make educational, training and occupational choices
Career management	Support mechanisms the organisation can put in place to support an employee's career plan and development objectives, including alignment with the strategic objectives of council
Career plan	Documentation of the desired ambition, including the key steps to achieving the goal, the skills, the knowledge and the experience needed to progress career goals
Career planning	The process of setting goals and objectives, and developing activities to achieve them
Coaching	A task-orientated, performance driven process that focuses on the development of existing skills or the acquisition of new skills
Customised training	Learning that is developed or altered to meet the individual profile needs of learners
Development plan	A documented record of the specific development activities an individual will undertake
Employee engagement	Practices that lead to employees being fully involved in, and enthusiastic about their work and more willing to act in ways that contribute to the organisation's service to the community
Job cross-training	The formal process that allows employees to develop skills outside their current job requirement so they can broaden their options for transitional employment
Job design	The process of analysing the requirements of the job and where necessary, focusing the duties to provide impetus for changed responsibilities, improved productivity and career flexibility
Job enrichment	The process used to increase an employee's responsibility and control over their job by expanding their responsibilities or changing the job role to develop new competencies without leaving the current position
Job re-design	The process of analysing the requirements of the job and where appropriate, re-focusing the duties to provide for reduced responsibilities, improved productivity and career flexibility

Job rotation	The systematic movement of employees from job to job within council, with the intention of training and enhancing career development
Job sharing	Where a full-time job is split between two or more employees who share the duties, responsibilities, salary and benefits of the job
Knowledge management	A structured approach to identifying the needs of council and developing strategies that will facilitate and capture the knowledge, skills, information and professional relationships to enable business continuity and workforce capability
Knowledge management strategies	The range of strategies used to successfully transfer knowledge, information and skills from an individual or group of individuals to the collective corporate wisdom
Knowledge needs	Refers to the knowledge, information and on-the-job skills that are essential to council's strategic, business and workforce capability into the future
Knowledge needs analysis	A process designed to identify the critical needs and issues relevant to a specified job role and/or work area
Learning needs analysis	An assessment of learning and development needs that defines the gap between current and desired performance capability
Learning plan	A documented record of the specific learning and development activities an individual will undertake over the course of their employment (including transitional employment, if and where relevant)
Learning style	An individual's unique approach and preferences for learning
Mentoring	A relationship-orientated process that is based on a professional relationship in which an experienced employee (mentor) assists a less experienced employee (mentee) in developing skills and knowledge for professional and personal growth
Multi-generational workforce	A workforce characterised by age diversity, differences in competency levels and experience, and preference for learning and work patterns
Performance development	Linked to the lifelong process of managing progress in learning and work. It is the way in which staff members' accountability for their work is addressed and discussed

Performance management	The means by which the performance of all employees is managed, evaluated and improved
Performance management system	The structure in which all employees' performance is formally discussed, evaluated and improved
Phased work arrangements	These differ from standard flexible work hours in that phased work hours are typically applied for a pre-arranged period leading into formal retirement and are specified within the transitional employment agreement
Purchased Leave	Purchased leave enables employees to access additional leave in a given year in exchange for a proportional reduction in salary
Re-engaged retiree	A past employee seeking re-engagement opportunities on a short-term, contract or temporary basis
Retiree	A former employee who has retired from active work
Succession management	The way in which the Succession Plan is implemented. It may link with career development initiatives, leadership development, learning plans and performance management strategies
Succession planning	The process of identifying and planning for the need to transferring knowledge, information, skills and insight from one job incumbent to another employee who has been identified as having the potential and development commitment to be 'job ready' at some time in the future
Voluntary participation in TTR	Transition to retirement (TTR) is a voluntary process available for employees interested in extending their working life beyond traditional retirement age
Workplace culture	The workplace environment and atmosphere that is created and determines the way employees interact, their work practices, and often, their job satisfaction
Workplace flexibility	The situation where an employee and an employer make changes to when, where and how a person will work to better align individual and business needs. The concept is broader than just flexible work hours