

Mature Age

Workforce Resource 2015



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

FOCUS AREA 3.1

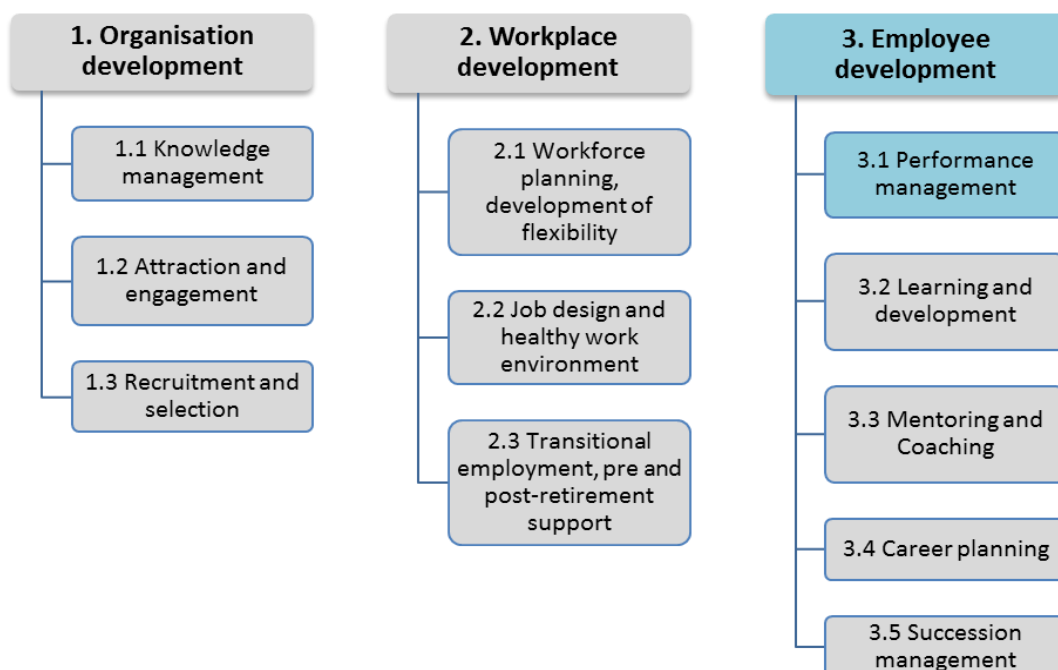
PERFORMANCE MANAGEMENT

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 3.1 of **Performance Management** presents a set of actions that can be taken to enhance the council organisation’s existing performance management system to include mature aged workers’ needs.

1. OVERVIEW – the need for change

The purpose of this Focus Area is to guide the enhancement of performance management processes and discussions, as well as informal performance management arrangements. The benefits of addressing the mature age workforce in performance management discussions include:

- Increased productivity and awareness that aligns to the workforce and business priorities of the organisation;
- Improved cultural awareness and engagement of staff members in the mature age workforce agenda;
- Increased involvement in the ways in which all employees respond to issues addressed in the mature age workforce agenda;
- Increased focus on the needs of aged workers through discussions about work and future plans;
- An equitable and fair model of performance management and development that provides access to all staff, irrespective of age.

This Focus Area has been developed specifically to address the performance needs of mature age workers, however, it is acknowledged that many of these principles and processes have application to the broader workforce and where applicable should be applied to existing performance improvement and development initiatives to ensure equitable and productive delivery of service.

2. DEFINITIONS

Development plan	A documented record of the specific development activities an individual will undertake
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

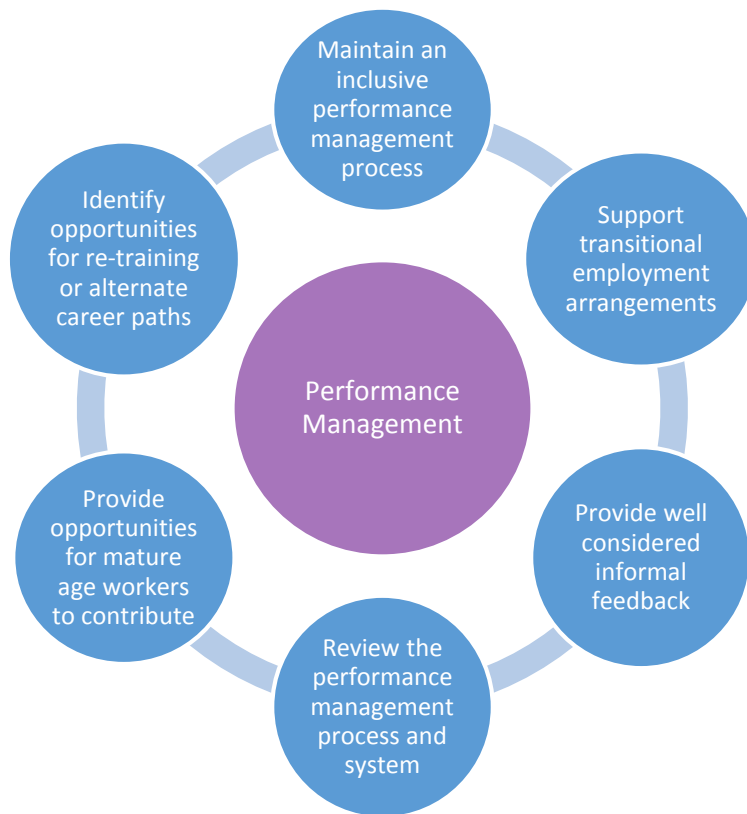
3. ACTIONS to address in this Focus Area include:

This Focus Area sets out the key strategies and actions for discussions around staff members’ approach to working in a multi-generational workforce (including mature aged workers).

Performance management discussions can make a big contribution to the development of an inclusive workforce. These discussions can ensure all staff members, including the mature age workers, have the opportunity to maximise their potential and contribute productively and efficiently to the future of council. The critical strategies and actions required are:

- Ensuring the performance management practices of the mature age workforce are relevant, timely and customised to meet individual needs;
- Delivering a return on investment through the increased retention of a highly skilled and flexible workforce that is motivated to contribute to the organisation’s objectives.

This Focus Area addresses the following:



Maintain an inclusive performance management process – in which mature age workers are encouraged to participate

- Encourage a process that accommodates the perspectives of older workers
- Provide guidelines and support to staff members who may be cynical or reluctant to participate

<p>Support transitional employment arrangements –through a comprehensive and targeted performance management approach</p>	<ul style="list-style-type: none"> ▪ Offer regular, informal discussions to enhance individual performance during the transition employment stage ▪ Link performance discussions with agreed learning and development initiatives
<p>Provide well considered informal feedback – as well as recognition in a way that a mature worker may feel comfortable</p>	<ul style="list-style-type: none"> ▪ Discuss with mature age workers the most productive and welcome kind of recognition for them ▪ Make links with a reward and recognition program
<p>Review the performance management process and system – to ensure that the needs of all workers (especially older workers) are being met</p>	<ul style="list-style-type: none"> ▪ Complete a thorough training needs and skills assessment to determine current and future skill requirements, as well as training and development needs of mature age workers
<p>Provide opportunities for mature age workers to contribute – to the skill base of the workforce</p>	<ul style="list-style-type: none"> ▪ Identify mature age employees who have the skills, experience and / or qualifications to actively contribute to the training and development of older and younger workers. This can be done through facilitating training and mentoring
<p>Identify opportunities for re-training or alternative career paths – during performance discussions</p>	<ul style="list-style-type: none"> ▪ Discuss health and safety issues, or where and how the physical requirements of the job may be challenging ▪ Discuss options for re-training or alternative career paths, and where practicable, the employee will be supported to ensure transitional employment opportunities are maximised

4. WHO CAN CONTRIBUTE TO CHANGING THE CULTURE?

Managers/Supervisors

- Ensure that the implementation of performance is consistent with the overarching guidelines for the age management strategy and other complementary policies associated with the effective management of the mature age workforce;
- Contribute to the identification of key skill sets required to meet future business objectives as per the strategic objectives of the organisation;
- Negotiate an individual performance plan for mature age workers that demonstrates benefits to the employee and the organisation;
- Provide all mature age employees with the opportunity for equitable access to performance management discussions as outlined in the performance management system/policy;

- Identify mature age employees interested in and sufficiently skilled to mentor and/or coach other staff as part of their role.

Mature age workers

- Actively participate in the performance management process and discussions;
- Prepare for performance management discussions as required;
- Contribute to the performance of their role of supporting the council organisation's service to the community by participating in discussions;
- Prepare a learning plan as an element of their on-going performance reviews;
- Maximising learning opportunities related to their performance by providing regular feedback on progress of learning initiatives;
- Contribute to strengthening the workforce capacity through involvement in mentoring, coaching or training other employees with the information or skills learnt.

The Human Resources Department

- Develop/improve/maintain the organisation's performance management system/policies;
- Align these policies with the organisation's age management strategy.