



local government
association of queensland

QUT Queensland University
of Technology
Brisbane, Australia

National Local Government Workforce Development Forum

*Strategies for the
retention of mature age workers in LG*

*Kathy Kelly
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Welcome

Email: training@lgaq.asn.au

Website: www.lgaq.au



Who is LGAQ?

- The Local Government Association of Queensland (LGAQ) established 1986 to lobby government on behalf of local government.
- LGAQ is the peak body for the 73 councils in Queensland (reduced from 157 councils in 2007 – State Government Reform)
- LGQ councils employ 38,000+ employees
- Registered RTO (7 qualifications) and partner with other RTOs



History of our research (last four years)

- BSZ qualification only
- Short courses, reactive to LG

QUT ARC funding (older workers in LG)

- Interviews across councils
- State-wide survey
- National Survey
- 2 Focus Groups
- International literature review/visits and publications



What did we find?

- L & D for anything that goes wrong!
- Intergenerational issues
- Job security - work (reform)
- No careers
- Reactive training – no directions!
- Biases of managers/Supervisors
- Access to info available (IT?)
- Interviews across councils
- State-wide survey



What did we find?

- Poor quality of trainers/consultants
- Time frames – for busy workers!
- Irrelevant training going on
- Not “on the job”!
- “Classroom” notion
- No careers in LG
- No opportunities to work with other sections/depts
- Let down by RTOs (past experiences)
- “Grab” for monies available – not TNA based



What did we find?

- Past education experiences
- Lack of support from managers/supervisors
- No succession planning
- Not using current skills
- Qualified are looked after!
- Older workers want to stay working!
- Old fashioned working arrangements
- Inflexible working arrangements available
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Basic learner concepts

- Individual commitment:

“to learn” “to change” “to value” – to see the benefits!

- Interest:

“Content relevant” “improve knowledge” - to increase employability and work capacity!

Capability:

“LL&N” “availability” “support from manager”



Benefits of older workers in the workplace

- Corporate knowledge and history
- Social aspects and skills exchanges
- Long-term investments
- Future coaches/mentors
- “One solution” to skills shortages
- Workers! (ethics)



- Interest:



LGAQ state-wide surveys responses revealed the need for:





Possible strategies:

- Improve "information" access
- Active recruitment of grey nomads
- Mapped training plan with PA

- Retention strategies for older workers
- Flexible working arrangements
- Manager training

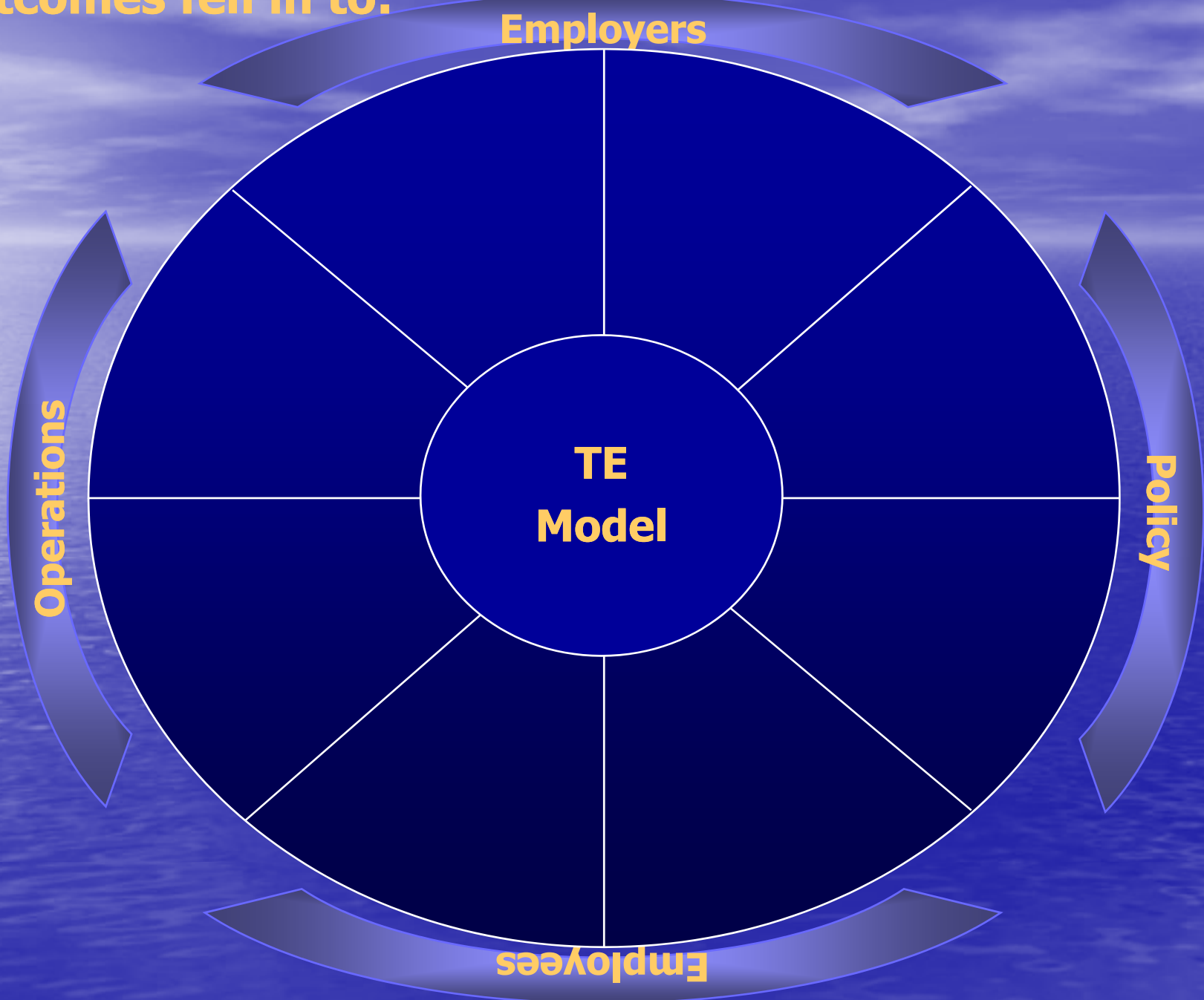
Transitional Employment Model

- Corporate workforce planning
- Corporate TNA (audits)
- Individual Learning Plan (TE)
- Fixed budget for I & d

- In-house arrangements/agreements
- Active recruitment of older workers
- Age Management policies



Outcomes fall in to:





- **How has LGAQ (RTO) promoted these notions?**
- *Corporate Plan*
- *Commit to learning and development for all staff + fixed funding*
- *Employer –v- Employee*
 - Appointing Line Manager to be learning Supervisor (written agreement/training plan)
 - Designing and requiring work projects to be undertaken that can prove (a) improved productivity and (b) improved efficiency, as agreed between parties
 - Requiring research to be undertaken in to other areas of the organisation (building networks, increasing



- **This has been achieved by:**
- ***Policies – Operations***
 - Age Management policies
 - HR strategies for transitional employment planning, identify potential career paths
 - Review communications about access to learning and development
 - Networking with other staff internally (as Corporate training)
 - Establish individual learning plans – performance indicators