

Mature Age

Workforce Resource 2015



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

FOCUS AREA 2.2

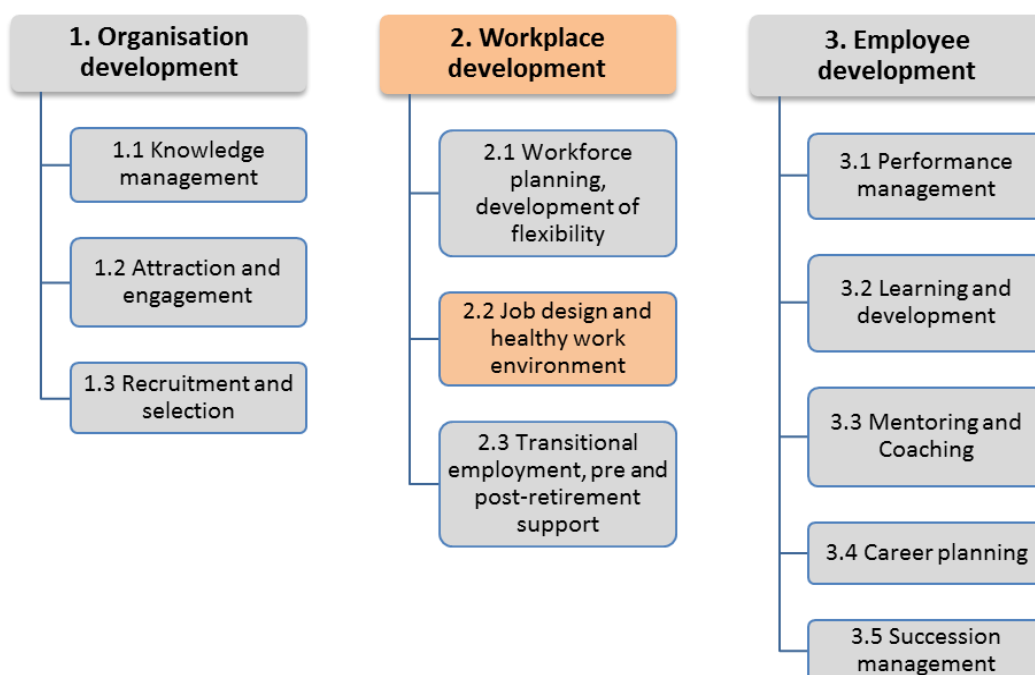
JOB DESIGN AND HEALTHY WORK ENVIRONMENT

The Toolkit is designed to be used by the Human Resources or Organisation Development (HR/OD) and leadership teams as they enhance their organisation's culture.

Suggested actions and strategies to help the mature age workforce may apply to the broader workforce as well and could contribute to fairer and more equitable work conditions and opportunities for all staff. Each organisation will already have in place human resource management policies and activities. It is not the intention of this toolkit to conflict with existing policies or actions. Rather, it can add value to the operations of the organisation by being used as stand-alone or integrated actions and initiatives.

Development initiatives are presented in a very broad way, with a set of actions identified as recommendations. Templates are not used in the Toolkit so that HR/OD practitioners can interpret recommendations in the most appropriate way that is aligned to existing initiatives.

There are many intended linkages and connections between the Focus Areas, which is an important factor as an aligned HR/OD strategy is developed and applied. The intention of the Toolkit is that work will be adapted and modified within each council organisation. Recommendations are not in any way intended to be prescriptive.



This Focus Area 2.2 of **Job Design and Healthy Work Environment** presents ideas and strategies to focus on how jobs are designed to engage and encourage mature aged workers, and how the need for a healthy work environment can be addressed.

1. OVERVIEW – the need for change

This Focus Area provides guidance on utilising practices such as job design, ergonomic interventions, wellness programs and job rotation, and has strong links with career and succession planning and other strategies to help retain valued mature age workers. Of all aspects in the Toolkit, this Focus Area has the major focus on the wellbeing of the mature age workers. This should be the primary driver of implementation of any initiatives associated with the Focus Area.

The principles within this Focus Area apply to all employees of the organisation in terms of council's commitment to engendering a safe and healthy workforce. However, the intention is to identify measures to specifically address the needs of mature age workers in an effort to extend their capability to remain in the workforce in meaningful and productive employment.

2. DEFINITIONS

Coaching	A task-orientated, performance-driven process that focuses on the development of existing skills or the acquisition of new skills
Job cross-training	Cross-training is a 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 rotation	The systematic movement of employees from job to job within the organisation with the intention of learning 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
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

Succession planning The process of identifying and developing internal employees who have the potential to take over a position in the future

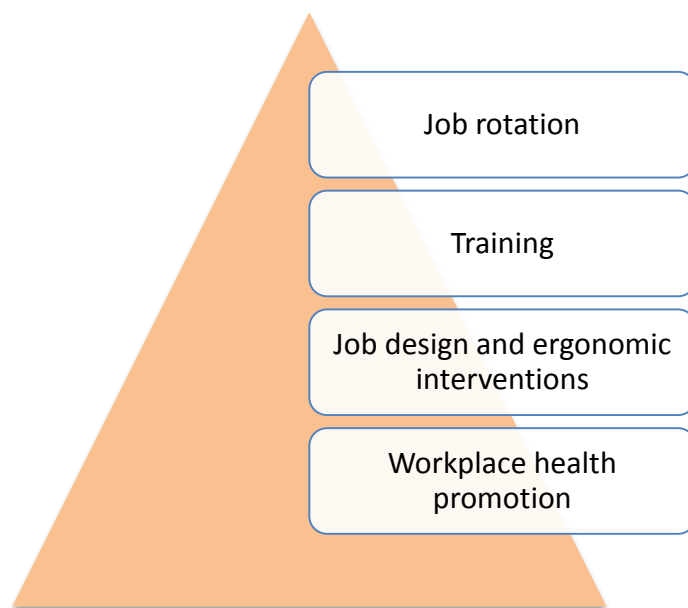
3. ORGANISATIONAL OPTIONS TO HELP CULTURAL CHANGE

- Managers, mature age employees and other stakeholders could consult on job rotation program objectives, key benefits and key inclusions such as job rotation, job sharing and cross training;
- Implement initiatives as part of a transitional employment agreement;
- Form a working group to establish the key elements considered for workplace design and health promotion;
- Develop specific training and information platforms to address safe work practices, equipment handling, correct work procedures and general health promotion topics;
- As part of WH&S audits, specifically include analysis of ergonomic impacts relating to mature age employees and develop strategies for improved work processes and practices in consultation with the mature age workforce;
- Develop and implement a range of workplace health promotion strategies to support older workers and increase awareness across the organisation of health-promotion opportunities;
- Actively monitor age bias and discriminatory practices within the work place to manage ‘stress related’ concerns and to reinforce the employee engagement procedure.

4. ACTIONS to address in this Focus Area include:

The concept of a health-promoting workplace is becoming increasingly relevant to all employers, not just local government organisations in terms of the influence the workplace can have on health promotion, but also as safe practice for all employees. Contributing to a healthy, qualified and motivated workforce is essential to retaining valued mature age workers.

This Focus Area concentrates on four key interventions and actions:



<p>Job rotation</p>	<ul style="list-style-type: none"> ▪ Develop and implement a job rotation program that supports job mobility and improved health and wellness outcomes for participating employees ▪ Identify opportunities for job sharing and cross training where job requirements support these flexible arrangements ▪ Implement an online job-share register to provide interested employees with the approved opportunities for job sharing
<p>Training</p>	<ul style="list-style-type: none"> ▪ Implement a range of training and communication platforms to ensure mature age employees have the knowledge of correct work procedures, safe work practices and general options to improve their health and well-being
<p>Job design and ergonomic interventions</p>	<ul style="list-style-type: none"> ▪ Implement a range of preventative measures to ensure the workplace environment, work conditions and work practices to promote the well-being, safety and productivity of mature age employees transitioning to retirement ▪ Implement an on-going job analysis program to assess the roles, responsibilities and job tasks undertaken by mature age workers to reduce the opportunity for injury and to identify opportunities where job re-design or job mobility options may be required ▪ Consider options for reduced job responsibilities to reduce pressure and improve productivity and performance
<p>Workplace health promotion</p>	<ul style="list-style-type: none"> ▪ Provide a range of health promotion activities and seminars directed at supporting mature age employees in maintaining their health and well-being ▪ Actively manage the development of a positive workplace culture

5. WHO CAN CONTRIBUTE TO CHANGING THE CULTURE?

Managers can be responsible for developing, implementing and monitoring the progress of any actions outlined above. These actions may be specific to their area of responsibility or contribute to an organisation-wide strategy. Managers can work together to share knowledge and experience in developing the plans as indicated above.

Employees can be reminded of their obligations to undertake safe work practices. They can also be expected to participate in consultative processes to ensure the initiatives identified meet their needs. Where it is identified that an employee is at risk due to their health or ability to perform their job safely, discussion with the employee regarding available options is essential.