WORKING WOMEN'S RESOURCE CENTRE

Valuing Experience Seminar - Course Resources
Welcome and Introductions - Session One

(20 min)

Send around the Attendance Form for participants to complete.

Introduction
Welcome participants to Valuing Experience seminar and introduce self.

Seminar Overview: The Valuing Experience seminars have been developed and run by the WWRC with funding from the NZ Industrial Relations Foundation. This half day seminar focuses on the many factors which drive older workers' labour market participation. This seminar is delivered from the older worker's perspective. It has been developed with the assumption that older workers' Unions are involved in advocating, advising and implementing work practices as these workers' needs change as they move into another phase of their life cycle.

Later in this session we will look at the topics covered in this seminar. Now we will find out who is in the room through an Ice Breaker activity.

Ice Breaker - Participant Introductions
Instructions: The facilitator can use another Ice Breaker activity or change the questions in the Participant Introduction exercise below.

Instruction to Participants: Introduce yourself to one person in the room that you don't know or have not seen for a while. When you introduce yourself include: (Put these on the board and tell group that they will introduce <u>themselves</u> to the whole group after this)

- Name, Union and Union position?
- Why attending the Valuing Experience seminar?

Instructions: Give them a few minutes to talk in pairs and then go around the group so participants introduce themselves by covering the above points.

(10 min)

Seminar Outline
Instructions: Give out the 'Seminar Outline' handout and review with the group.

Practical Matters
Toilets, emergency exits, paper and pens, handouts and seminar evaluation. Remind participants to ask if do not understand anything that comes up in the workshop or in the handouts.

(5 min)

Resources
Attendance Form

'Seminar Outline' handout *(Once you know the Seminar's start time, you may want to update the 'Seminar Outline' handout with actual session times.)*
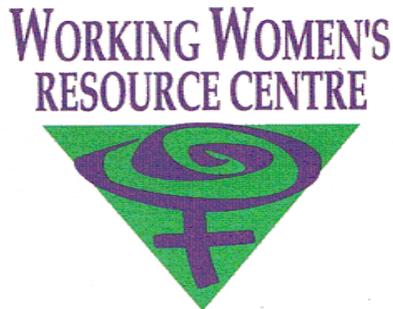
(60 min)

Valuing Experience Seminar - Course Resources
Valuing Older Workers and their
Workplace Participation Barriers - Session Two

Aim: To increase knowledge in relation to valuing older workers' contribution and minimising the barriers to their workplace participation.

Learning Outcomes: Participants will be able to identify the reasons for employing and retaining older workers within workplaces
Participants will be able to identify the barriers to older workers' participation in the workplace.

Introduction
In this session we are going to set the context for valuing older workers' contribution and participation within paid employment. We will begin by defining what we mean by 'older workers', and then discuss in a general way why workers are working longer. The second part of the session will focus on the reasons for valuing older workers', and the participation barriers they may encounter within paid employment.

Defining Older Workers
Instructions: Give out 'Older Workers – Valuing Experience Definition' handout and discuss.

Statement: Defining the parameters around the group of workers this workshop is focused can be problematic. We are all aging, and the issues and strategies which apply to this group of workers are defined by their position within their life cycle. In addition, how we individually define whether or not one is part of this 'older worker' cohort could be debated. For the purposes of this seminar, however, we have decided to use the following definition:

Question: What needs clarifying with this definition?

When applying definitions, it is also important that we discuss why workers are working longer.

Why are Workers Working Longer?

Instruction: Give out 'Why are People Working Longer?' handout (Resource Two) and discuss.

Statement: Alongside such definitions, it is important to have in mind why people are working longer. Top Draw Consultants in their Guide, 'Valuing Experience: A Practical Guide to Recruiting and Retaining Older Workers', identify three main reasons against the background of an aging population.

Question: Are there any other reasons? What needs clarifying about these reasons?

(15 min)

Valuing Older Workers in the Workplace Activity
Statement: So far we have defined what we mean by 'older workers' and the reasons for why people are working longer. Now we are going to spend a bit of time thinking about why we need to value older workers' contribution and participation.

Instructions: Divide into smaller groups of at least three participants. Give each group a post-it and marker. Explain the how the activity works. Each participant is to give one response to the question, discuss with their group and then record on the post-it. The post-it is passed to the next participant and discussion repeated until all the groups' responses have been recorded.

Question: 'What do 'older workers' bring to the workplace?'

(10 min)

Debrief: Get each group to place their post-its on a white board/or poster. Ask the group to sort the similar post-its together. Debrief the post-its using the following questions:
- What are the most common responses?
- Why is (response) important when thinking about older workers?
- What responses need clarifying?
- What is missing?

Instructions: Give out 'Valuing Older Workers' Contribution' handout. Identify any contributions on handout that are not on the board and discuss. Get the participants to write down any contributions on the post-its that are not on the handout.

(10 min)

Barriers for Older Workers' Paid Employment Participation Exercise
Statement: We have just identified why we need to value older workers' contribution and participation. These reasons are important to know when we are engaging employers about employment strategies for older workers. Equally important is knowing the barriers to older workers participation.

Instructions: This is a Think Pair and Share exercise. Each participant on their own records responses to the question below for five minutes. They then share and discuss their responses with one other participant for five minutes. Responses are then reported back to the facilitator, making sure each answer is only recorded once on the board. The 'Older Workers' Paid Employment Participation Barriers' handout is circulated and any additional barriers, from the exercise are recorded.

Question: 'What are the barriers for older workers' paid employment participation?'

Instruction: Prompt the participants to think about the barriers in relation to stereotypes around older workers as well as other types.

(20 min)

Summary
In this session we have defined what we mean by 'older workers' and the reasons for why people are working longer. We have discussed why we need to value older workers' contribution and participation.

We have just finished by identifying the potential barriers older workers encounter in paid employment. In the next session we will look at the range of strategies for employing and retaining older workers. Older workers' contribution and minimising their employment barriers are the basis of implementing these strategies within the workplace.

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Older Workers – Valuing Experience Definition
Resource One

'Older Workers' are those engaged in employment, or seeking work, who are 55 years and over'.

We note however, that many people are sensitive about their age so care should be taken when applying such labels to individual workers.

When applying employment strategies using age defined parameters, we need to take account of the industries and types of occupations, as age limits may be lower or higher. In addition, age related labels may not be as relevant. It may be better to define such workers by length of service, work experience or life cycle position.

WORKING WOMEN'S RESOURCE CENTRE

Why are People Working Longer - Resource Two

The population is aging. Currently, people aged 50 to 64 years compromise almost a quarter of the total workforce. There are three main, often connected, reasons for longer paid employment participation.

People are Living Longer, Healthier Lives
Increasing numbers of people have sufficient health and fitness to give them a real choice about continuing to work. This has been helped by technological changes that mean that in many jobs, the physical demands have lessened.

People need Money to Support Themselves
With the prospect of living longer, and wanting to live these years actively, people also need to earn sufficient money to support themselves and possibly other family members. Changes in education and health costs, mean that saving for retirement may have been postponed. Retirement saving may also have been done concurrently with supporting children through study and/or elderly relatives needing formalised care.

People want the Stimulation and Company found within Workplaces
Even if there is no financial imperative to continue to work, many older workers do not want to give up the stimulation, company and sense of contribution they have found in paid work.

As the population ages, people are working longer.
Some by choice and others by necessity

(Source: Top Draw Consultants. 'Valuing Experience:
A Practical Guide to Recruiting and Retaining Older Workers')

Valuing Older Workers' Contribution - Resource Three

There a number of reasons why we should value older workers' paid employment participation. Older workers:

- ✓ **have industry or occupational specific experience and skills developed on the job**

- ✓ **who have been with an organisation for a number of years, has institutional knowledge**

- ✓ **bring not only work related skills to the job but life experience which may, for example, enhance teamwork, provide a sense of perspective or problem solving capabilities**

- ✓ **have knowledge and skills which can be transferred to other workers to ensure succession management and sustain results for the company**

- ✓ **may not want to work full time jobs and this flexibility can be used by the employer or organisation**

- ✓ **Other?**

These are often the basis to employment strategies for older workers and important to know when engaging specific employers.

Older Workers' Paid Employment Participation Barriers
Resource Four

Sometimes older workers can not work the way they have in the past. Sometimes they simply no longer want to work the same way. Barriers may include:

- ✓ **Direct or indirect age related discrimination through recruitment and employment processes.**

- ✓ **Direct physical demands of some jobs, which require strength, resilience and stamina, and their impact on aging bodies.**

- ✓ **The work environment may place physical demands on older workers. This can include noisy workplaces, sitting long hours at a computer or repetitive movements.**

- ✓ **Heavy workloads and long working hours which older workers can not work or do not want to continue working.**

- ✓ **Cumulative stress and emotional pressure of some roles which older workers can not work or do not want to continue doing.**

- ✓ **Attitudes of older workers, their colleagues and/or managers that as they age they can not do the role. Stereotypes include lack of physical stamina, not interested, entrenched work style or not innovative.**

- ✓ **Other?**

(Source: Top Draw Consultants. 'Valuing Experience:
A Practical Guide to Recruiting and Retaining Older Workers')

Valuing Experience Seminar - Seminar Outline

20 min	**Introductions**
60 min	**Valuing Older Workers and their Workplace Participation Barriers**
45 min	**Strategies for Employing and Retaining Older Workers**
20 min	**Break**
60 min	**Applying Strategies for retaining Older Workers**
15 min	**Conclusions**
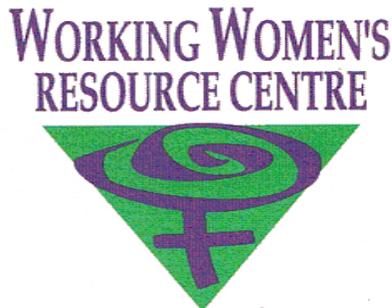
(45 min)

Valuing Experience Seminar - Course Resources
Strategies for Employing and Retaining Older Workers Session Three

Aim: To increase knowledge in relation to the strategies for employing and retaining older workers in the workplace.

Learning Outcomes: Participants will be able to identify the different strategies for employing and retaining older workers within workplaces.

Introduction
In this session we are going to review a range of strategies for employing and retaining older workers. Our focus in the previous session on older workers' contribution and potential participation barriers, is the basis of these workplace strategies implementation. We will begin this session by reviewing a New Zealand survey about what older workers want in their paid employment. We will then look more closely at some strategies for employing and retaining older workers.

What Older Workers Want
Instructions: Give out 'Older Workers – What They Want in their Paid Employment' handout and discuss.

Statement: As discussed in the previous session, sometimes older workers can not work the way they have in the past. Sometimes they simply no longer want to work the same way. This is reflected in the 2007 Equal Employment Opportunities Trust Survey.

Question: What needs clarifying? What do you think?

When planning to implement employment strategies for older workers in our workplaces, it is important to base these on what older workers want within their paid employment as well as meeting the needs of the organisation/company.

(15 min)

Older Workers' Employment and Retention Strategies
Instruction: Give out 'Older Workers' Employment and Retention Strategies' handout. Give the participant a bit of time to read the strategies. Put the questions up on the board for participants to think about as they read.

Discussion Activity Option

Depending on the group use either option below:
- Small Group Discussion first using the questions below and then debrief to large group.
- Large Group Discussion using the questions below.

Questions to facilitate discussion and clarify any strategies:
- As you review these strategies, what strikes you? Why?
- What needs clarifying about these strategies?
- What are some of the strategies that could be used in the workplaces you work with?
- What strategies are missing?

(30 min)

Summary
In this session we have reviewed a range of strategies for employing and retaining older workers. In the next session we will begin applying some employment and retention strategies for older workers at specific workplaces.

Resources
'Older Workers – What They Want in their Paid Employment' handout (Resource Five)
'Older Workers' Employment and Retention Strategies' handout (Resource Six)

WORKING WOMEN'S RESOURCE CENTRE   **What Older Workers Want in their Paid Employment**
Resource Five

New Zealand workers, in an Equal Employment Opportunities Trust Survey, have identified the following paid employment aspects as important to them as they age. The list runs in order of importance.

- ✓ **Quality part-time work and flexible working hours**

- ✓ **Ability to take extended leave and return**

- ✓ **Ability to work from home**

- ✓ **Higher pay**

- ✓ **Challenging, interesting and varied work**

- ✓ **The chance to make a difference**

- ✓ **Having their experience needed and wanted**

- ✓ **Less stress**

(Source: Equal Employment Opportunities Trust Survey, 2007)

The following strategies focus on the recruitment and selection of older workers, designing jobs that will work for older employees and ensuring the participation and contribution of older employees.

Recruitment and Selection Strategies

Removing Unnecessary Barriers

This is about making sure company policies, collective agreements and practices are legal. Unnecessary barriers can arise in different areas.

Job Requirements
- o Focus on the skills required rather than assuming where these skills may be found. If staff needs to work effectively with young customers or clients, do not assume older workers will not.
- o Make sure that any physical requirements are directly relevant to the work.
- o Focus on what needs to be achieved, rather than how it has been done in the past. Older workers may have learnt through experience different ways of doing things.

Recruitment Messages
- o Advertisements and job descriptions should not include explicit or implicit references to age.
- o Staff that handle enquiries and applications should talk about the role and the expectations in a way that does not discriminate against older workers.

Selection Panels
- o Make sure all people involved in the selection process understands their legal obligations and how intentional and unintentional discrimination can occur.
- o Ensure that the interview questions do not suggest that the company is not interested in older employees.
- o Include a prompt in the decision making process to check that the panel is focusing on skills to do the job, and not age.

Giving Older Workers a Fair Go

This is about ensuring that the people involved in the recruitment process are actively open to considering the employment of older workers.

Broaden your Recruitment Approach
- o Companies advertise in places or ways that will also reach older employees.
- o Make sure that any pictures used in advertising or promotional materials also include older people.
- o Be explicit in your recruitment that you are interested in people who can do the job, not their age.

Consider Older Workers for Different Types of Work
- o Consider older workers for seasonal or part-time work.
- o Consider older workers who may appear to be overqualified for the role.

Actively Tapping into the Older Labour Market

Some employers find it useful to actively tap into the older labour market. This may be a general policy, particularly when there are skill shortages. It may also be for specific roles or in specific locations, or it may be to complement an existing team. Strategies for doing this are as follows.
o   Working in partnership with community organisations.
o   Targeting specific media who focus on the older worker demographic.
o   Profile the achievements of older employees in local media.
o   Include older employees in frontline roles within the organisation or in any publicity or promotional materials.
o   Actively promote the company's openness to working in alternative ways.
o   Refer to employment conditions, such as medical insurance, superannuation contributions or the ability to negotiate additional leave, that may appeal to older workers.

Designing Work for Older Workers

Sometimes older workers can not work the way they have in the past. Sometimes they simply no longer want to. This means strategies for employing and retaining older workers need to implemented.

Managing the Physical Demands of Jobs for Older Workers

Get smart by reducing or managing the physical demands of a job. This will reduce the risk of injury and physical burnout but retain the experience. Techniques used to manage the physical demands of some jobs are as follows.
- Increased use of equipment
- More effective training on techniques for doing the work in a less physical way
- Increased safety measures
- Better pacing of work and use of breaks
- Planning work to spread the physical demands
- Giving workers longer periods to recuperate
- Using teams to carry out work so the load can be spread and the specific skills of individual team members better utilised
- Getting older workers to undertake more maintenance or planning work, where their experience and problem solving can be utilised with less physical demands
- Pairing older workers with younger workers so the younger workers can learn from the older worker's experience, whilst shouldering a greater burden of the physical demands.

Physical Environment

Even where work is not physically strenuous, it can still place physical demands on people. This can include working in noisy environments, sitting long hours at a computer or repetitive movements. Strategies to manage this for older workers include the following.
- Good ergonomic design will help prevent many problems that may restrict older workers from continuing in specific roles.
- Technology, often at fairly minimal cost, can be used for addressing difficulties associated with hearing, sight, mobility or computer usage.
- Creating a work environment where exercise and stretching is part of the work day.

Workloads

Workloads and working hours can also discourage older workers. This is about finding ways that older workers can, and want to, stay whilst maintaining their energy, enthusiasm and interest. Approaches that can be used include:

- Reviewing the work demands. How tasks need to be done. When they need to be done. Do they need to be done.
- Using team work to spread the responsibility and allocate work to suit people's individual strengths
- Adjusting working hours to avoid peak travel times, and hence shorten people's working day
- Reorganising hours to give people greater recuperation time, such as nine day fortnights
- Finding opportunities for people to work from home
- Providing people with greater choices in relation to shifts and rosters so workers find a work pattern they can sustain
- Making greater use of part-time work and job sharing
- Bringing in additional workers to relieve pressure and to plan for succession.

Remember shifts and work patterns that have suited workers in the past, may no longer be as satisfactory as they get older.

Stress and Emotional Pressures

Cumulative stress and emotional pressure can discourage some older workers from wanting to continue in roles. They get tired of the pressure. Those who have options may chose to do other things. Others may not be able to sustain their enthusiasm or performance. Either way the worker and their experience is lost. Strategies that can be mutually beneficial solutions for the worker and employer include:

- Opportunities to step back from the pressures, either for a specified period of time or permanently. Examples include undertaking key projects; relationship roles where the employee's experience is valued, but the pressure is not as great; or trouble shooting or quality control roles where their experience is utilised, but the day to day pressure is reduced.
- Utilising experienced workers in coaching, mentoring or development roles.

Structuring Jobs for Older Workers

Part-time or Job Share

Part-time may involve reduced days, reduced hours or splitting customer bases or tasks. Job sharing may involve splitting a job between part time workers.

Reduced Hours

This might involve shorter days or shorter weeks. For example, common patterns are five six-hour days, or four days a week.

Part Year or Seasonal

This is a useful strategy for matching staffing levels to busy parts of the year, or times when other staff are on leave. For example, some older workers like to work through the summer and take the winter months off to travel or visit family. Alternatively, some older workers know that there are certain parts of the year when they experience health issues and prefer not to work.

Extended Leave

Workers are employed in conventional arrangements but with the option of 'buying' additional annual leave, usually as a trade for salary. This means workers can negotiate to take leave at different times during the year, whilst maintaining a steady income level.

Casual or Relief

These type of arrangements work if the organisation actively works to build an ongoing relationship with the workers. It is a good option for people who have been permanent employees but no longer want, or need, to work on a regular basis.

Project

Rather than employing people on a permanent basis, the employment is project by project. This is particularly suited to people with specialist skills. Projects may involve working full-time for a period, or a fixed number of hours spread over several months.

Consultancy

This typically suits the experienced, skilled worker who knows the company well. Workers are available on an occasional basis to provide advice or assistance. Companies retain access to specialist knowledge that is not easily replaced.

Phased Retirement Programmes

Some employers have pulled together elements of the above to make up a programme specifically designed to help people in the transition to retirement. .

These strategies can be applied reactively when problems have arisen. They are more likely to be effective and accepted when they are proactively implemented. This means they are planned in advance, put in place early and not with the view that one strategy will work for everyone.

(Source: Top Draw Consultants. 'Valuing Experience:
A Practical Guide to Recruiting and Retaining Older Workers')
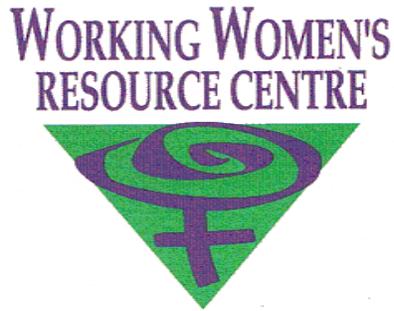
Valuing Experience Seminar - Course Resources
Applying Strategies for Retaining Older Workers
Session Four

Aim: To increase knowledge in relation to applying older workers' participation strategies in workplace.

Learning Outcomes: Participants will be able to apply some employment and retention strategies at specific workplaces.

Introduction
In this session we are going to begin applying some older workers employment and retention strategies at specific workplaces that you work. To being we will explore the employers' motivations for employing and retaining older workers. We will then identify some workplaces and begin some planning work around implementing employment and retention options focused on old workers.

Motivations for Employing and Retaining Older Workers
Statement: When employers are experiencing or anticipate employment and retention issues, why should they look at the older labour market as part of the solution. To start the conversation with these employers and your members, you will need to know the workplaces issues and what will motivate the parties to consider these strategies.

Instructions: This is Pair and Share exercise. Divide the group into pairs. Each group records responses to the question for five minutes. Responses are then reported back to the facilitator, making sure each answer is only recorded once on the board. The 'Motivations for Employing and Retaining Older Workers' handout (Resource Seven) is circulated and any additional motivations from the exercise are recorded.

Question: 'What are the reasons for implementing older workers' employment strategies?'

(15 min)

Identification & Planning Worksheet – Applying Older Workers' Employment and Retention Strategies
Statement: Now that we have identified some of the motivations or reasons for implementing these employment strategies, we will spend the remainder of this session starting some planning on how to go about implementing older workers employment and retention strategies at identified workplaces.

Instructions: Give out 'Putting in Place Older Worker's Employment & Retention Strategies' (Resource Eight) and 'Identification & Planning Worksheet – Older Workers Employment & Retention Strategies'

(Resource Nine). They will need the 'Older Workers' Employment and Retention Strategies' handout (Resource Six) from the previous session. Explain how to use resources and answer questions.

Go around the group and identify that each participant has a workplace/organisation which they can work on. Any participants that do not, match them up with others that do have a workplace/organisation. Get them started on the worksheet.

(45 min)

Summary
In this session we have identified the motivations for implementing employment strategies targeted at the older labour market. We have also started to plan implementing older workers employment and retention strategies at identified workplaces.

Resources
'Motivations for Employing and Retaining Older Workers' handout (Resource Seven)
'Putting in Place Older Worker's Employment & Retention Strategies' (Resource Eight)
'Identification & Planning Worksheet – Older Workers Employment & Retention Strategies' (Resource Nine)

Motivations for Employing and Retaining Older Workers
Resource Seven

There are a range are reasons for actively seeking to recruit and retain older workers. From employers' perspective these are influenced by the nature of their work and customers, the sector they operate in, their geographical location and ownership structures, their past employment practices and organisational history, as well as being socially responsible.

These reasons below were gathered by Top Draw Consultants during their research with employers who have implemented older workers employment strategies.

Coping with Skill Shortages
These are typically employers that have already encountered difficulties in employing people for specific roles or for specific locations. They believe they can no longer ignore a potential skill source.

Retaining Skills and Knowledge
Organisations want to keep the workers they had already invested in, particularly those that had demonstrated their loyalty and could do the job well.

Managing Succession
Companies want to plan for, and as far as possible, manage the succession in key roles. They stretch the process of people retiring from the workplace at the same time as they take deliberate steps to ensure knowledge transfer and develop the skills and confidence of new workers into these roles.

Encouraging Full Contribution
These employers recognise they need to get the best from their workers, regardless of age. They know that the "one size fits all" approach does not always work well for older workers.

Preventing Physical or Emotional Burnt Out
These employers typically value the contribution and loyalty of their older workers and want to retain them. They are also aware of the risk to their workers and to the company if they continue to work in a way that is either detrimental to their health. It forces the company and the workers to rethink the way they work.

Understanding and Meeting the Needs of Customers
Some organisations have a strong preference for having older workers well represented in their teams because of their customer's needs. For example, the New Zealand Racing Board has learnt to value the patience and rapport that older workers in their Call Centre have with their older customers.

Ensuring Continuity and Sustained Results
For companies that have specialised positions where it takes a long time to develop expertise and to implement programmes, it can be very damaging to lose critical workers for any reason. Organisations that are flexible about how older workers work lets them continue to tap into their expertise.

Maintaining Key Relationships
Some firms know that when key staff retire it a vulnerable time for losing clients. Maintaining relationships with suppliers and partnership organisations is also relevant to other organisations. Older workers continuing to work for the organisation, albeit in a different way, can help maintain these key relationships.

Maintaining Credibility
Having older workers who are known for their depth of experience, wisdom and ability to problem solve, can help maintain the organisation's credibility with customers, workers and other stakeholders.

Organisations that are clear as to why they want to recruit and retain older workers are more likely to be successful.

(Source: Top Draw Consultants. 'Valuing Experience: A Practical Guide to Recruiting and Retaining Older Workers')

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Putting in Place Older Worker's Employment & Retention Strategies
Resource Eight

A systematic approach is helpful when implementing older worker's employment and retention strategies. Below are a number of steps that have been identified as useful for organisations to apply.

Assess the Options
Find out what is currently done or has worked in the past. Identify any constraints on what may be possible, including collective agreements, work schedules and accommodation. Companies that are administered using a strict head count system rather than using budgets or full-time equivalents to determine staff levels may find it difficult to implement some of the strategies. Identify any options that are not going to be possible.

Decide the Operational Framework
Decisions need to made based on the following. Will the strategies be offered to all workers, be open to all staff but promoted more strongly to older workers or just to specific areas of the organisation? Or will the strategies just be for workers who have reached a specified age?

Identify who are the Interested Workers

Check out which strategies would encourage workers to stay longer. This can be done through surveys, focus groups or interviews. Be careful at this stage to be clear that you are investigating possibilities, not making promises.

Seek the Buy-in of the Relevant Managers

Begin by asking the following questions. What would help them? What would they find difficult? What would make it easier?

Learn from Experience

Use the experience of others. Talk to managers, workers and others who have experience of implementing these strategies. Talk with them about what worked, what was difficult and what is needed to make it successful. Strategies can also be trialled first in a few places so as to learn from this experience.

Implement the Administrative Arrangements

The options may require some additional administration or different ways of handling them. Check out what is going to be needed and enlist the support of the administration team.

Develop Tools and Processes to Negotiate the Options

Workers need to actively consider which option would suit them personally, and also the impact they would have be on their work, customers, colleagues and manager. Being able to assess the possibilities, constraints and possible solutions early, should make it easier to negotiate a successful outcome.

Equip Managers

Equip managers to negotiate, implement and manage the options successfully. This may include putting in place guidelines, case studies, coaching and training.

Promote the Options to Workers

This will be an ongoing process. Successful strategies for doing this include using stories of those who have used the options, including information about the options in career and/or life planning seminars and pamphlets that people can take away.

Keep the Relationship Strong

The success of staff employed on non-permanent or non-regular basis, is dependent upon the company maintaining a relationship with them. This might be through including them in training or social events, keeping them up to date with what is happening through newsletters, e-mail updates or inviting them to any briefing sessions, involving them in celebrations and farewells and ensuring they have the opportunity to participate in any consultation processes.

### Use the Options to Help Staff Recruitment

Many of these options may be attractive to people who have not considered working for the company before. Use them to the organisation's advantage.

(Source: Adapted from Top Draw Consultants. 'Valuing Experience:
A Practical Guide to Recruiting and Retaining Older Workers')

Identification & Planning Aspects				
What is the workplace or employer?				
Which are the potential Strategies that can be used at the workplace or employer? Why? *Refer 'Older Workers' Employment and Retention Strategies' handout (Resource Six)*	**Potential Strategy & Why**			
	Potential Strategy & Why			
	Potential Strategy & Why			
What are the reasons for implementing these strategies at the workplace or employer? *Refer 'Motivations for Employing and Retaining Older Workers' handout (Resource Seven)*	**Reasons**			
Who needs to be brought into the process? How do we do this? *Refer 'Putting in Place Older Worker's Employment & Retention Strategies' (Resource Eight)*	**Employers/Managers**	**Older Workers**	**Delegates**	**Members/Other Workers**

The Next Stage is to Implement the Strategies at the Workplace or Employer
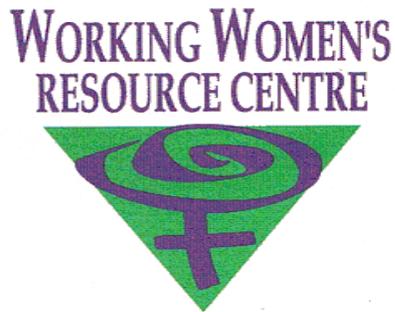
Valuing Experience Seminar - Course Resources
Conclusions - Session Five

(15 min)

Conclusions
Use the 'Seminar Outline' handout to summarise the workshop. Identify the next steps any of the participants have planned in relation to the Applying Strategies for Retaining Older Workers session (Session Four).

If the seminar resources are on the WWRC website, give them the webpage address.
If there are other scheduled Valuing Experience seminars, let them know where and when. Encourage them to talk to others about attending.
Advertise any future WWRC events that are scheduled.

Seminar Evaluation
Ask participants to complete the Seminar's 'Evaluation Form'. Tell them evaluation is voluntarily but we are interested in their feedback so we can review and update the seminar where necessary.

(15 min)

Resources
 'Seminar Outline' handout *(Facilitator's Copy)*
'Evaluation Form'

WORKING WOMEN'S RESOURCE CENTRE

**Valuing Experience Seminar
Evaluation Form**

Workshop Content

The exercises were useful	Yes	No	Sometimes/Maybe
The handouts were helpful	Yes	No	Sometimes Maybe
I understood the content	Yes	No	Sometimes/Maybe

Workshop Facilitation

I felt comfortable and welcomed	Yes	No	Sometimes/Maybe
The workshop was set at the right pace for me	Yes	No	Sometimes/Maybe
There was good balance between listening and discussion	Yes	No	Sometimes/Maybe
Everyone had the opportunity to speak	Yes	No	Sometimes/Maybe
I was able to have my questions answered	Yes	No	Sometimes/Maybe

Workshop Outcomes

The workshop allowed me to identify the reasons for employing and retaining older workers	Yes	No	Sometimes/Maybe
The workshop increased my understanding around the barriers to older workers' participation	Yes	No	Sometimes/Maybe

I have some new ideas in relation to identifying strategies for employing and retaining older workers

Yes   No   Sometimes/Maybe

I was able to begin some initial planning around applying some employment and retention strategies at a specific workplace

Yes   No   Sometimes/Maybe

Please turn over

General Comments

The best part of the seminar for me was

_____

_____

_____

One thing that could improve the seminar is

_____

_____

_____

After attending this seminar, one thing that I will do differently is

_____

_____

_____

The following three questions are voluntary and for statistical purposes only.

Gender: Female   Male

Ethnicity: _____

Age: under 20   20-30   30-40   40-50   50-60   60+

Thank you