

## Civic Participation and Employment

**Addressing the Challenges of an Aging Workforce, IBM:** [https://prismic-io.s3.amazonaws.com/diversitas%2Fbef0b8d1-fb1b-40e8-a2b5-78cba0eda242\\_addressing-the-challenges-of-an-aging-workforce.pdf](https://prismic-io.s3.amazonaws.com/diversitas%2Fbef0b8d1-fb1b-40e8-a2b5-78cba0eda242_addressing-the-challenges-of-an-aging-workforce.pdf)

This report explains the phenomenon of an ageing workforce in the Asia Pacific and suggests strategies that companies can implement to address this. This includes attracting and retaining older workers, preserving critical knowledge, providing workers with opportunities to acquire new skills and facilitating a multigenerational workforce.

**Age-Friendly Workplaces: Promoting Older Worker Participation, Federal/Provincial/Territorial Ministers Responsible for Seniors:** [www.canada.ca/en/employment-social-development/corporate/seniors/forum/older-worker-participation.html](http://www.canada.ca/en/employment-social-development/corporate/seniors/forum/older-worker-participation.html)

This document explains the importance of recruiting and retaining older workers, and how to effectively recruit and support an age diverse workforce. It provides useful information about how to start the process of becoming age-diverse and case studies of businesses that have already done so.

**Age management toolkit for employers, National Seniors:** available on request from COTA Tasmania or with a National Seniors membership at <https://nationalseniors.com.au/be-informed/research/age-management-toolkit>

This toolkit guides employers through the process of age management using evidence-based information, resources, guidelines and good practice examples. It thoroughly works through this process under the headings of Initiation – Getting Started, Implementation and Evaluation, taking into account organisation’s specific goals, size and age profile, recognising that one size does not fit all.

**Age Smart Employer New York City, *Robert N. Butler Columbia Aging Center:***

<https://www.mailman.columbia.edu/research/age-smart-employer/guides>

The Age Smart Employer website provides a broad range of information about and examples of age-friendly workplaces. Industry guides are available on the website, created from consultation with small businesses for family business, food services, manufacturing and not-for-profits, with real examples of what businesses have done to ensure productivity and prosperity with an ageing workforce.

**Employ Outside the Box: The Business Case for Recruiting and Retaining Mature Age Workers, *Australian Chamber of Commerce and Industry:***

[www.acci.asn.au/sites/default/files/uploaded-content/field\\_f\\_content\\_file/eotb -  
\\_mature.pdf](http://www.acci.asn.au/sites/default/files/uploaded-content/field_f_content_file/eotb_-_mature.pdf)

Part of a series of reports about the rewards of a diverse workforce, this straightforward document explains the myths, importance and benefits of employing older workers. It explains how to recruit and retain older workers as well as where to go for help.

**Employing Older Workers Research Report, *Australian Human Rights Commission:***

[https://www.humanrights.gov.au/sites/default/files/document/publication/AHRI\\_AHRC  
EmployingOlderWorkers\\_Report\\_2018.pdf](https://www.humanrights.gov.au/sites/default/files/document/publication/AHRI_AHRC_EmployingOlderWorkers_Report_2018.pdf)

This research report details disturbing employer attitudes towards older workers, and highlights ageism as a barrier to older worker participation. It demonstrates that significant work needs to be done in multiple areas of the employment process in order for people of any age to have the same opportunity for meaningful and safe employment.

**Guiding Principles for Age-Friendly Businesses: Harnessing the Power of the 21<sup>st</sup> Century Demographic Change, *World Economic Forum Global Agenda Council on Ageing & Global Coalition on Ageing:***

[www.globalcoalitiononaging.com/index.php?id=guiding-principles](http://www.globalcoalitiononaging.com/index.php?id=guiding-principles)

These seven guiding principles set a precedent to guide businesses in how they recruit, retain and treat their employees, regardless of their age.

**Innovative Practices Database, *The Center on Aging and Work at Boston College:***

[http://capricorn.bc.edu/agingandwork/database/browse/case\\_study/25072](http://capricorn.bc.edu/agingandwork/database/browse/case_study/25072)

This database presents a broad range of workplace examples that support older workers. One such example is the **Settepani Ristorante & Bakery Multigenerational Workforce Development program**. This program aimed to retain a skilled workforce through cross-training and mentoring. Older workers teach younger workers techniques they have learned over time, and younger workers train older workers in new workplace systems.

**Keeping mature-age workers on the job, *The Conversation:***

<http://theconversation.com/keeping-mature-age-workers-on-the-job-85678>

This article explains current issues and research in mature age employment. It includes ways to adapt workplaces to retain older employees with case studies as examples. The article was built on research that explored the effects of stereotype threat on older worker engagement in Australia.

**Preparing for an Aging Workforce, *SHRM:*** [www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/preparing-for-an-aging-workforce.aspx](http://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/preparing-for-an-aging-workforce.aspx)

This report identifies gaps between effective, evidence-based practices in employing, recruiting and retaining an ageing workforce and ageing workforce practices used by organisations. It provides key steps to prepare for an ageing workforce and case studies of organisations that have already identified action in this area.

**Restart – help to employ mature workers (Financial Incentive), *Department of Jobs and Small Business, Australian Government:*** [www.jobs.gov.au/restart-help-employ-mature-workers-0](http://www.jobs.gov.au/restart-help-employ-mature-workers-0)

Restart is a financial incentive of up to \$10,000, paid out over six months, encouraging businesses to hire and retain workers over 50 years of age.

**Safe and Healthy – A Guide to Managing an Ageing Workforce, *Better Work Tasmania:***

[https://worksafe.tas.gov.au/\\_data/assets/pdf\\_file/0003/283782/BetterWork\\_Ageing\\_WorkforceT.pdf](https://worksafe.tas.gov.au/_data/assets/pdf_file/0003/283782/BetterWork_Ageing_WorkforceT.pdf)

This guide explains the ageing workforce in Tasmania, misconceptions about older workers, how the physical and mental effects of ageing can affect impact work, work health and safety regulation and how to create a safe and healthy workplace for people of all ages.

**The Globe: How BMW is defusing the demographic time bomb (2010), *Harvard Business Review:*** <https://hbr.org/2010/03/the-globe-how-bmw-is-defusing-the-demographic-time-bomb>

As BMW's workforce was ageing rapidly, management chose to work with its employees, senior managers and technical experts to develop workplace solutions to support older workers in labour intensive roles to remain healthy and productive. These changes dispelled concerns about older workers from younger workers and brought productivity up to on par with workplaces that have, on average, younger employees. The key aspect of this incredibly successful initiative was the consultation and inclusion of employees in workplace adaptations.

**The National Standards for Volunteer Involvement, *Volunteering Australia:*** [www.volunteeringaustralia.org/policy-advocacy/national-standards-and-supporting-material/](http://www.volunteeringaustralia.org/policy-advocacy/national-standards-and-supporting-material/)

These Standards have been developed through consultation with the Australian volunteering sector to support organisations to consider the role of volunteers,

effectively and meaningfully involve them through strategies and practices, and ensure that their rights are protected and they are adequately supported in their role.

**The New Flexible Retirement, *Aegon Center for Longevity and Retirement*:**

[https://www.transamericacenter.org/docs/default-source/global-survey-2015/tcrs2016\\_sr\\_the\\_new\\_flexible\\_retirement\\_report.pdf](https://www.transamericacenter.org/docs/default-source/global-survey-2015/tcrs2016_sr_the_new_flexible_retirement_report.pdf)

The New Flexible Retirement report explains how the concept of retirement is changing as people look to combine work and leisure in later life. It highlights steps being taken around the world to promote flexible retirement that enable older workers to continue working and transition to retirement.

**Workplace Health: Management Practices, *NICE*: [www.nice.org.uk/guidance/ng13](http://www.nice.org.uk/guidance/ng13)**

This guide provides recommendations for employers, senior leadership and management, and human resource teams about how to improve the health and wellbeing of employees. The original report was published in 2015 but additional recommendations were added in 2016 regarding employees over 50 years of age.