

IMPROVING THE EMPLOYABILITY OF MATURE AGED WORKERS: AN AUSTRALIAN EXPERIENCE 2003 – 2014

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VICTORIAN EMPLOYERS' CHAMBER OF COMMERCE &
INDUSTRY

- ▶ Tangata whenua
- ▶ I would like to acknowledge the Maori people who are the traditional custodians of this land and pay respect to the elders past and present and extend that respect to other Maori people present.

MY LIFE IN POLICY:



“Hairy Maclary from Donaldson's Dairy is a small dog of mixed pedigree. He and his gang of canine friends love to trot through their town looking for trouble. Hairy is always bumptious and bustly, but a confrontation with Scarface Claw will send him straight back home to bed.” Dame Lynley Stuart Dodd DNZM



NUMBERS: A DEMOGRAPHER'S DELIGHT

- ▶ $51 = \text{BB}: 10\%$
- ▶ 19, 21, 22 AND 25=4
- ▶ 1, 3, 5 AND 7 THEN 3.6 AND NOW 1.7
- ▶ 2X AND 2Y
- ▶ 30 AND 31 MEDIAN =8, 6 AND 2X4
- ▶ 20 PLUS 13 INCLUDING 1X VR AND 1X VDP
- ▶ $45+ = 60/5$
- ▶ 4 PLUS 1 = NEW BEGINNING

PUBLIC POLICY: DEMOGRAPHIC IMPACT

▶ PHASE ONE:

- EVOLUTION OF GREY MATTERS 2003–2006

▶ PHASE TWO:

- DELIVERY OF GREY MATTERS 2010–2011

▶ PHASE 3:

- LONGITUDINAL PARTICIPANT SURVEY 2013

▶ PHASE 4:

- VICTORIA COUNTS 2014–2015

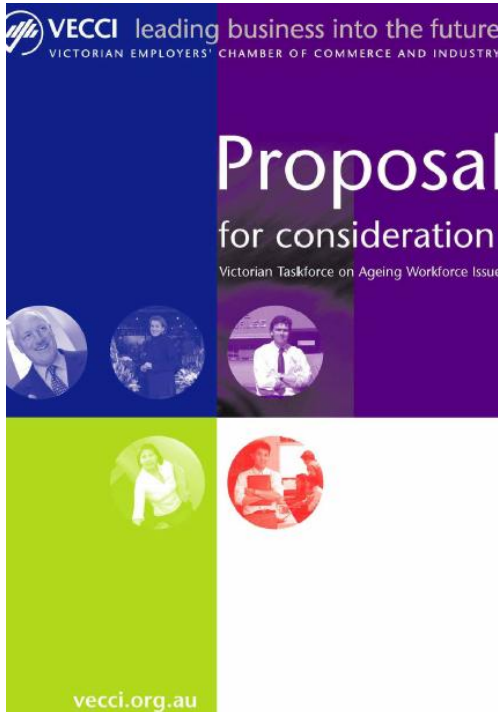
▶ **PHASE ONE:**
EVOLUTION OF GREY MATTERS 2003–2006

PHASE ONE: EVOLUTION OF GREY MATTERS 2003–2006



- ▶ FIRST INTERGENERATIONAL REPORT 2002
- ▶ VECCI PROPOSAL DEVELOPED 2003/04
- ▶ POSITIVE AGEING WORKFORCE EDUCATION PROJECT FUNDED FOR 2005/2006 AT \$455,000
- ▶ EVOLVED INTO 'GREY MATTERS' WITH WEB SITE, FACT SHEETS, SME ASSESSMENT TOOL, PARTNERSHIP WITH SWINBURNE UNI BWA RESEARCH CENTRE
- ▶ SWINBURNE LINK TO "WORK ABILITY INDEX" DEVELOPED BY PROFESSOR JUHANI ILMARINEN

VECCI PROPOSAL



Proposal Summary

The key recommendation for the Premier and Ministers to consider is the establishment of a *Victorian Taskforce on Ageing and Workforce Issues*. This would facilitate peak level consultation with Victorian employers who have developed responses or are in the process of addressing ageing related issues.

The **Taskforce** is proposed to commence at the earliest opportunity and provide recommendations to Government on issues as detailed in the submission. The Key milestone date is to provide initial recommendations to Government by October 2004 with a final report due by the end of November 2004.

The draft of this proposal was submitted for further consideration in March and suggested timeframes and budgets were based on commencement prior to June 30, 2004. In formally presenting this proposal for consideration, it is envisaged that approval of the Taskforce would still enable initial recommendation to be made by October, with a fully developed response by November this year.

The overall recommendation of this proposal, the staging of various elements and the indicative budgets are submitted subject to negotiation and agreement. It is acknowledged that a second phase education and industry engagement strategy would be considered after the Taskforce has submitted its report and therefore could be an option for 2005.

EVOLUTION OF GREY MATTERS



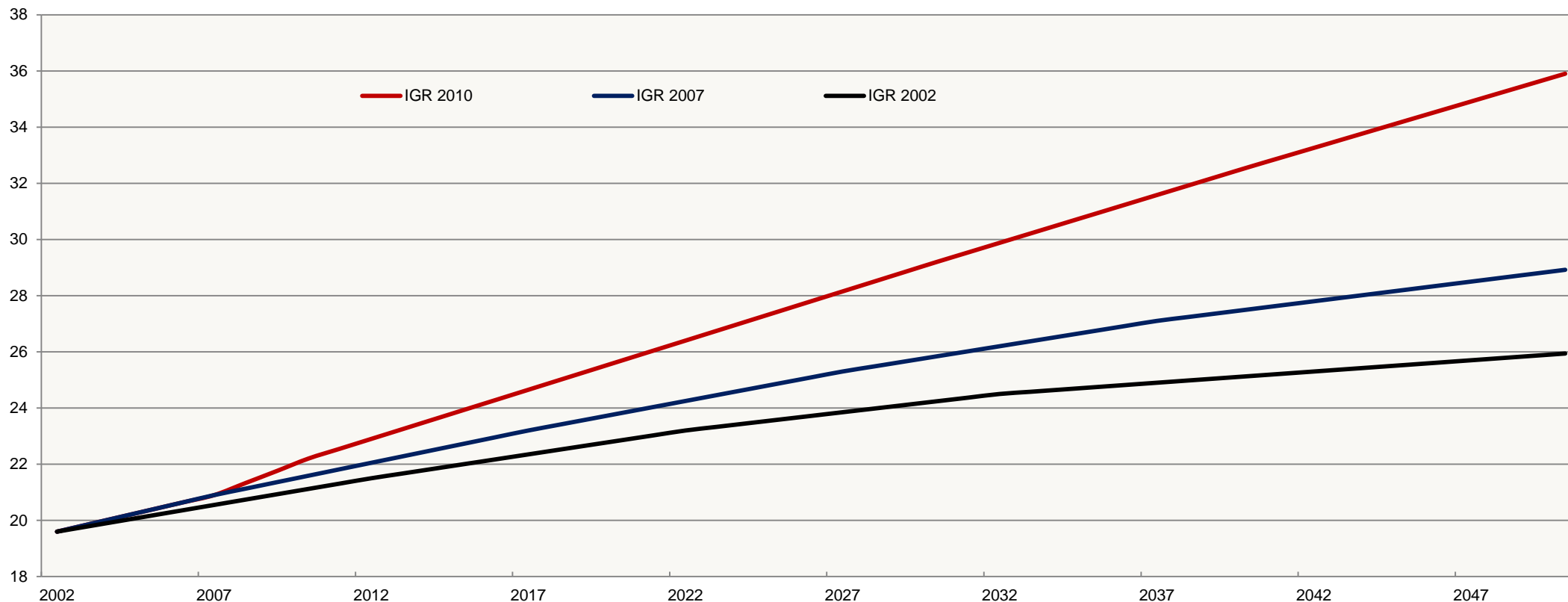
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VECCI wishes to thank Business Work & Ageing for the cooperation on this project and for permission to reproduce material from the BWA Human Resource Management Handbook © 2003 Website: www.businessworkageing.org

Intergenerational Report: Population Projections



WORK ABILITY INDEX



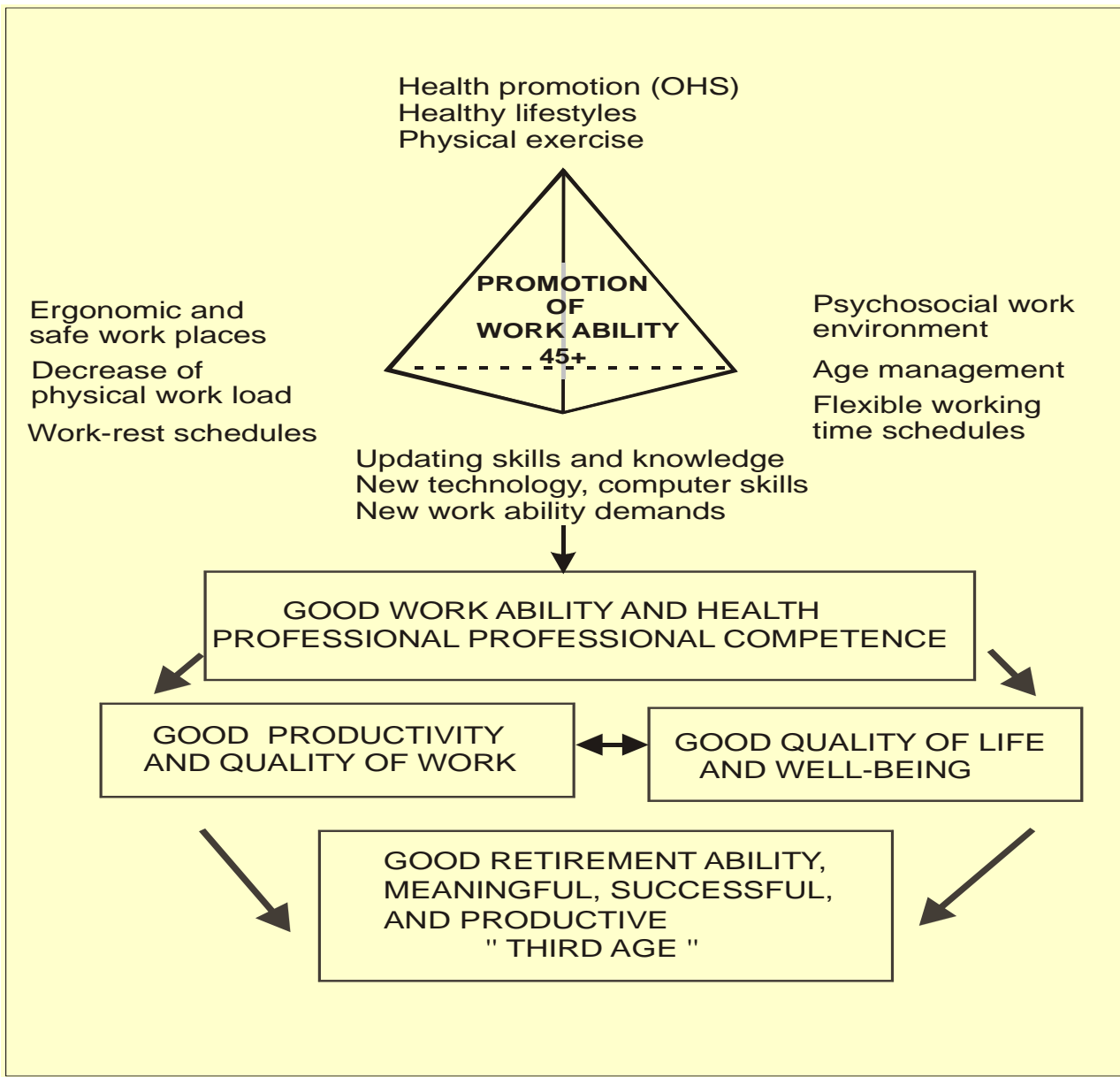
Juhani E. Ilmarinen (20.12.1945 Helsinki, Finland)

- ▶ Professor, Director of the Department of Physiology, Finnish Institute of Occupational Health (FIOH), Helsinki, Finland

- ▶ **Work Ability Index**

tuomi K, Ilmarinen J, Jahkola A et al.

The Work Ability Index is used for evaluating people's work capacity. It takes into consideration both the physical and mental demands of the work, as well as the worker's health state and mental resources. The Index helps to identify sufficiently early those workers and work teams that need support. The necessary questionnaires and follow-up forms are included.



- ▶ **PHASE TWO:**
- **DELIVERY OF GREY MATTERS 2010–2011**

2010 DEMOGRAPHIC CONTEXT: Australia's Labour Challenge

Short Term – Global Recession Recovery

- Full-time jobs created in 2010 at rate of 3.9%: a record
- Overall 364,000 jobs or annual rate of 3.3% highest since 1978
- Participation rate of 65.9% (record of 66% Nov 2010 and in October 2011 is 65.6%)
- BUT: Dec 2010 long term UE at 344,362
- GILLARD: February 2011 Challenge of 2m to get to work!
- Unemployment inched up to 5.3% for October: interest rate drop of 0.25%
- 2011 Budget forecast 500,000 jobs but at an annual rate of 0.6% (October) would mean only 138,000 jobs.



▶ Current Economic Situation and Long Term Challenge

- General economic slow down because of high \$AUD, impact on tourism & exports
- Job growth only 38,000# in last 6 months compared to 2010
- Flat housing sector and depressed retail sector with profit downgrades, closures & redundancies
- Insolvency rates up by 4% over last years rate
- Migration reduced from 300,000 in 2007/2008 to 175,000 in 2011
- International students at 125,000 growth pa in 2007/2008 (\$17bn economic contribution) to estimated 15,000 growth pa in 2013/2014

▶ Challenge: Ageing of Australia's Population

- Baby boomers turn 65 in 2011 and 3.5 million moving to retirement over next decade
- Loss of skilled workers to retirement (shifted from 55 years ave in 2006 to 60+ now)
- Older workforce means OHS risk & need for flexibility
- Not enough young people to replace them
- Migration Policy changes with pressure to reduce to around 70,000 pa
- Need 180,000 just to replace Baby Boomers (Salt:ABS/ANU)
- Skills Australia forecast that by 2025 will generate 9.3 million jobs and will need 12 million qualifications

Victoriaworks for Mature Aged Workers

GREY MATTERS

2010 – 2011

*Returning Mature Aged
Jobseekers to Work*

STAGE 1

PARTICIPANT PROFILE



- ▶ 268 participants
- ▶ 42% 45–54 age group
- ▶ 58% 55+ age group
- ▶ Gender
 - 47% male
 - 53% female

STAGE 1

PROGRAM DELIVERY



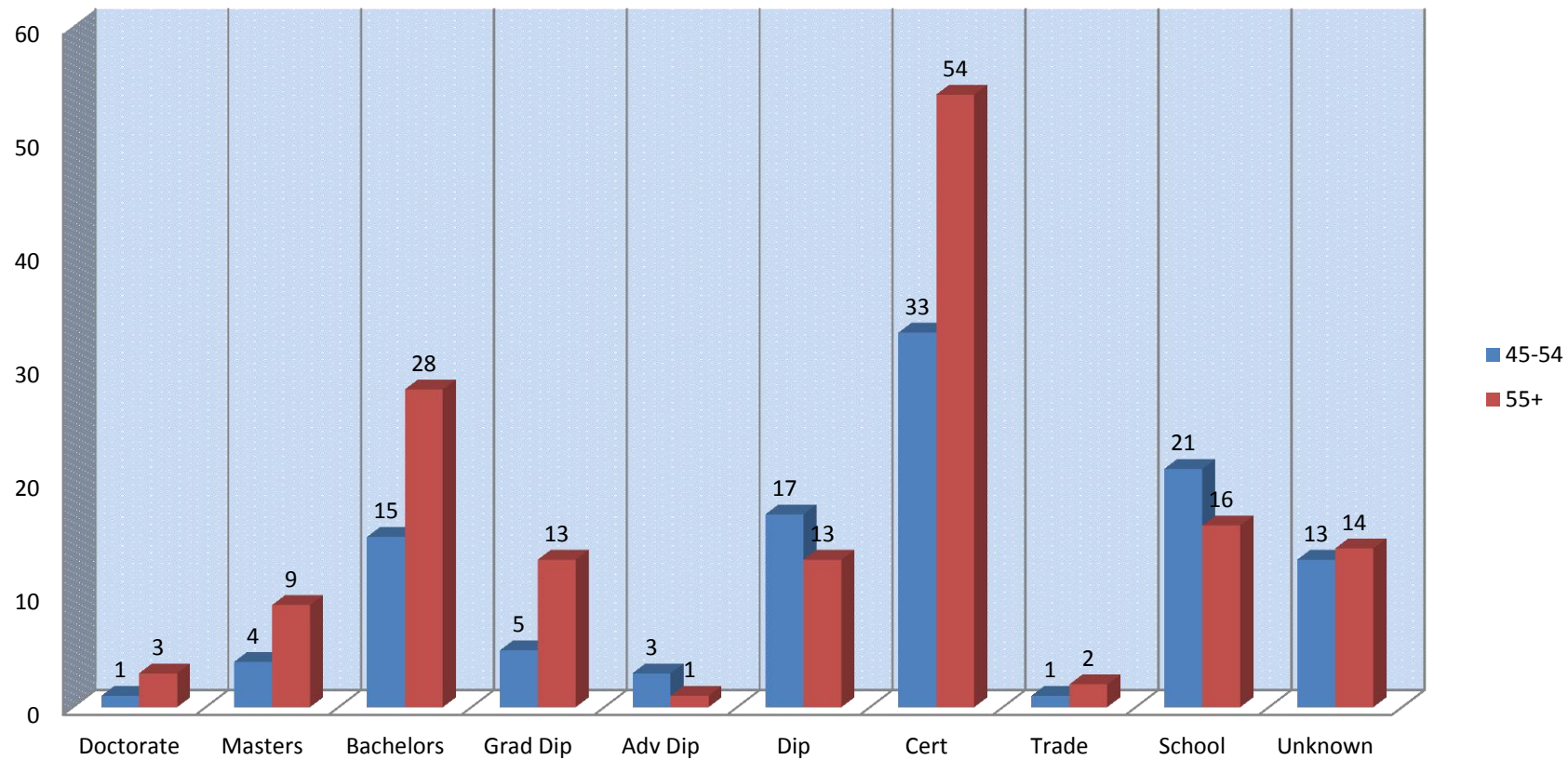
- ▶ Career Resume Review
- ▶ Career Coaching
- ▶ Business Services
- ▶ Community Services
- ▶ Hospitality
- ▶ Job Search
- ▶ Job specific training
- ▶ Consultancy Training
- ▶ Employer Introductions

STAGE 1

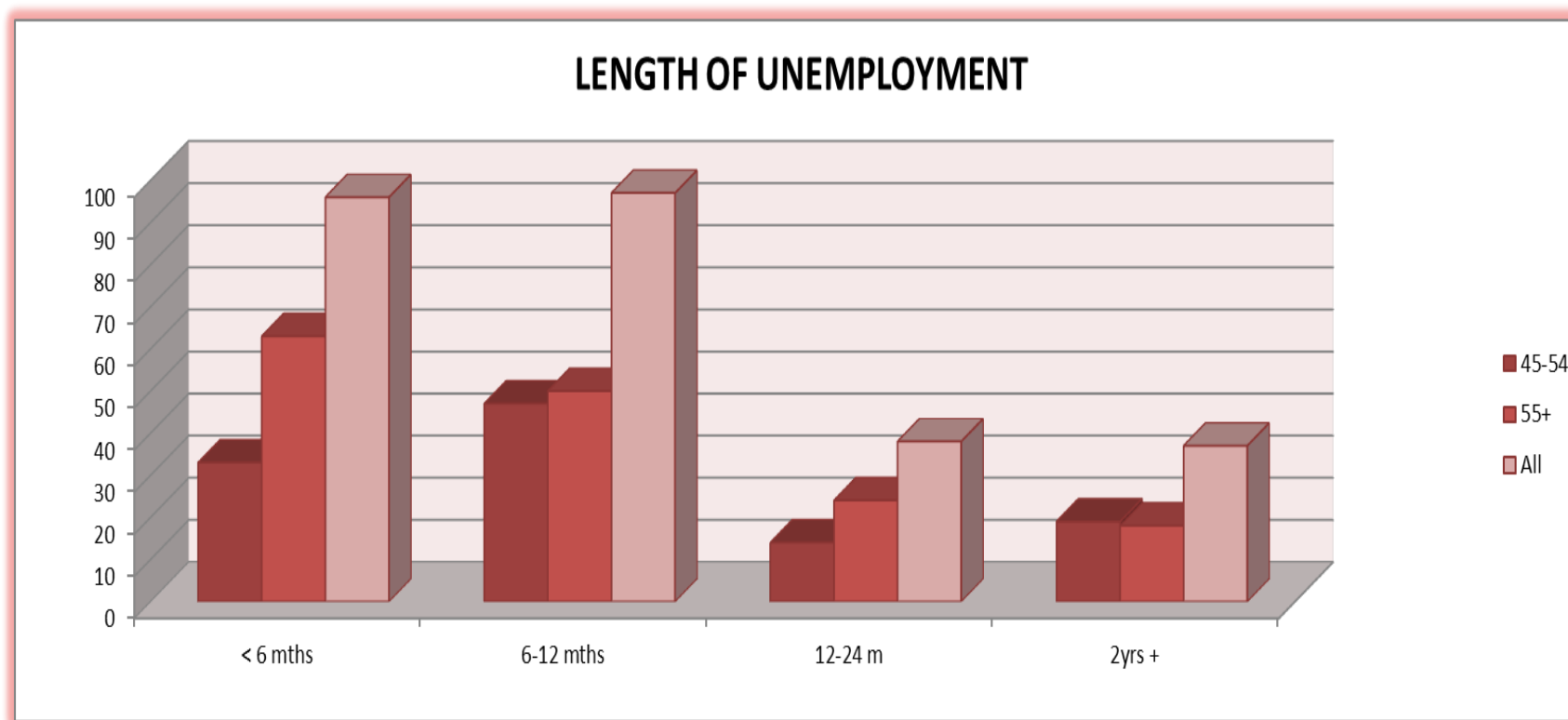
EDUCATIONAL ATTAINMENT



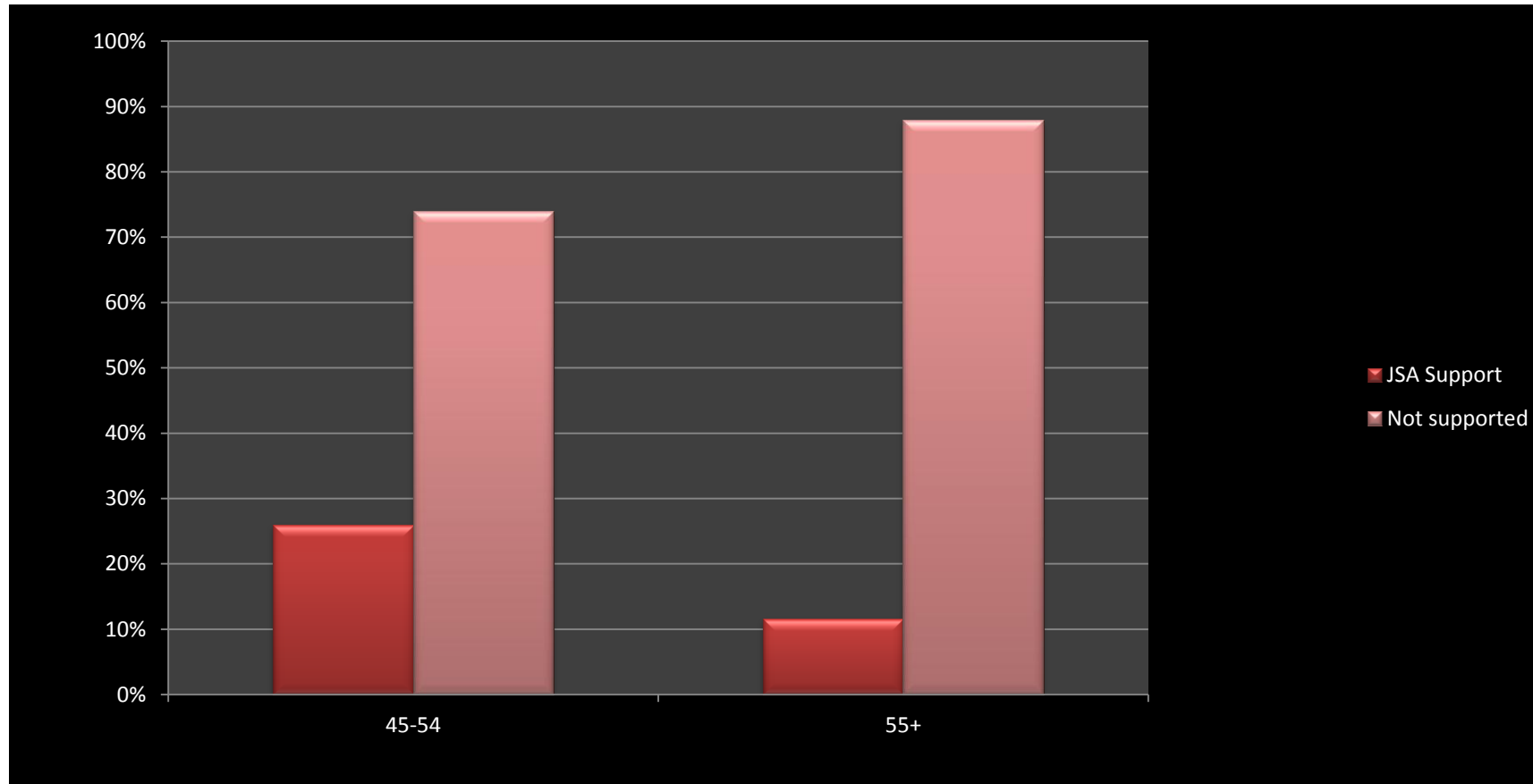
EDUCATIONAL ATTAINMENT



STAGE 1 UNEMPLOYMENT STATUS

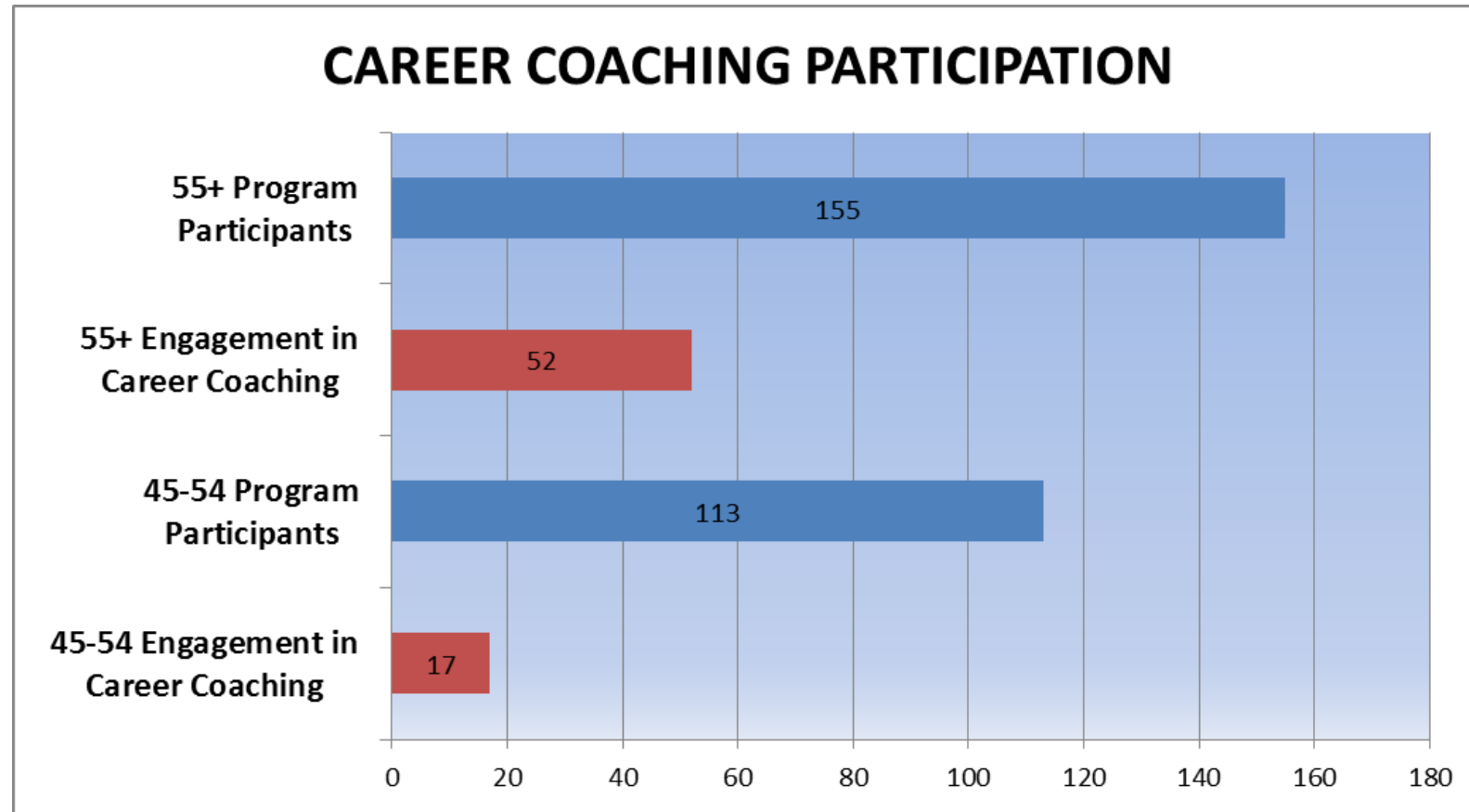


STAGE1 JSA SUPPORT



STAGE 1

CDAА CAREER COACHING SERVICES



STAGE 1

FAST FACTS



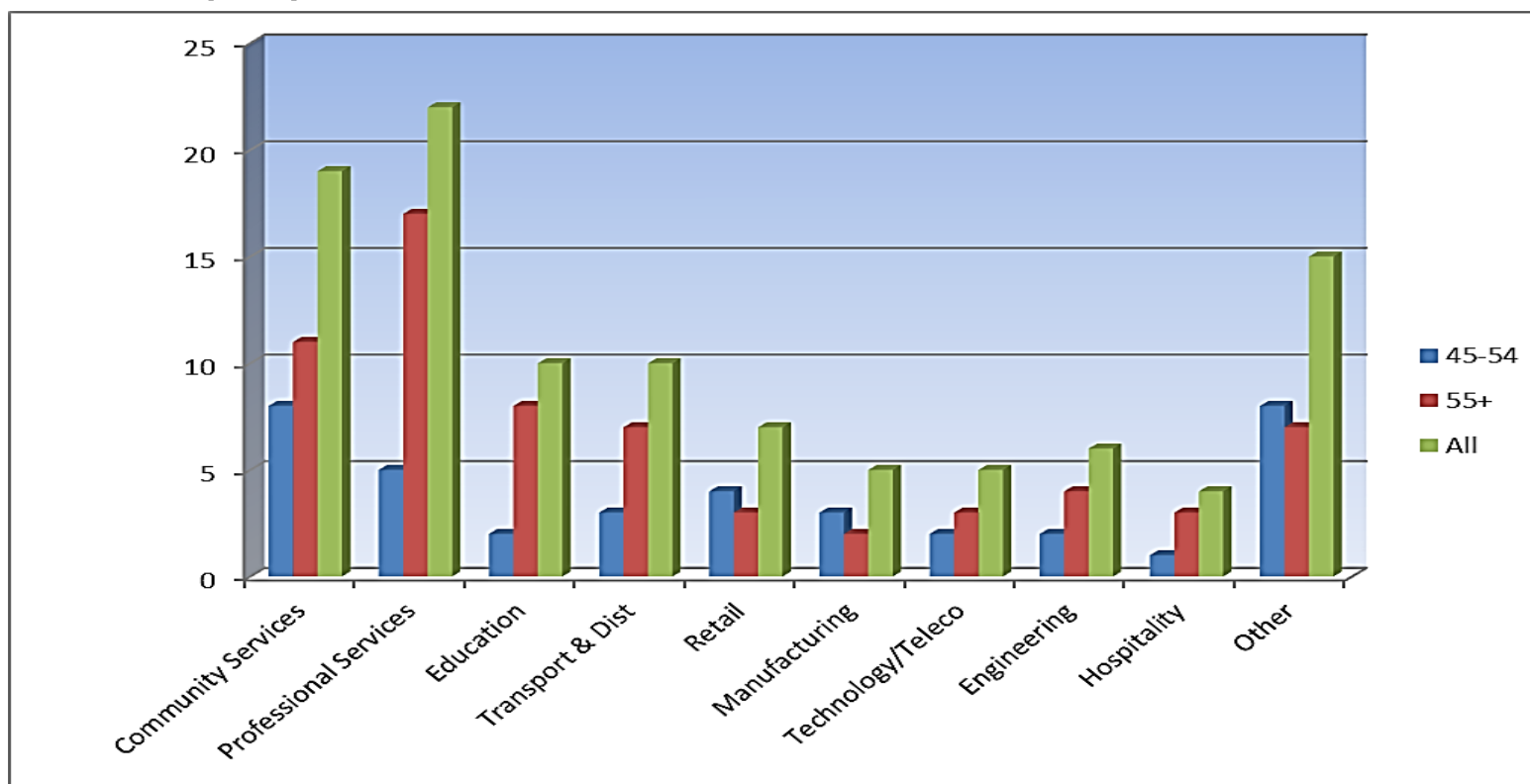
- ▶ 75% of all participants held higher or further educational qualifications.
- ▶ 26% of all participants engaged in career coaching with a CDAA Practitioner. 55+ group (33.5%) 45-54 group (15%)
- ▶ 37.6% from the 45-54 age group and 62.3% from the 55+ group found employment.
- ▶ 65% of all job placements were participants who undertook a career and resume review, engaged in job search training and/or career coaching.
- ▶ Professional Services and Community Services employed the highest number of participants, these sectors accounted for 34.5% of all job placements.
- ▶ 44.5% participants who gained employment had been unemployed for 6 -12 months, 39.6% less than 6 months, 10% - 12 months and 6% from the 2+ year group.

STAGE 1

JOB PLACEMENT OVERVIEW



- ▶ 101 job placements
- ▶ 77 Employment Outcomes



CASE STUDY: ANNIE HILLIER



Before Annie joined the program she was:
Working in the Family Business
Wanted to build a career and be independent.

Completed 5 units from the Community Services program

Now employed FT with **Claremont Terrace, Aged Care Facility**, as a Lifestyle Assistant.

“Mature age workers are often more serious about the job and bring a level of maturity. Claremont Terrace looks for people who are passionate about what they are doing, to not just treat it as, “just a job” but to care about what they are doing. We look for people who can fit in with the organisation and with our clients”. **Anna Mather – Lifestyle Coordinator, Claremont Terrace Aged Care facility**

CASE STUDY: DAVID BRIEN



Before David joined the program he was:

Unemployed 18 months

100 job applications resulting in 2 interviews

Emotional turmoil

Despondency

Now employed with Irwin Consult Engineering as a Technical Support Officer.

“There are many advantages in employing mature age workers, they have a breath of experience, they are loyal and have a willingness to work. Mature workers have an innate knowledge about things which comes from their life.”

Lorri Walker Operations Manager, on employing mature age workers.

▶ **PHASE 3:**
LONGITUDINAL PARTICIPANT SURVEY 2013

RESEARCH FOCUS:

Supporting mature age workers counter barriers to mature age labour force participation

▶ STAGE 2

268 Program participants surveyed 2013

Survey instrument

(VECCI; Swinburne University, Business Work and Aging)

VECCI & BWA PARTNERSHIP:

- ▶ Business Work & Aging, Swinburne University

SURVEY REVIEW FOCUS:

- ▶ Impact of Intervention
- ▶ Usefulness of Career Development
- ▶ Experience since Project
- ▶ Assessment of Workability
- ▶ Identifying Types of Support Required

STAGE 2 – RESEARCH



Survey Instrument

The Second stage follow up of participants involved a surveying participants in order to assess:

- ▶ The value and use of the program initiative through registration and assessment;
- ▶ The career development process undertaken by the 45–54 age group and 55+ age group to provide further insight into the usefulness of career development, including coaching, guidance and counselling;
- ▶ A broader range of services in job search training, counselling and consultancy;
- ▶ Experience before, during and after the program in dealing with recruitment companies and also in job application processes to identify issues including:
 - perceived age discrimination (eg invisibility and exclusion) from consideration as applicants.
- ▶ Issues impacting on the Work Ability of participants.

STAGE 2 – RESEARCH



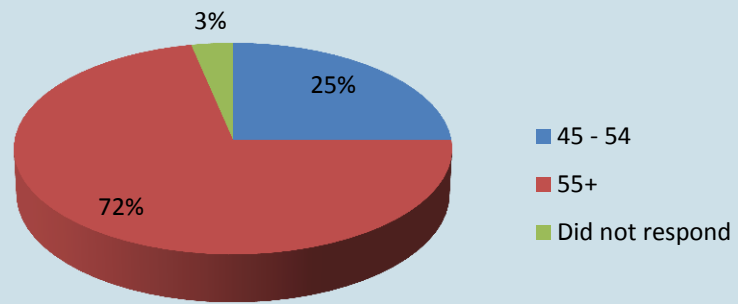
The survey details:

- ▶ Sent out to 266 people, 228 received it electronically and 38 in hard copy.
- ▶ The response rate was 22% (n=60).
- ▶ Gender: 53% were female and 44% male

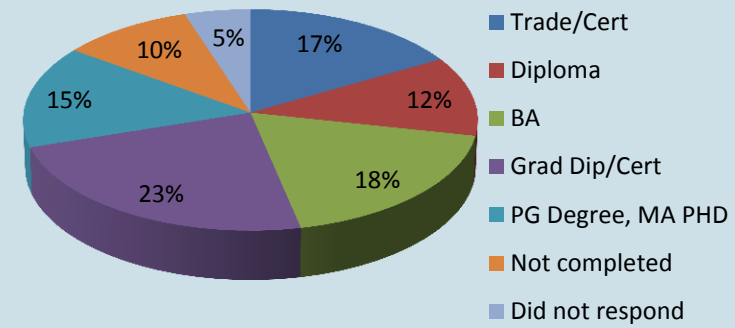
STAGE 2 – RESEARCH



AGE BREAKDOWN OF RESPONDANTS



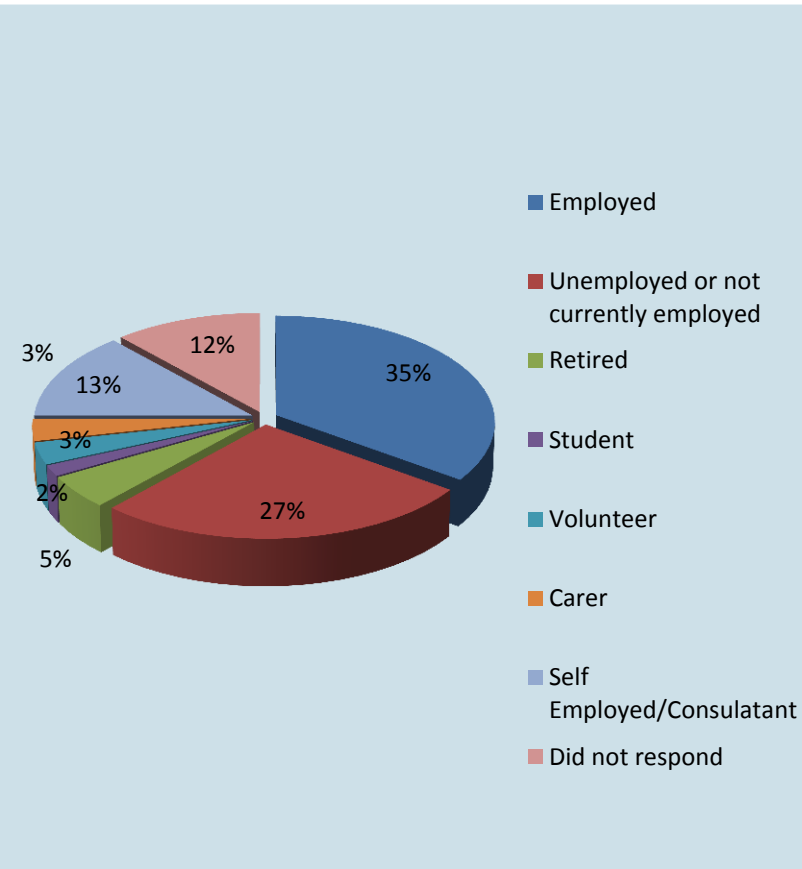
TERTIARY EDUCATIONAL ATTAINMENT



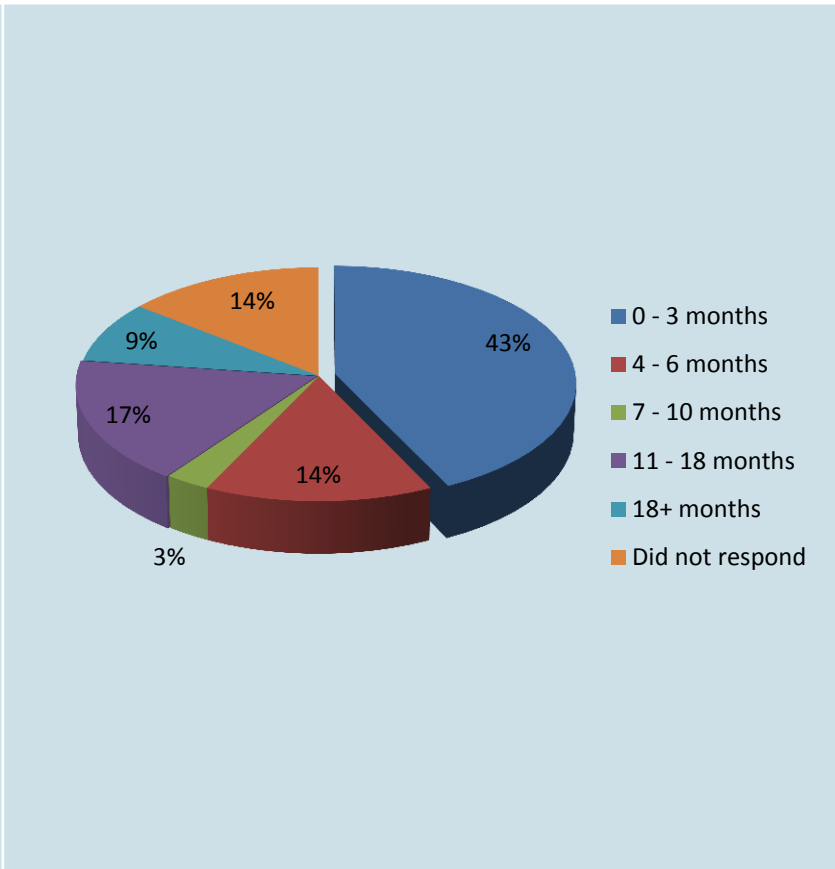
STAGE 2 – RESEARCH



CURRENT EMPLOYMENT STATUS



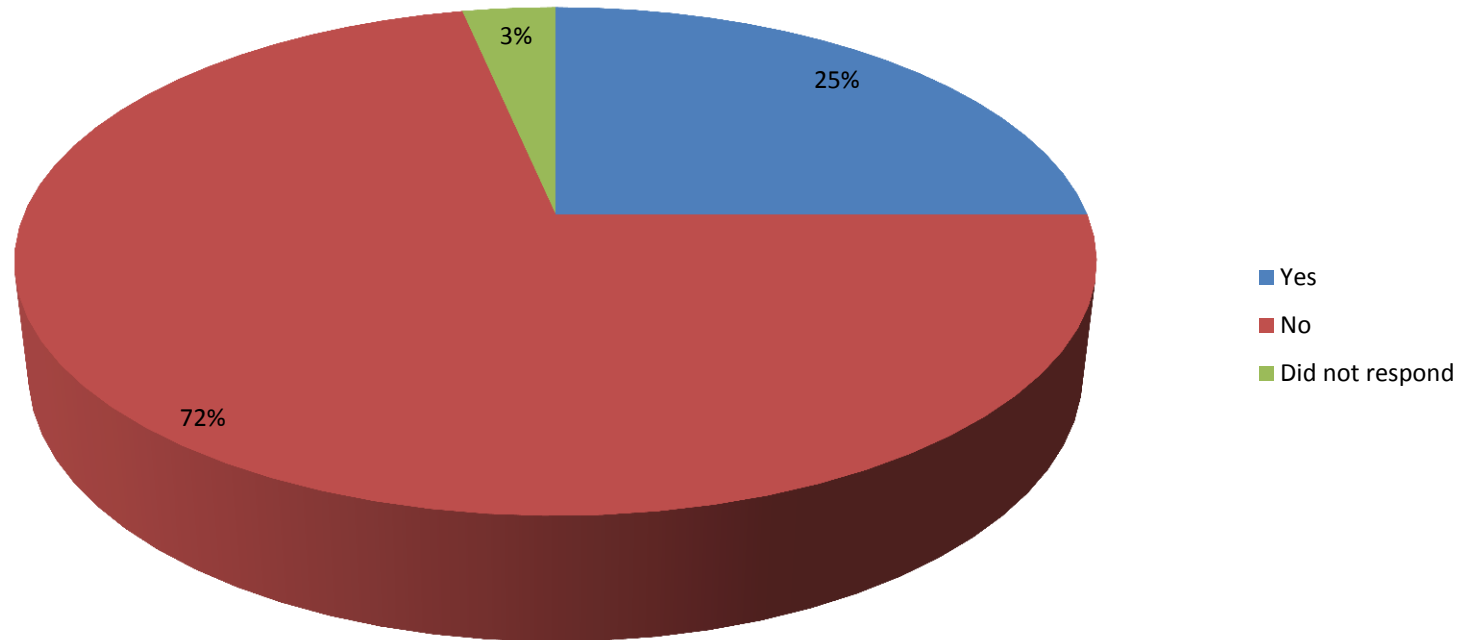
LENGTH OF TIME TO SECURE EMPLOYMENT



STAGE 2 – RESEARCH



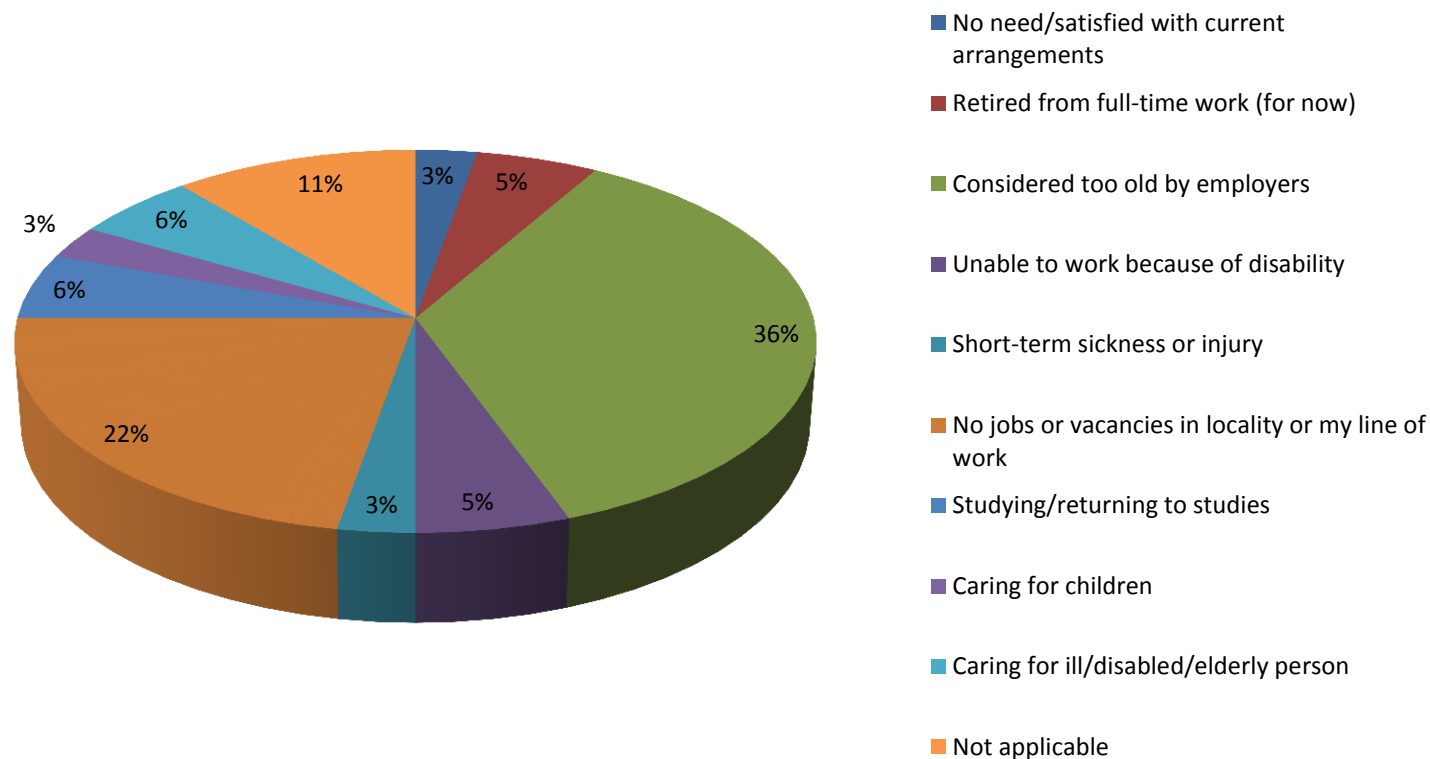
**Have you received any job search assistance through Centrelink
JSA or DES?**



STAGE 2 – RESEARCH



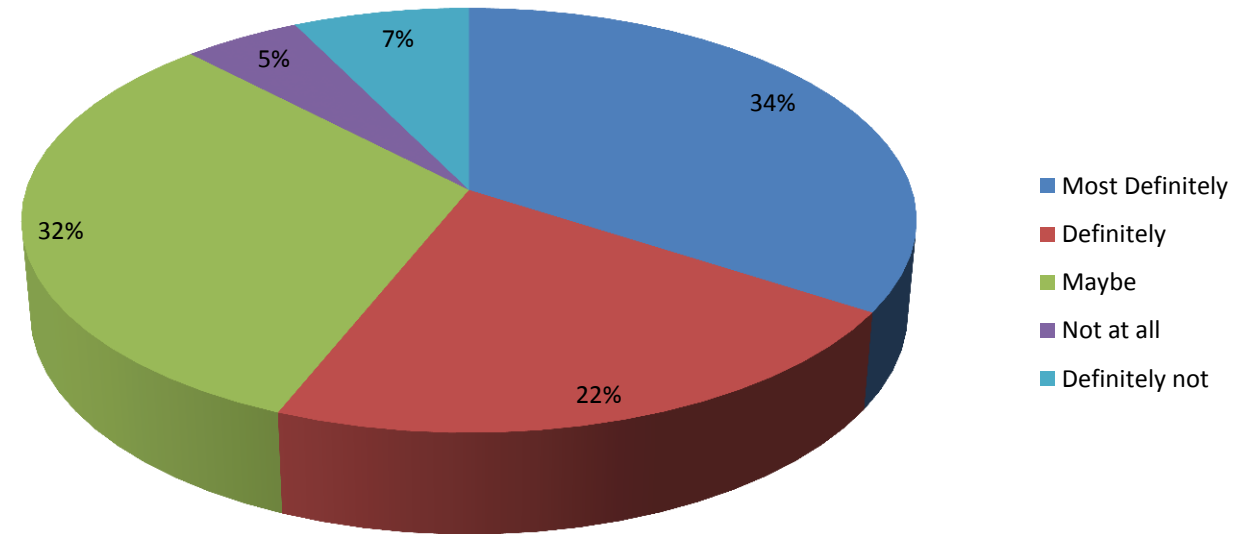
If you are not working now, what is your main reason?



STAGE 2 – RESEARCH



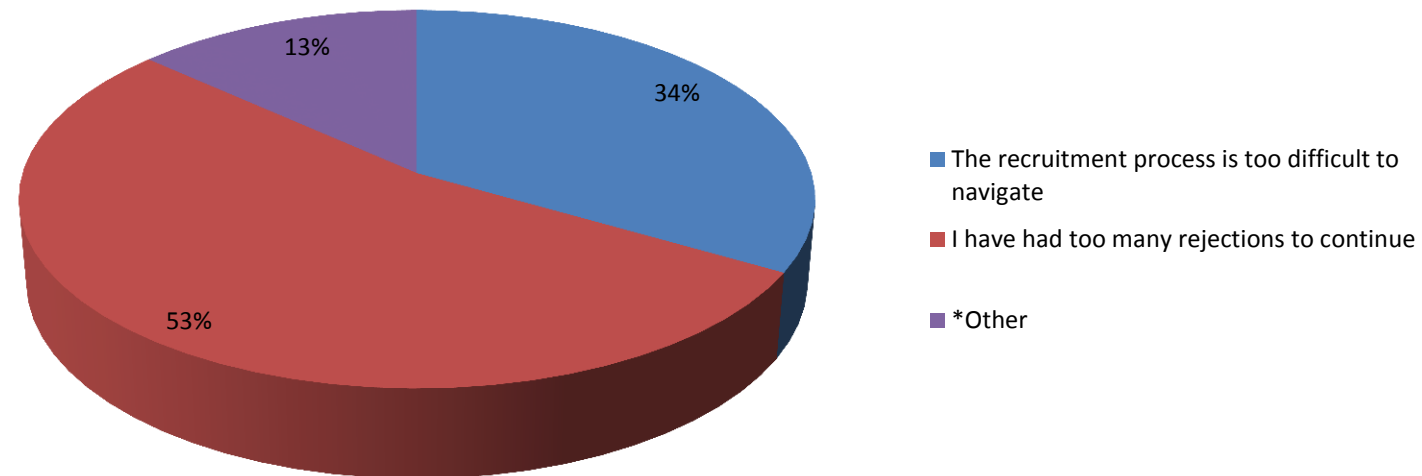
**Due to my age, younger recruitment consultants
discriminated against me**



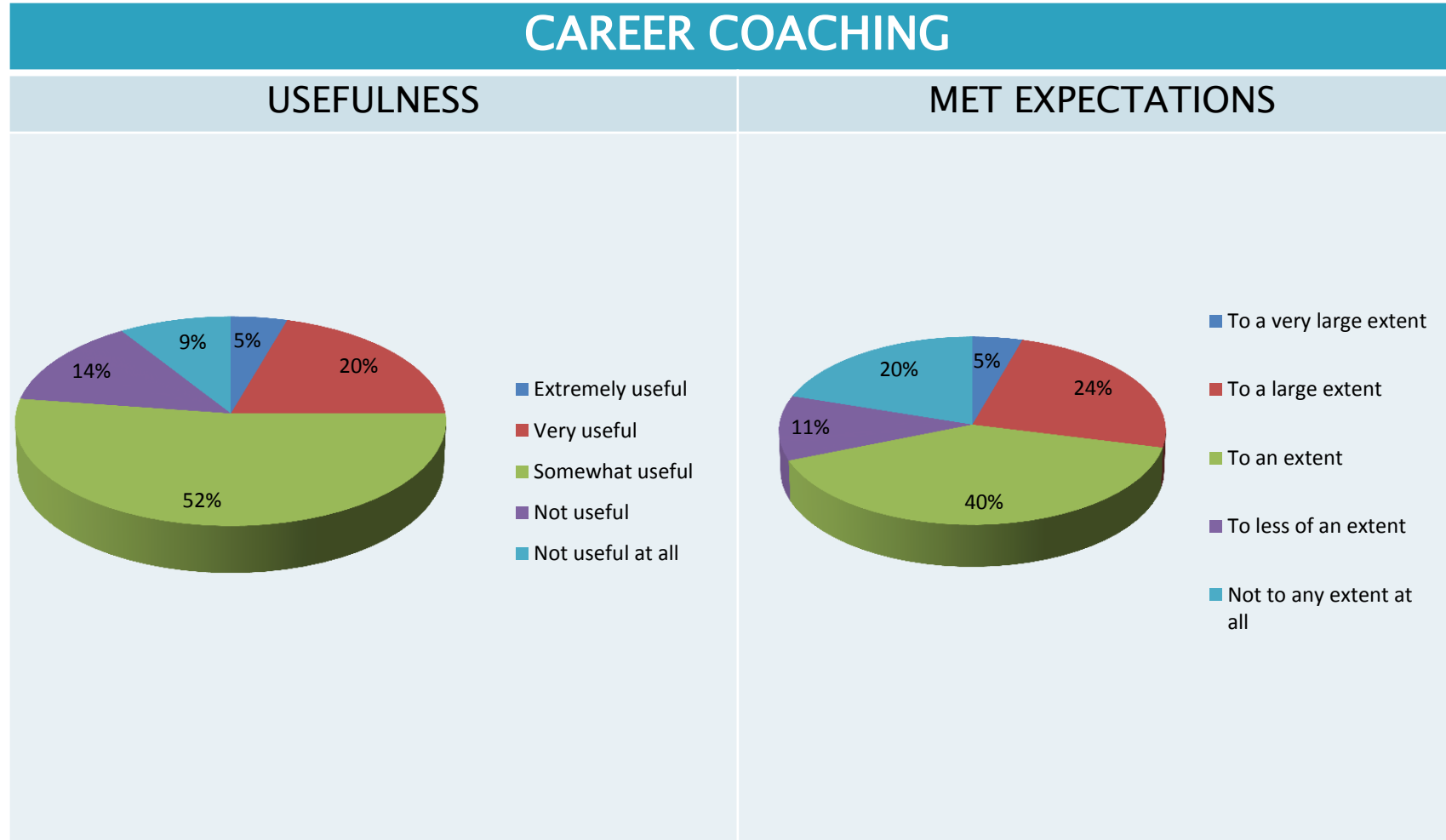
STAGE 2 – RESEARCH



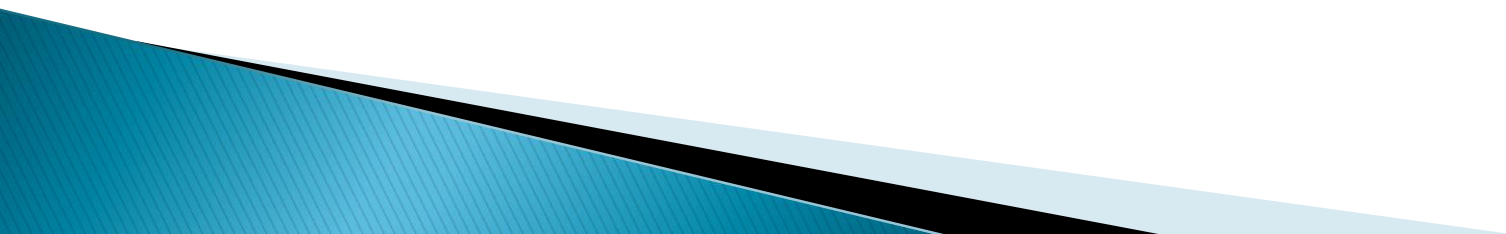
If you have made the decision not to work at the moment, is this because



STAGE 2 – RESEARCH



STAGE 2 – RESEARCH

[illegible]

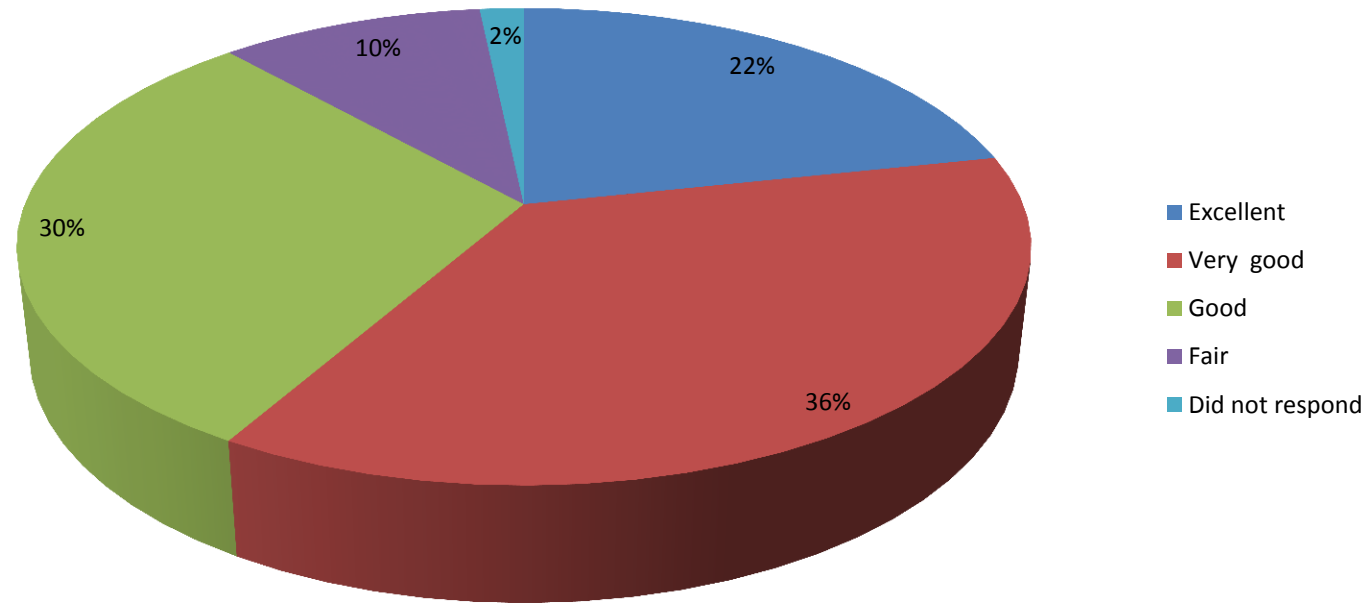
STAGE 2 – RESEARCH

[illegible]

STAGE 2 – RESEARCH



In general, how would you say your health is?



STAGE 2 – RESEARCH

Work Ability index



Assume that your workability at its lifetime best has a value of 10 points. How many points would you give your current workability?

	Freq	%Freq
Score 10	11	19
Score 9	11	19
Score 8	7	12
Score 7	11	19
Score 6	7	12
Score 5	7	12
Score 4	0	0
Score 3	2	3
Score 2	2	3
Score 1	1	2
Score 0	0	0
Total number of respondents	59	100

POLICY RECOMMENDATIONS AT 2013



- ▶ Connect training to actual job vacancies.
- ▶ More information on how to navigate the job market.
- ▶ Connect jobseekers to what employers want
- ▶ Structure Job placements within career coaching programs.
- ▶ Age based discrimination review.
- ▶ Influence the design of services provided by Government funded programs taking into account the age specific client group.



PHASE 4: VICTORIA COUNTS 2014-2015

VICTORIAN PARLIAMENT COMMITTEE OF ENQUIRY



PROOF VERSION
ONLY
FAMILY AND
COMMUNITY
DEVELOPMENT
COMMITTEE
Inquiry into
opportunities for
participation of
senior Victorians
Melbourne —
20 July 2011

- GM History and Experience
- Allied to recent Research
- Analysis of post program participation
- Options for further policy or program considerations



Media release

The Hon David Davis MLC
Minister for Health
Minister for Ageing

Thursday 12 September 2013

First Commissioner for Senior Victorians on the job

Esteemed seniors advocate Gerard Mansour has today been appointed as Victoria's first ever Commissioner for Senior Victorians.

Minister for Ageing David Davis said the appointment delivers on a key commitment of the Victorian Coalition Government in response to the Victorian Parliamentary Inquiry into Opportunities for Participation for Victorian Seniors.

"The important role of the Commissioner for Senior Victorians is to promote an age-friendly society and enhance community participation by senior Victorians," Mr Davis said.

"Gerard Mansour is a highly respected and passionate advocate for the needs of older people, and is a standout selection for Victoria's first ever Commissioner for Senior Victorians."

In 2012, Mr Mansour became the inaugural national CEO of Leading Age Services Australia, the peak national body representing the aged and community care industry across Australia. Prior to this he was the CEO of Aged and Community Care Victoria for six years.

Mr Mansour has been a strong public advocate for the needs of senior Victorians, including those who are marginalised or have special needs.

Mr Davis said the Commissioner will chair a new ministerial advisory committee for senior Victorians.

"The Committee will prepare a whole-of-government action plan, detailing new strategies and actions to promote community participation of older people and coordinate plans across Government," Mr Davis said.

"We need to take action now to ensure all seniors can live independent, active and healthy lives by promoting opportunities for community participation.

"Our senior Victorians are living longer and healthier lives than ever before. The senior population is increasing and will continue to increase into the future."

VECCI DRAFT RECOMMENDATION TO COMMISSIONER FOR SENIORS



2. PROJECT OPPORTUNITIES:

- ▶ There are a number of options to consider in addressing the range of issues canvassed above. In terms of approach a broad based project could address each of the items below, or elements could be contracted to appropriate providers. The options have been framed against the Focus Areas which underpin the Goals of a "Seniors Participation Action Plan".
- ▶ The key issues to be addressed include:
- ▶ **Focus Area 1: Age Friendly Communities:**
- ▶ *Activity 1: Best Practice Case Studies:*
- ▶ Working across industry sectors there is a need to undertake research and develop case studies of existing seniors actively engaged in the workforce. Such case studies would identify best practice in those employers who are actively retaining existing workers, providing flexible workplace policies to address ageing workforce needs (ie caring responsibilities), and also providing opportunities for the recruitment of Senior Victorians. The case studies would also address stereotypical views of mature workers.
- ▶ *Activity 2: Corporate Champions:*
- ▶ Consideration should be given to a Corporate Champions recognition initiative, which would both recognise current employer practice and be used to promote initiatives to the wider employer community. Support materials and tools would be developed for wider employer use to recognise and promote the value of Senior Victorians as an essential component of the available workforce to meet labour and skill shortages. The opportunity for large business to be linked to SME service providers in their supply chain could be explored as an integrated approach to maximise efficiencies and address productivity issues at all levels.
- ▶ **Focus Area 2: Age friendly Workplaces:**
- ▶ *Activity 3: Workplace Health & Safety:*
- ▶ Conduct appropriate analysis of WorkCover data to be able to determine the range of workplace accident or injury, to assess by type and severity as well as identify costs associated with incidents across all age groups. Such information would be used to develop information and awareness campaigns for employers to better understand the risks in the workplace as well as identify options to mitigate against future claims by employee education and preventative strategies. Such information and support for employers could address specific needs for senior workers, particularly around soft tissue injury, and better manage return to work arrangements. The strategies to be considered need to also include appropriate training and support for line managers to improve employee performance management techniques with improved understanding of issues being faced by seniors in the workforce. This would also provide an improved understanding of cross-generational issues.
- ▶ *Activity 4: Employer Education Assistance:*
- ▶ Provide an employer focused business consulting service that would undertake business profiling and workforce analysis which would identify potential opportunities to review existing workplace practice. Such analysis would use benchmarking tools and provide Human Resource Policy templates as well options for Learning and Development frameworks for employer use. The objective would focus on retention and retraining of existing seniors in the workforce to improve productivity and identification of opportunities for recruitment of senior workers.
- ▶ *Activity 5: Senior Access to Training:*
- ▶ The recent release of the Australian Workforce and Productivity Agency "Manufacturing Workforce study" highlighted several key points of direct relevance to senior workers. These relate to the identification that 45% of sector workers do not have qualifications and the median age is now 41 years which is greater than the all industries median age of 39 years. In fact the data shows that over the last decade that the proportion of the workforce over 45 years and older increased from 34% to 42%. This has direct impact for the Victorian economy which produces around 40% of Australian manufacturing output.
- ▶ The reforms of the Training System over the last 2 years has seen Government funding at State and Commonwealth level being redirected to sectors of high skill need and qualifications which address these priorities. This has left significant reduction in funding across traditional industry sectors such as manufacturing, retail, and hospitality which has limited the access of senior workers to qualifications.
- ▶ The needs of the Victorian economy should address these concerns and reconsider individual eligibility as well as the
 - to better credential existing workers for current skills and
- ▶ experience, and assist upskilling to higher level qualifications across traditional industry sectors.



Seniors Count!

2014–2019

Victoria's Seniors Participation Action Plan



www.seniorsonline.vic.gov.au



Priority focus

Supporting the mature-age workforce

There is an increasing interest in mature-age workers being able to remain in the workforce, and yet the needs of these workers to continue working are not well understood. In addition, there needs to be an increasing focus on the ability of businesses to respond with flexible working conditions that assist mature-age workers to fulfil their workplace potential.

Support for mature-age workers skills development, and provision of tools and advice to employers will assist mature workers who want to continue working.

The Victorian Government will support:

- Skills maintenance and training opportunities for older workers by improving training for up-skilling and skills diversification; ongoing monitoring of the *Recognition of Prior Learning* system to ensure appropriate access by mature-age workers; and addressing barriers and opportunities for older workers vulnerable to industry restructuring, including funded demonstration projects targeting those industries
- Improved recognition and utilisation of the knowledge and skills of mature-age workers by supporting employers to adopt flexible and productive age-friendly employment practices through online tools and communication strategies
- Industry development support including ongoing industry analysis, skills projections and forecasts for mature-age participation, providing business leadership for employers through a senior business leaders age-friendly employers' forum and education programs for employers and employees on workplace rights and responsibilities
- Improving perceptions of older people in the workplace by tailoring OHS training programs on injury prevention to target key industries and older workers; creating education tools and resources to dispel myths about injury, illness and unreliability of older workers; and clarifying and communicating seniors' compensation entitlements.

And finally:



- ▶ Any Questions?

THANK YOU