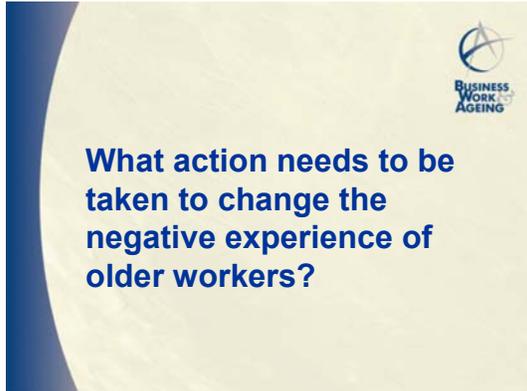


Slide Twenty-three

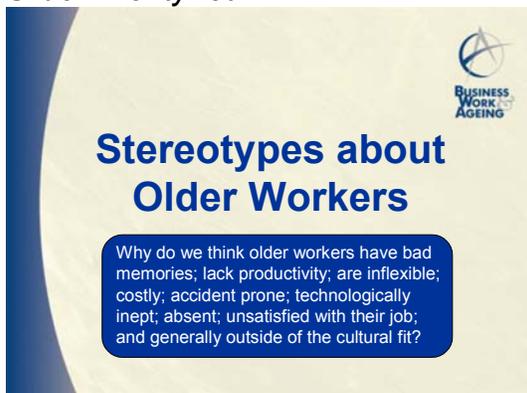


Presenter's Notes Twenty-three

Discuss what action needs to be taken to change the negative experience of older workers.

- Pursue opportunities to understand the issues affecting Australian workers as they age.
- Identify and address policy and structural barriers that act as vehicles to ageist stereotypes in employment.
- Challenge age stereotypes.
- Ensure businesses understand their legal rights and responsibilities regarding age discrimination.

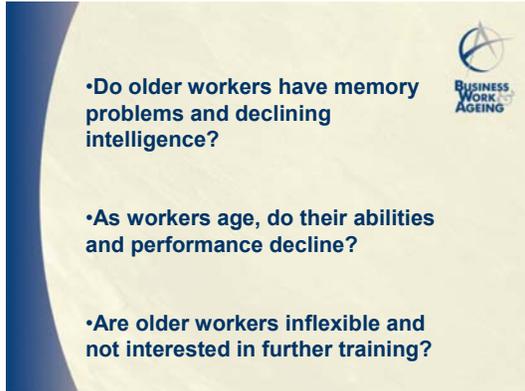
Slide Twenty-four



Presenter's Notes Twenty-four

There is a standardised picture held by society regarding the capacity of workers as they age. These stereotypes represent oversimplified opinions, prejudiced attitudes, or uncritical judgments.

Slide Twenty-five



Presenter's Notes Twenty-five:

Questioning some of the major stereotypes about older workers assists business to make an informed decision about the positives and negatives of retaining and recruiting older people in their workforce.

Do older workers have memory problems and declining intelligence?

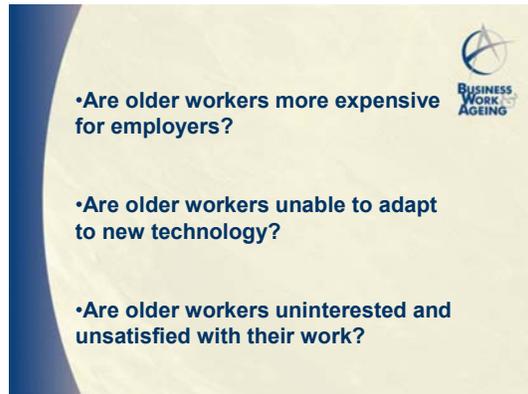
Research by the University of Queensland found on average there was no serious decline in memory and intelligence until age 90 years and over.

As workers age, do their abilities and performance decline?

Studies have not conclusively demonstrated that age and job performance are related. Workers who perform jobs that require heavy ongoing physical labour are faced with declining capacity – but this requires manual jobs to be re-engineered to alleviate the physical impact of hard labour. In addition today's jobs are increasingly knowledge based reducing the need for manual labour.

Are older workers inflexible and not interested in further training?

Research by Drake management has shown “that as many as 86% of senior workers are more than happy to take up training opportunities offered to them”.

Slide Twenty-six*Presenter's Notes Twenty-six**Are older workers more expensive for employers?*

Research by BWA has estimated that the net human resource management cost benefit per older worker compared to the rest of the workforce is \$A1956 per annum. This is made up of benefits of older workers in the areas of recruitment and training, which exceed costs in areas of absenteeism and work injuries.

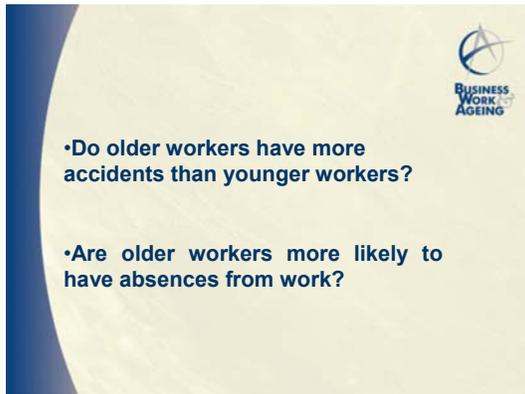
Are older workers unable to adapt to new technology?

People over the age of 55 are the fastest growing segment of Internet users in Australia. Research has suggested this group develops a more thorough comprehension of new technology than younger workers. However older workers may require more intensive assistance during training in new technologies. Support should be given to older workers to help them overcome any fears they have about technology and their ability to master it.

Are older workers disinterested and unsatisfied with their work?

Most studies have found older workers to be more committed to their organisations than younger workers. Many researchers have identified high morale and positive feelings about their jobs amongst older workers. The evidence suggests that overall older workers are more satisfied with their jobs than younger workers.

Slide Twenty-seven



Presenter's Notes Twenty-seven

Do older workers have more accidents than younger workers?

The number of incidents of workplace related injuries and illnesses among workers aged 45 and over is 28% less than those that occur among younger workers.

Are older workers more likely to have absences from work?

Research from the UK Institute for Employment Studies has found that “older workers are more likely to show a high degree of commitment to their work, and are less likely to take time off work for short-term sickness.” Australian data demonstrates that there is very little difference in the number of days of absence workers aged under and over 45 have during a year. Workers aged less than 45 take an average of 9.7 working days absence per year, compared with 10.4 days for those over 45.

Part Three Content:*Slide Twenty-eight**Slide Twenty-nine**Presenter's Notes Twenty-nine*

Profit - Human resource departments would profit from including workers aged 45 years and over in their workforce. Yet to ensure ongoing productivity of older workers like others, need continuous training and development as well as suitable working environments to ensure ongoing productivity and subsequent profitability.

Marketing is critical to the operations of a business. It is essential therefore to consider that as the Australian population ages the importance of certain consumer segments will change. Through the targeted recruitment of workers aged 45 years and over, organisations will be able to adequately reflect the diversity of their customer base, and compete for their share of the baby boomer market - the largest age group of the 20th century.

Slide Thirty

The slide features a blue curved border on the left side. The text is arranged in two sections. The top section is titled 'Skill Shortages' and contains a paragraph about retention and recruitment. The bottom section is titled 'Quality' and contains a paragraph about a case study with DMS Glass. In the top right corner, there is a logo for 'BUSINESS WORK & AGEING' which includes a stylized globe icon.

Skill Shortages

The pro-active retention and recruitment of people aged 45 years and over, provides an effective corporate and government strategy for reducing skill shortages.

Quality

A BWA case study undertaken with DMS Glass found that the employer considered their older workers provide higher quality standards, which encourage younger employees to improve, as experienced staff passed on their years of knowledge.

**BUSINESS
WORK &
AGEING**

Presenter's Notes Thirty

Skill Shortages - The supply shortage of skilled labour across the majority of industrial and service sectors in Australia will worsen as the population ages. The pro-active retention and recruitment of people aged 45 years and over however would provide an effective corporate and government strategy for reducing skill shortages, which will be increasing critical into the future to meet the supply deficit. Increasing the participation of workers aged between 55 and 69 years would have a greater contribution to labour supply than introducing a high migration policy.¹

Quality - A case study undertaken with DMS Glass by BWA, found that the employer believed their older workers provided higher quality standards, which encouraged younger employees to improve, as experienced staff passed on their years of knowledge.

¹ BWA 2002, Labour Supply Scenarios

Slide Thirty-one

The slide features a blue and yellow background with a white curved border on the left. It contains three main sections: 'Organisational Culture' with a bulleted list, 'Assets' with a single line of text, and 'Sustainability' with a paragraph. A logo for 'BUSINESS WORKS WITH AGEING' is in the top right corner.

Organisational Culture

- Good work ethic
- Loyal to employers
- Mentoring

Assets

Older workers are valued assets as they are the keepers of corporate experience.

Sustainability

The costs of early retirement to date has been considerable – estimated at between \$A43 billion and \$A25 billion per annum (based on 1994 figures).

BUSINESS WORKS WITH AGEING

Presenter's Notes Thirty-one

Organisational Culture - Older workers can bring many positive cultural attributes to an organisation. They have a good work ethic, which is demonstrated through their quality performance. Older workers are loyal to employers, with older workers remaining with their current employer 2.4 times longer than younger workers. They also act as mentors to less experienced workers.

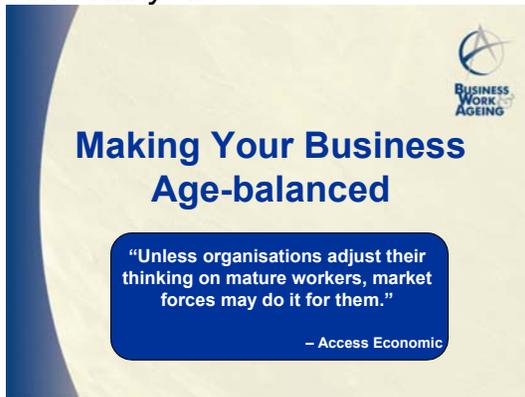
Assets - Older workers are valued assets as they are the keepers of corporate experience.

Sustainability - The public debate around population ageing has often centred on the negative economic impact ageing will have on the nation. Central to the debate has been the costs to the nation of health and aged care, savings, tax income and public expenditure.

Older people remaining in the workforce for longer however can assist in managing the Australian economy as the population ages. It will prevent a worsening of the labour force dependency ratio, one of the key indicators of sustainability.

If business practices continue to encourage older workers to exit the labour market, by 2030 the dependency ratio will tip to 2.5 employees for every 1 older person, resulting a growing pool of inactive older people and a decline in active the number of participates in the active economy. The national expenditure costs of this trend towards the public and private sector forcing older workers into early retirement to date has been considerable – estimated at between \$A43 billion and \$A25 billion per annum (based on 1994 figures).²

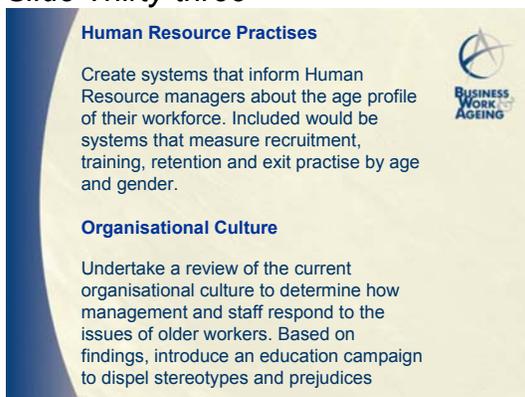
² AEC 2001, Retirement in an Era of Ageing

Slide Thirty-two


Making Your Business Age-balanced

“Unless organisations adjust their thinking on mature workers, market forces may do it for them.”

– Access Economic

Slide Thirty-three


Human Resource Practises

Create systems that inform Human Resource managers about the age profile of their workforce. Included would be systems that measure recruitment, training, retention and exit practise by age and gender.

Organisational Culture

Undertake a review of the current organisational culture to determine how management and staff respond to the issues of older workers. Based on findings, introduce an education campaign to dispel stereotypes and prejudices

*Presenter's Notes Thirty-three***Human Resource Practices**

Ensure that human Resource Information Systems have the capacity to inform Human Resource managers about the age profile of their workforce. Including reporting on recruitment, training (type and frequency), retention and exit practice by age and gender.

Organisational Culture

- Undertake a review of the current organisational culture to determine how management and staff respond to older workers.
- Educate managers and employees within the organisation about the capacity of older workers, age discrimination legislation and dispel any stereotypes that are prevalent in the organisation.
- Reinforce a culture of diversity within the organisation.
- Initiate health and well being programmes that aim to counteract health issues associated with ageing.

Slide Thirty-fourThe slide features a blue curved header on the left. The main content is on a light yellow background. It includes a logo for 'BUSINESS WORK AGEING' in the top right corner, which consists of a stylized globe icon and the text 'BUSINESS WORK AGEING' stacked vertically. The text is organized into two sections: 'Recruitment' and 'Training', each with a sub-heading and a descriptive paragraph.

Recruitment

Recruiting the best people to drive profit, focusing on competence not age.

Training

Promote and implement life-long learning strategies.

Use older employees as mentors to help develop the skills of younger workers.

*Presenter's Notes Thirty-four***Recruitment**

- Ensure advertisements do not imply age limitations and think strategically about the media you use to attract a diverse cross-section of the labour market.
- Recruit the best people to drive profit, focusing on competence not age.
- Improve the reputation of your organisation by becoming an employer of choice through employment policies that centre on diversity.
- Address skill shortages, by recruiting and re-training older people.

Training

- Promote and implement life-long learning strategies.
- Use the accumulated skills of those in the organisation and encourage skills acquisition on a continuous basis.
- Encourage employees to build their resume, assisting them to document skills developed on-the-job, that may not be formally recognised.
- Implement formal mechanisms in your organisation to identify existing skills of employees, particularly when selecting for a new project/work task.
- Use older employees as mentors to help develop the skills of younger workers.
- Sponsor sabbaticals to encourage retraining at points during the career continuum.
- Monitor training participation by type and age.

Slide Thirty-five

Retention and Exit Policies

- Retain and reward workers that have the best skills
- Support career planning
- Assess the tangible and intangible value of experience and corporate memory in your organisation.
- Re-engineer jobs to reflect the diversity of skills and capabilities within organisations
- Offer flexible work arrangements

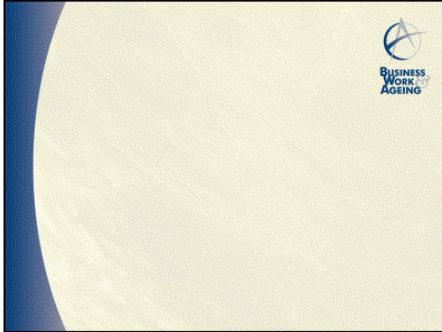
BUSINESS WORK AGEING

Presenter's Notes Thirty-five

- Retain and reward workers that have the best skills.
- Support career planning and intervention to encourage redefinition of the career course.
- Assess the tangible and intangible value of experience and corporate memory in your organisation.
- Re-engineer jobs to reflect the diversity of skills and capabilities within organisations, ensuring adequate training and occupational health and safety measures.
- Offer flexible work arrangements (permanent part-time, reduced hours, fixed term contracts, home-working, temporary etc.) to those with differing life commitments.
- Focus exit strategies away from age variables towards business objectives and job related criteria such as worker output, current value and potential value.
- Implement flexible, phased work to retirement transition schemes that equitably service the needs of both employees and employers.

Suggestions for Local Content

BWA Presentation Template



Local Statistics

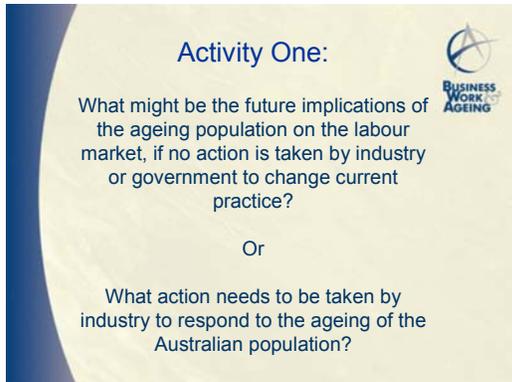
- Local Population Breakdown.
- Population Projections.
- Unemployment Rate by Age.
 - Statistics are available from Centrelink Knowledge Desk, the Australian Bureau of Statistics, State government Infrastructure / Planning departments and the federal Department of Employment and Workplace Relations.

Local Case Studies

- Interview local mature-aged people and businesses about their perspective on working and age and report on the findings. This will allow your audience to become further engaged, as the experience of ageing is brought into their local community.

Additional Activities that can be run in conjunction with presentation

Activity One: The Implication of an Ageing population on the Workforce



Timing:

To be run after slide 7 (Allow 20 minutes for activity)

Organisation:

Divide participants into groups of 5 to 6 people. Try to ensure that there is a good balance of gender and ages in each group. Ask that an even number of groups discuss one of two questions and write down responses from the discussion. Have a member from each group report back on the critical findings from the discussion. After the seminar you may wish to write up the responses and send them out to participants.

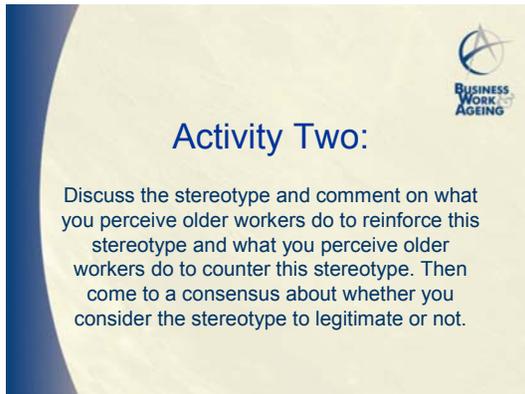
Tools Required:

Butchers paper and pens

Discussion:

Ask that an even number of groups discuss either one of the following two questions. “What might be the future implications of the ageing population on the labour market, if no action is taken by industry or government to change current practice?” Or “what action needs to be taken by industry to respond to the ageing of the Australian population?”

Activity Two: Stereotypes of Older Workers



Timing:

To be run after slide 23 (Allow 20 minutes for activity)

Organisation:

Before the presentation begins asks that each seminar participant write down a positive and negative stereotype associated with “older workers.” Organise a person to tally up responses and list the three most popular negative and positives stereotypes. Divide participants into 6 groups, each discussing one of the stereotypes. Have a member from each group report back the conclusions they made. After the seminar you may wish to write up the responses and send them out to participants.

Tools Required:

Butchers paper and pens

Discussion:

Ask participants to discuss the stereotype and specifically ask them to comment on what they perceive older workers do to reinforce this stereotype and what they perceive older workers do to counter this stereotype. Ask the group to come to a consensus about whether they consider the stereotype to legitimate or not.

Activity Three: Guest Speakers

Timing:

To be run when the topic of the guest speaker matches the topic within the presentation or at the discretion of organisers. (Allow 20 minutes for activity)

Discussion:

Guest speakers can be invited to participate in the presentation discussing a number of different topics. For example;

- Recruitment Agencies could discuss current employer practice as it relates to age or their experience dealing with older unemployed people.
- People over the age of 45 years who are either employed or unemployed could discuss either their experience of been an older person in the workplace or the experience of being older and unemployed.

Through this, insight can be gained into the experience of workers as the age.