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# Intergenerational Action Plan 2020-24

## Our focus

The Department is committed to having a workforce that reflects the diversity of the community it serves. We embrace the opportunity to build a multigenerational workforce where people of multiple age groups find sustained job satisfaction working together in the Department.

Intergenerational demographics are represented by employees 25 years and under (younger workforce) and those over 55 years of age (mature-age workforce). The benefits an intergenerational workforce bring to the Department include increased innovation and productivity from diverse perspectives and a rich contribution to the organisational culture.

While mature-age and younger employees are at different stages of their lives and careers, both groups—like all employees—seek a workplace that offers flexibility and embraces diversity. This includes initiatives to develop skills with training and learning opportunities within a collaborative and supportive workplace culture and to be actively engaged in work that has value. The Intergenerational Action Plan 2020–24 focuses on:

- Retaining the corporate knowledge and experience of our mature-age workforce through a supportive workplace environment.
- Increasing the representation of younger employees to build a sustainable and effective future workforce.
- Promoting an age-inclusive culture to position the Department as an employer of choice for intergenerational employees.

## Mature-age workforce

The Australian Public Service (APS) age profile has been increasing over the past 30 years due to a number of factors. These include Australia's aging population, mature-age staff staying in the workforce longer by choice, growing economic pressures and an increasing retirement age. Therefore, it is important that mature-age employees are supported to continue participating in the workforce without age-related barriers.

Mature-age employees bring a wealth of experience, knowledge and skills that are highly valued by the Department. We seek to retain and attract mature-age employees. We do this through recognition of their corporate knowledge and operational experience and support both informal and formal transfer of this information, skills and experience through succession planning.

Our workplace provides a supportive and flexible work environment to accommodate changing needs over the lifespan, which may include accessing carers leave for family members and phased retirement.




## Younger workforce

Younger employees play an integral role in developing our future workforce and in succession planning. This is critical in order to sustain our organisation's effectiveness, including information exchange to develop future leaders.

Over the past 50 years, there has been a decline in the proportion of younger employees in the APS workforce. However, representation of younger staff within the Department continues through our entry-level programs.

To position ourselves as an employer of choice, we will strengthen pathways and work within a collaborative workplace culture that provides access to training and professional development with the opportunity to grow and diversify the careers of the younger workforce.

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<p><b>Priority 1: Retain the corporate knowledge and experience of our mature-age workforce through a supportive workplace environment.</b></p> 	<p><b>Priority 2: Increase the representation of younger employees to build a sustainable and effective future workforce.</b></p> 	<p><b>Priority 3: Promote an age-inclusive culture to position the Department as an employer of choice for intergenerational employees.</b></p> 
<b>Our goals</b>		
<p>Provide mature-age employees the opportunity to share their knowledge and career experience through formal organisational procedures and cross-generational relationships.</p> <p>Seek to better understand the reasons for individual retirement choices as alternative employment options may be provided.</p>	<p>Expand the representation of our younger workforce.</p> <p>Support our younger employees with career planning to develop their potential as future leaders.</p>	<p>Recognise, value and promote the benefits and contributions a multi-generational workforce brings to the organisation.</p> <p>Enhance service delivery and staff engagement, regardless of age or career point.</p> <p>Support a cohesive intergenerational culture through information sharing, social participation and resources.</p>
<b>Our actions</b>		
<p>We will:</p> <ul style="list-style-type: none"> <li>• Recognise the skills and corporate knowledge of our mature-age workforce and encourage information sharing through activities that foster cross-generational transfer.</li> <li>• Ensure workplace accessibility to encourage full participation of mature-age employees.</li> <li>• Ensure work health and safety and IT policies contain measures to cater for the health and well-being of multigenerational employees.</li> <li>• Provide information and support on retirement transition options including: phased retirement; voluntary reductions in classification to support transition to retirement; and information and resources on superannuation.</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Promote entry-level opportunities (e.g. apprenticeships and internships) for under 25's to encourage school leavers to join the APS.</li> <li>• Provide collaborative programs that offer a range of work experiences; on-the-job learning and development opportunities; mentoring; and vocational training to develop knowledge and skills for all employees, including the younger workforce.</li> <li>• Provide younger employees with a broader understanding of the work of the APS.</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Engage Diversity Champions and Senior Executives to represent our intergenerational employees to promote inclusion in the workforce, debunk myths about these groups and advocate for positive change across the Department.</li> <li>• Promote and encourage professional development through mentoring, training, mobility and succession planning to support individual growth, organisational consistency, innovation and sustainability.</li> <li>• Promote flexible work arrangements in support of individual circumstances.</li> <li>• Review inclusive language resources and recruitment and training practices to ensure they are free from stereotypes and age discrimination.</li> <li>• Collect and analyse workforce data to identify trends in intergenerational employment in the Department. This will assist to identify any human capital risks to our future capability. It will also provide areas of opportunity to improve the recruitment and retention of intergenerational workers.</li> <li>• Collaborate with peak body and not-for-profit diversity and inclusion advisory programs to enhance our diversity capability.</li> </ul>
<b>Enabling areas</b>		
<ul style="list-style-type: none"> <li>• People and Culture Division</li> <li>• People Services Branch</li> <li>• Payroll Services Branch</li> <li>• People Strategy and Culture Branch</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace Relations and WHS Assurance Branch</li> <li>• ABF Workforce Culture and Behaviour Taskforce</li> <li>• Enterprise Governance and Risk</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Executive</li> <li>• Supervisors and Managers</li> <li>• Diversity Champions</li> <li>• Information and Communications Technology</li> </ul>
<b>How will we measure our success?</b>		
<p><b>Reportable measures</b></p> <ul style="list-style-type: none"> <li>• Attraction and retention rates of intergenerational employees.</li> <li>• Greater emphasis and visibility on progressing the intergenerational workplace agenda in the Department's Annual Report.</li> <li>• Improved APS Employee Census results in areas of diversity and inclusion, including wellbeing index and workplace conditions (supporting flexible work) and capability (career development opportunities).</li> <li>• Increased use of flexible working arrangements, including part-time workers, who are aged 55 years and older (eligibility under the <i>Fair Work Act 2009</i>).</li> </ul>	<p><b>Reporting mechanisms</b></p> <ul style="list-style-type: none"> <li>• Workforce reporting</li> <li>• Annual Report</li> <li>• Pulse checks</li> <li>• APS Agency Survey</li> <li>• APS Employee Census</li> <li>• State of the Service Report</li> </ul>	