

# Mature Age

Workforce Resource 2015



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

## RESOURCE SUPPORT 2

### MATURE AGE WORKERS POLICY

#### – Policy Support

##### 1. PURPOSE

This policy support document is intended as a guideline for retaining the services of older workers, maintaining their wellbeing and effectively managing the mature age workforce into the future.

##### 2. SCOPE AND APPLICATION

Whilst this policy has specific application to the mature age workforce, the goal of the council organisation is to create a workplace based on age diversity and equity, where all staff are able to achieve their potential without being disadvantaged by age. It is recognised that the workforce of the future will be inter-generational and that older and younger workers alike will play a key role in the sustainability of the organisation and the workforce capability needed for service delivery into the future.

This policy applies to the CEO, all senior and departmental managers, the human resource (HR) manager and all staff within the organisation, particularly those aged 45 years and above. It is recommended that this (proposed) policy be read in conjunction with other council policies, legislations and industrial instruments relevant to the outcomes of this policy.

##### 3. DEFINITIONS

<b>Mature age workforce policy</b>	A policy framework which guides the various extents by which human resources are managed within organisations with an explicit focus on ageing
<b>Workforce development</b>	The commitment made by the council organisation to develop the skills, knowledge and ability of its workforce
<b>Workforce planning</b>	A means of analysing and shaping the current workforce to ensure that the current and future skill capabilities support the business needs of the organisation

## **4. POLICY CONTENT**

### **4.1 Policy Statement**

This intended policy is designed to reflect the council organisation's corporate commitment to offering its employees a satisfying career, regardless of their age, and developing a workforce capability that will support the organisation's business objectives into the future. Through fostering age diversity and equity as a core operating value, the organisation will benefit by:

- Having a culture that openly values and supports mature age workers;
- Having a more diverse workforce profile;
- Retaining mature age workers with valuable skills, knowledge, experience and professional relationships;
- Having a committed and highly skilled workforce that has both experience and innovation;
- Reducing turn-over and recruitment costs due to early resignation;
- Having a workforce that is healthy, motivated and enjoys the work environment;
- Being better equipped to respond to a shrinking talent pool of younger workers.

### **4.2 Policy Principles**

Key policy principles underpinning this mature age workforce policy include:

- a) Engaging management and staff in the development of a positive age culture that promotes and values the experience and skills of mature age employees and the potential for innovation that new staff can bring to creating an effective workplace;
- b) Implementing workforce planning processes that are specifically focussed on aligning the needs of mature age employees with current and future needs;
- c) Creating sustainable workforce management and development practices that support the retention of productive, motivated and highly skilled mature age employees;
- d) Using innovative and equitable practices to attract, recruit and select an age diverse workforce that is highly skilled and shares the values of the organisation;
- e) Developing the capacity of the workforce by reviewing recruitment practices to include the re-engagement of past retirees, retirees from other organisations and mature age potential employees;
- f) Investing in training and developing staff to maximise productivity, increase skill capacity and diversity and provide for career development opportunities that support an extended working life;
- g) Implementing a range of knowledge and succession management activities that engage all employees in the sharing of key corporate knowledge as a means of reducing the risk of significant loss of knowledge, skills, information and professional relationships developed over the course of an individual's employment;
- h) Increasing workplace flexibility as a means of supporting all employees and in particular, mature age employees transitioning to retirement, where job requirements allow and benefits to council and individuals exist;
- i) Utilising practices such as performance management, job (re-)design, ergonomic interventions, wellness programs and other identified strategies to assist in the retention of existing aged workers who wish to extend their career in the organisation;
- j) Developing a range of pre and post retirement support strategies for mature age employees.

## **5. POLICY APPLICATION**

It is intended that this policy will provide a guide to recognise and support age diversity management in the workplace. The policy will provide the basis upon which all aspects of the organisation's development can be aligned.

To provide a meaningful platform for the development of ageing workforce initiatives, the policy refers to practical means by which a council organisation can develop its functioning and culture. The policy should support key age management themes and through the workforce management and development strategies identified through workforce planning, employee engagement, performance management and learning and development processes. It is recommended that all managers be assisted and supported in implementing the policy and the suite of initiatives accompanying this proposal.

## **6. RELEVANT LEGISLATION AND SOURCE DOCUMENTS**

- Anti-discrimination Act 1997
- Age Discrimination Act 2004
- Equal Employment Opportunity
- Local Government Act (State)
- Relevant Industrial Instruments
- Resourcing Plan
- Delivery Plan
- Workforce Management Plan

## **7. RESPONSIBILITIES AND AUTHORITIES**

The CEO has the authority to approve the age and employment (age diversity management) policy under their delegated authority, and has the discretion to depart from this policy where the age diversity management policies are ineffective or not conducive to the business needs of council.