



# The Ageing Workforce:

Bev Cassidy-MacKenzie, Chief Executive,





# NEW ZEALAND'S AGEING WORKFORCE

## Older Workers: 55 plus

Mid 1990	23,000
2014	127,500





# NEW ZEALAND DIVERSITY SURVEY



# ENGAGING OLDER WORKERS PRODUCTIVELY SURVEY

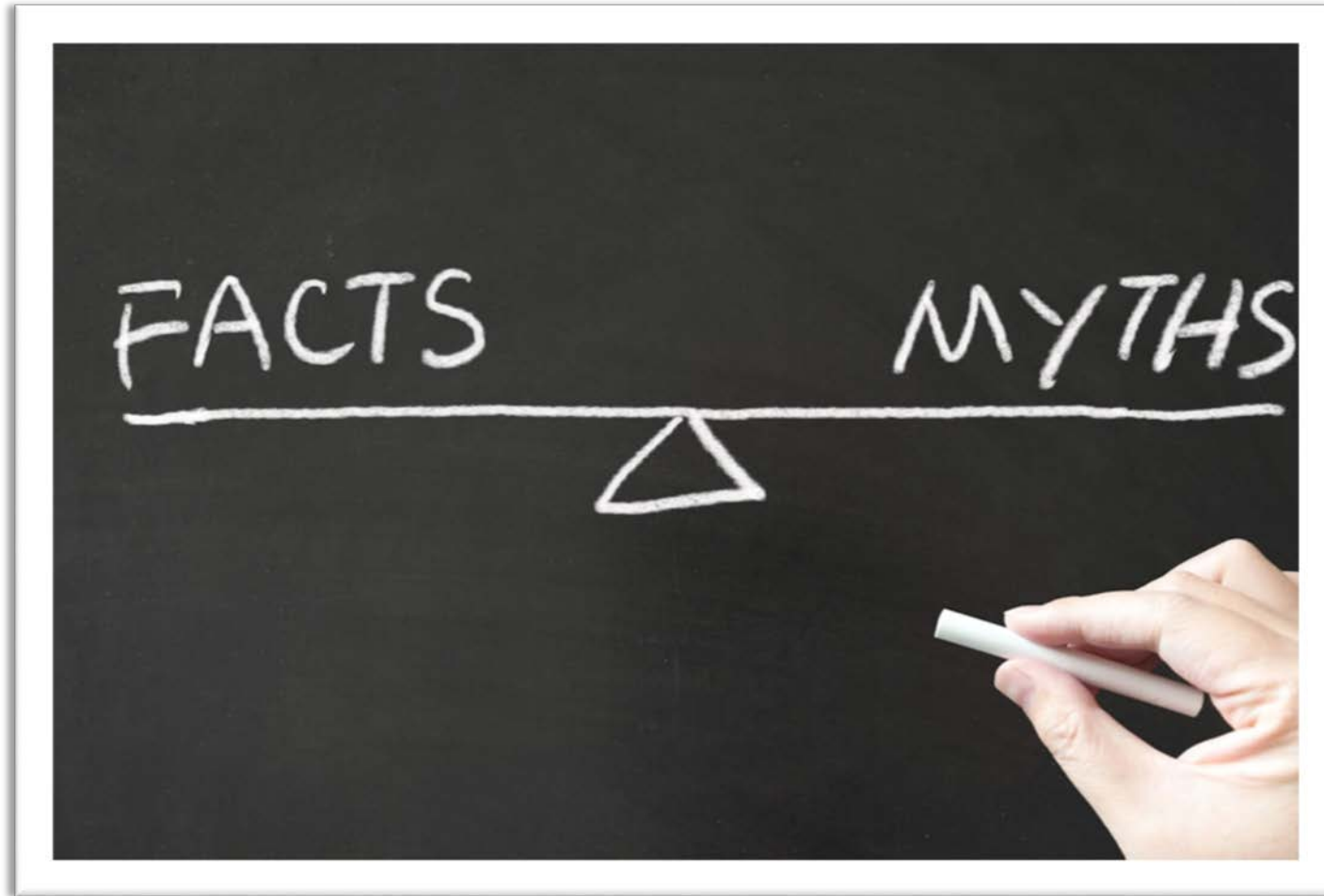
- What systems and practices do organisations use to manage
- older workers' retention, productivity, wellbeing and health?
- How organisational attitudes impact on the effective management of older workers



# DISTRIBUTION OF RESPONDENTS BY ORGANISATIONAL SIZE

Organisation size (full-time equivalents)	Number of respondents (N=270)	%
0-19 employees	40	14.8%
20-49 employees	42	15.6%
50-99 employees	24	8.9%
100-199 employees	34	12.6%
200+ employees	130	48.1%

# CURRENT PERCEPTIONS OF OLDER WORKERS





# NEW ZEALAND'S AGEING WORKFORCE

- AGE IS A POOR PREDICTOR OF TECHNOLOGICAL ABILITY
- 28 million Facebook users are over the age of 50
- Almost 10% of all smart phone users are over 55
- Training needs to be customised to it's audience



# BENEFITS OF OLDER WORKERS

Retention of  
job-related  
skills, expertise,  
knowledge &  
experience

Older workers'  
maturity and life  
skills or life  
experience

Reliability of  
older workers

Knowledge  
transfer and  
mentoring

Commitment of  
older workers

Lower staff  
turnover

Better client  
service

Workforce  
diversity

Older workers'  
attitude



# PREPAREDNESS: AGE STRATEGY



# HR STRATEGY AND PRACTICE



- Flexibility
- Coach
- Policy
- Training

# RESPONDENTS' IDEAS FOR OPTIMISING THE WORK ENVIRONMENT

- Flexible work arrangements for older workers
- Job design
- Value older workers
- Training and professional development for older workers
- Creating mentoring opportunities
- Communication
- Education around the value of older workers
- Education about their future options
- Health and wellness programmes for older workers
- Recognition of different needs
- Training for managers on managing older workers





# CONCLUSIONS

## Organisations could:

- Value older workers
- Implement a diversity policy that promotes respect for older workers
- Avoid age-based discriminatory attitudes and behaviour
- Develop strategy for managing retention and engagement of older workers



# PRACTICAL IMPLICATIONS

- Develop flexible work arrangements for older workers
- Develop opportunities for mentoring of younger employees
- Adopt job design to optimise work and wellbeing for older workers
- Establish training and development for older workers
- Include older workers in designing an age-friendly workplace
- Consider graduated retirement options with older workers



# RETIREMENT INTENTIONS

	Age at which would like to retire (%)	Age at which could realistically retire (%)
60 or under	14.6	4.6
65 or younger	58.2	45.2
70 or younger	89.5	86.8
>70	11	13.2





**DIVERSITY**  
**WORKS**<sup>NZ</sup>

**Bev Cassidy-Mackenzie**, Chief Executive,  
bcassidymackenzie@diversityworks.nz



[www.diversityworks.nz](http://www.diversityworks.nz)



[www.twitter.com/diversityworks.nz](https://www.twitter.com/diversityworks.nz)



[www.facebook.com/diversityworks.nz](https://www.facebook.com/diversityworks.nz)