



ARC CENTRE OF
EXCELLENCE IN
POPULATION
AGEING
RESEARCH

ORGANISATIONS AND THE MATURE WORKFORCE: A PROJECT TO HELP YOUR OLDER WORKERS THRIVE



Australian Government
Australian Research Council



Australian
National
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Curtin University

FUTURE OF WORK INSTITUTE



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THE CHALLENGE

The Australian workforce is ageing rapidly

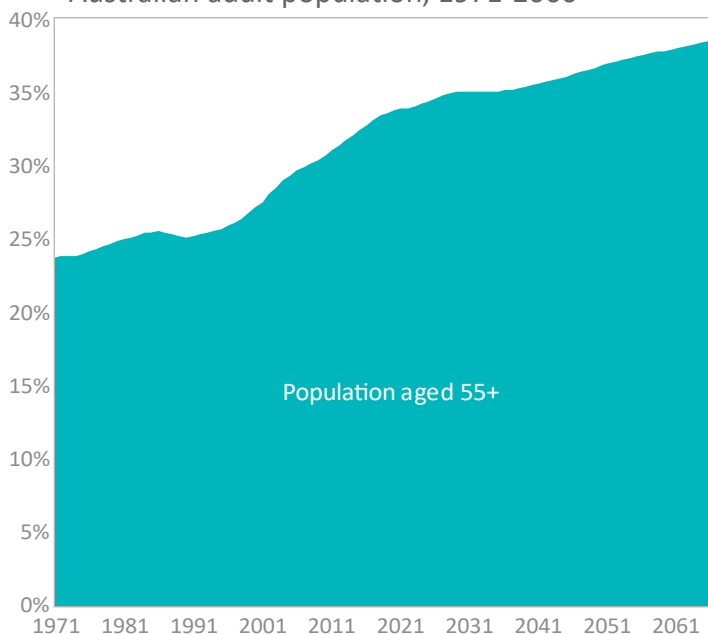
Demographic change: Between 1990 and 2018, the share of adults aged 55+ increased from a quarter to over a third. This is not just about baby boomers. The ageing trend is projected to continue.¹

Participation change: Population ageing has been magnified by rising mature labour force participation rates. Between 1990 and 2018, rates for men and women aged 55-64 increased dramatically, reaching 74% and 59%, respectively.²

Workforce change: The result has been a rapidly ageing workforce. The proportion of workers aged 55+ has doubled since the 1990s to reach 18% in 2018.²

A perfect storm: But older people often find the labour market inhospitable. Many experience age discrimination in the workplace and retire earlier than expected. To remain prosperous, Australia needs to make better use of this older workforce.

Population aged 55+ as a proportion of the Australian adult population, 1971-2066 ^{1,3}



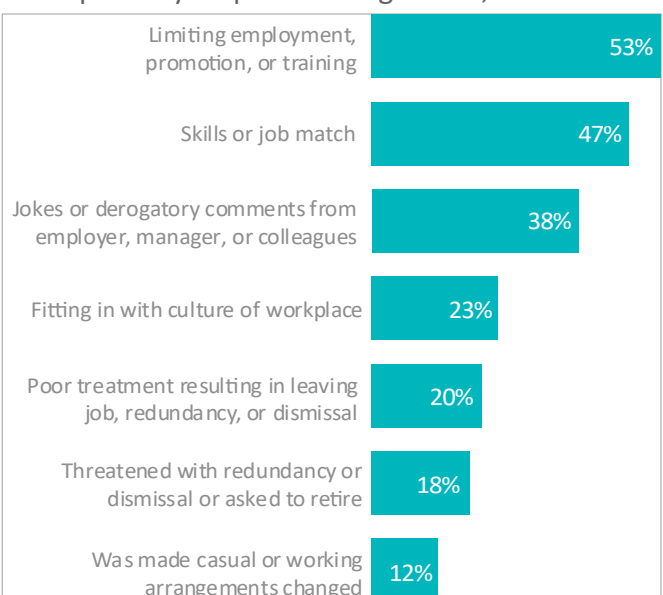
How can your organisation benefit from these trends?

Future proofing: Workforce management will need to adapt to new demographic challenges. Now is the time to prepare for a human talent pool that will continue ageing.

Designing work for competitive advantage: Few organisations have strategies to manage demographic change. Globally, only 8% of diversity strategies address age.⁴ Most focus only on practices that are mandated. But to stay ahead, they must redesign work to maximise the value of an ageing workforce.

Unique benefits: Mature workers possess extensive knowledge and experience acquired over their working lives. They tend to be loyal, efficient, and are often eager to pass on their expertise, as mentors and role models. But they need workplaces that fit.

Types of age discrimination experienced in workplace by respondents aged 50+, 2014 ⁵



THE PROJECT

Collaborate with us and gain from age-friendly policies

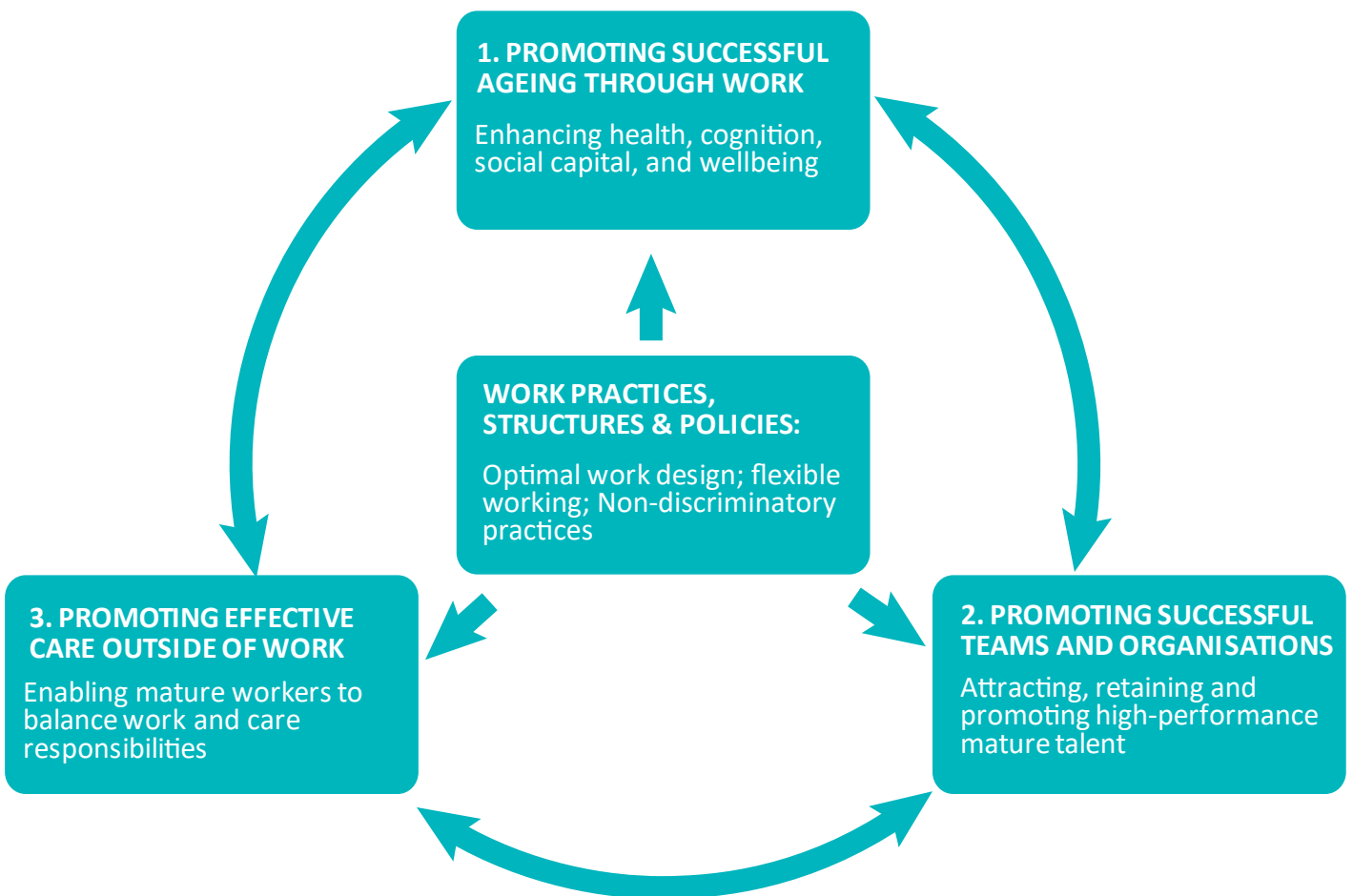
The ARC Centre of Excellence in Population Ageing Research (CEPAR) is seeking to partner with organisations to conduct new research into the mature workforce.

The project aims to help organisations develop policies and practices that benefit mature workers as individuals, employees, team members, and carers outside of work. These aspects are illustrated below.

We can help you answer key workforce questions

Our research program, based at Curtin University and the University of Sydney, can help your organisation address:

- How to keep workers of all ages in work?
- How to maximise productivity of all workers?
- How to improve workforce health?
- How to gain from an age-diverse workforce?
- Which interventions are most successful?



“LGIS are excited to collaborate with CEPAR. The project will help our members identify factors that impact mature workers, and provide recommendations to improving practices, policies and design to support these workers. WA Local Governments are diverse organisations which makes CEPAR’s customised approach the perfect fit for LGIS and our members.”

— Renee Wockner, Manager, Workcare Services, LGIS

THE COLLABORATION

Five tangible outputs to benefit your organisation

1. Customised policy review

We will conduct a needs analysis to understand your strengths and challenges. This will include analysis of policy documents and in-depth stakeholder interviews. Optionally, we can help with strategic planning and raising awareness.

2. Tailored perceptions survey

A survey of workers will provide baseline data about job characteristics, retention, performance, and wellbeing. We will provide you with a survey feedback report with actionable recommendations.

3. Guidance for planning interventions

We will offer guidance to implement or adapt initiatives to improve retention, performance and wellbeing of mature workers. We will also recommend age-inclusive policies based on the latest research.

4. Review assessment of interventions

We will run a follow up survey to track the effectiveness of interventions.

5. Feedback

We will provide regular feedback to each participating organisation and the opportunity to learn from other organisations' best practice.

How we engage with organisations

Tailored approach

Rather than taking a one-size-fits-all approach, we customise the tools, techniques, and measures to best fit the needs of our collaborating organisations.

Harness world-class expertise

Our experienced team begins by working with nominated stakeholders to evaluate your concerns and then uses this information to create a tailored strategy for your organisation.

Deploy scientifically rigorous methods

We make use of rigorous and validated survey items, focus groups, and policy review techniques. Our team is able to assess and advise our participating organisations, from diagnosis through to intervention, change, and review processes.

Independence

We are primarily funded by the Australian Research Council to understand which interventions help mature workers to be more productive and healthy and enable them to combine work and care. We are therefore free of conflicts of interest and work in an open-minded manner.

What else can we offer?

INDIVIDUAL EMPLOYEE FEEDBACK

Featuring individual scores as well as insights from their own personal responses

+

ORGANISATIONAL FEEDBACK

A presentation of overall results and insights will be available following completion of data collection

+

WORKSHOPS & PROFESSIONAL DEVELOPMENT

Our team can facilitate optional workshops to support overall organisational aims and initiatives

THE TEAM



Chief Investigator
Prof Sharon Parker

Sharon is an Australian Research Council Laureate Fellow, a Professor of Organisational Behaviour at Curtin Graduate Business School, Director of the Centre for Transformative Work Design in Curtin University's Future of Work Institute, in Perth, an Honorary Professor at the University of Sheffield, and a CEPAR Chief Investigator. She is a recipient of the ARC's Kathleen Fitzpatrick Award. Sharon's research focuses particularly on job and work design, and she is also interested in proactive behaviour, change, wellbeing, development, and job performance.



Chief Investigator
Prof Marian Baird AO

Marian is Professor of Gender and Employment Relations at the University of Sydney, where she is also a Pro-Chancellor and a Fellow of the Senate. She is Head of the Discipline of Work and Organisational Studies, Co-Director of the Women, Work and Leadership Research Group in the University of Sydney Business School, and a CEPAR Chief Investigator. Marian was awarded an AO for outstanding services to improving the quality of women's working lives and for contributions to tertiary education. Her research focuses on women, work and care.



Research Fellow
Dr Daniela Andrei

Daniela is a Research Fellow at the Centre for Transformative Work Design, Curtin University. Her research interests include antecedents of work design behaviours, understanding leadership functions and team processes in incident management teams, and the interplay between safety and employee wellbeing.



Research Fellow
Dr Andreea Constantin

Andrea is a Research Fellow at the University of Sydney Business School. Her research interests include work-life balance policies, mature workers, outside-work care, big data, survey methodology, and cross-cultural studies.



Research Fellow
Dr Gretchen Petery

Gigi is a Research Fellow at the Centre for Transformative Work Design, Curtin University. Her research interests are in workplace age discrimination, successful ageing at work, alternative measures of age, and worker health and wellbeing.



Research Associate
Alison Williams

Alison is a Research Associate in the Discipline of Work and Organisational Studies at the University of Sydney, having worked with employers for many years to address concerns and questions about employment relations.



Research Associate
Lucinda Iles

Lucinda is a Research Associate at the Centre for Transformative Work Design and Future of Work Institute at Curtin University.

Other Associate Researchers

Over 20 other researchers contribute their expertise to the project research program. Our Associated Investigators are located in multiple countries including Australia, China, the Netherlands, Germany, Switzerland and the USA.

REGISTER YOUR INTEREST

We are looking to collaborate with organisations that:

- are keen to attract, retain, and better engage their mature workers
- have or are interested in implementing elder care policies
- are planning to pilot interventions aimed at their mature workers
- are open to external input and value independent, evidence-based diagnostics
- want to contribute to knowledge development, the economy, and society.

CONTACTS

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ABOUT CEPAR

The project outlined in this brochure is part of a wider research program of the ARC Centre of Excellence in Population Ageing Research (CEPAR). CEPAR is a unique collaboration between academia, government and industry, committed to delivering solutions to one of the major challenges of the 21st century. CEPAR's Chief Investigators are based at UNSW Sydney, ANU, Curtin University, University of Melbourne, and University of Sydney.

See more at: cepar.edu.au.