

Generations @ Work

Challenges and Opportunities for the public sector

Stephen Psaila-Savona

Assistant Director

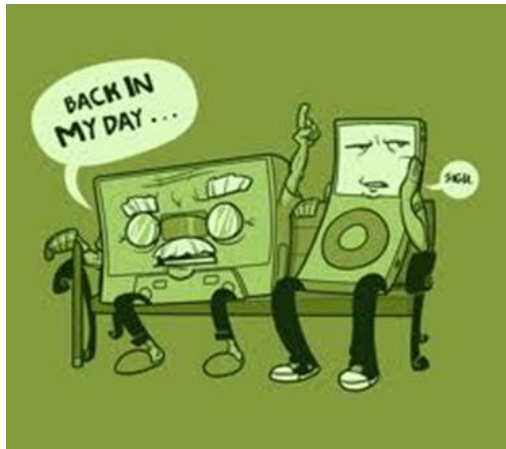
Workforce Planning and Diversity

Public Sector Commission

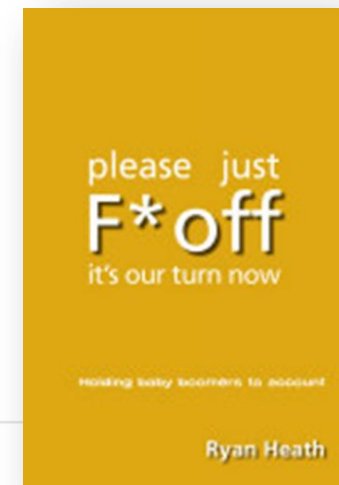
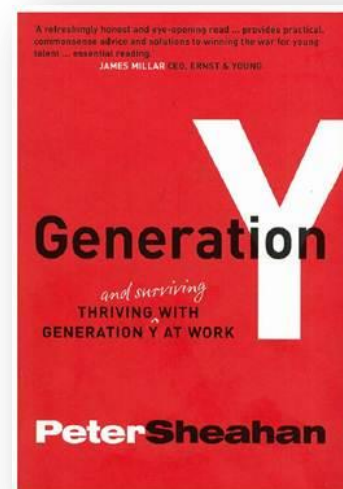
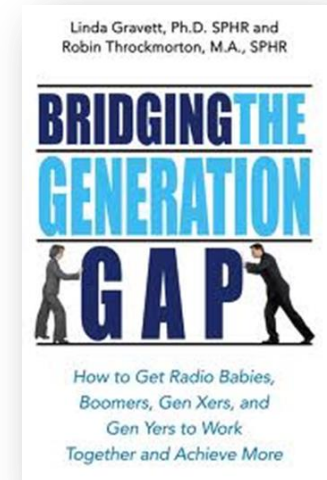
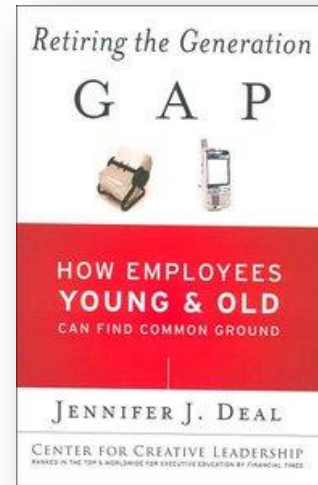
Generations Working Together

The Silent Generation	1901	1924
The Traditionalists	1925	1945
Baby Boomers	1946	1964
Generation X	1965	1981
Generation Y	1982	1995
Generation Z	1996	Current

Generation Gap? Harmonious? Tensions?



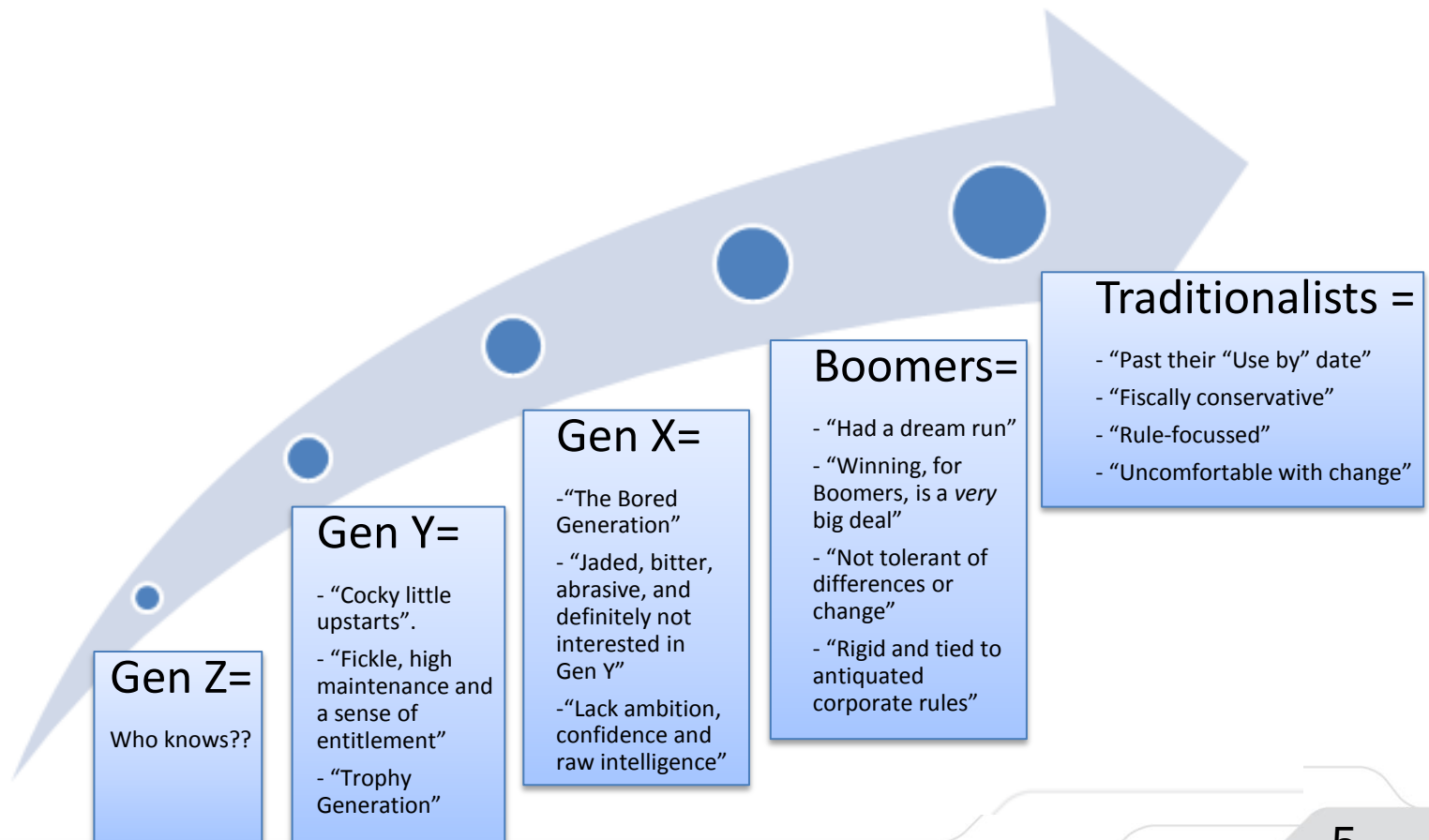
(Generation Gap)



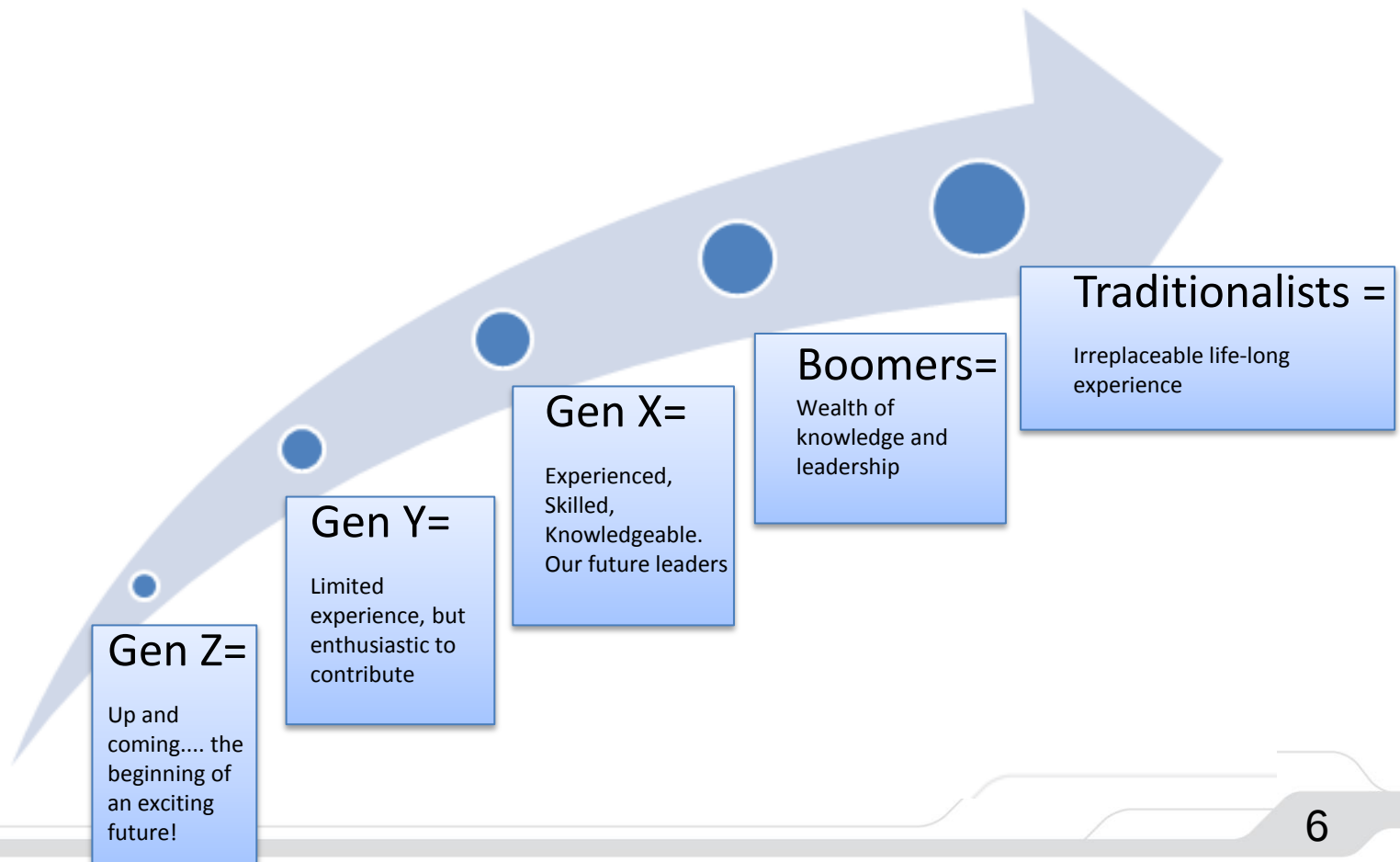
5 Generations → 4 Key Challenges → lots of opportunities

1. How do we address the needs and traits of each generation?
2. At a sector/agency level, what pressure points is the workforce experiencing, and how can generations work together to address these?
3. How can generations maximise effective communication?
4. What role do generations play in the future delivery of public services (e.g. Technology)?

Challenge 1: Understanding Generations



Rethinking Stereotypes



Challenges affecting the public sector

ECONOMISTS
JASON MURPHY

Growth
requires
workers

Population growth keeps prices in check, when investment is growing and unemployment is low, a leading economist says.



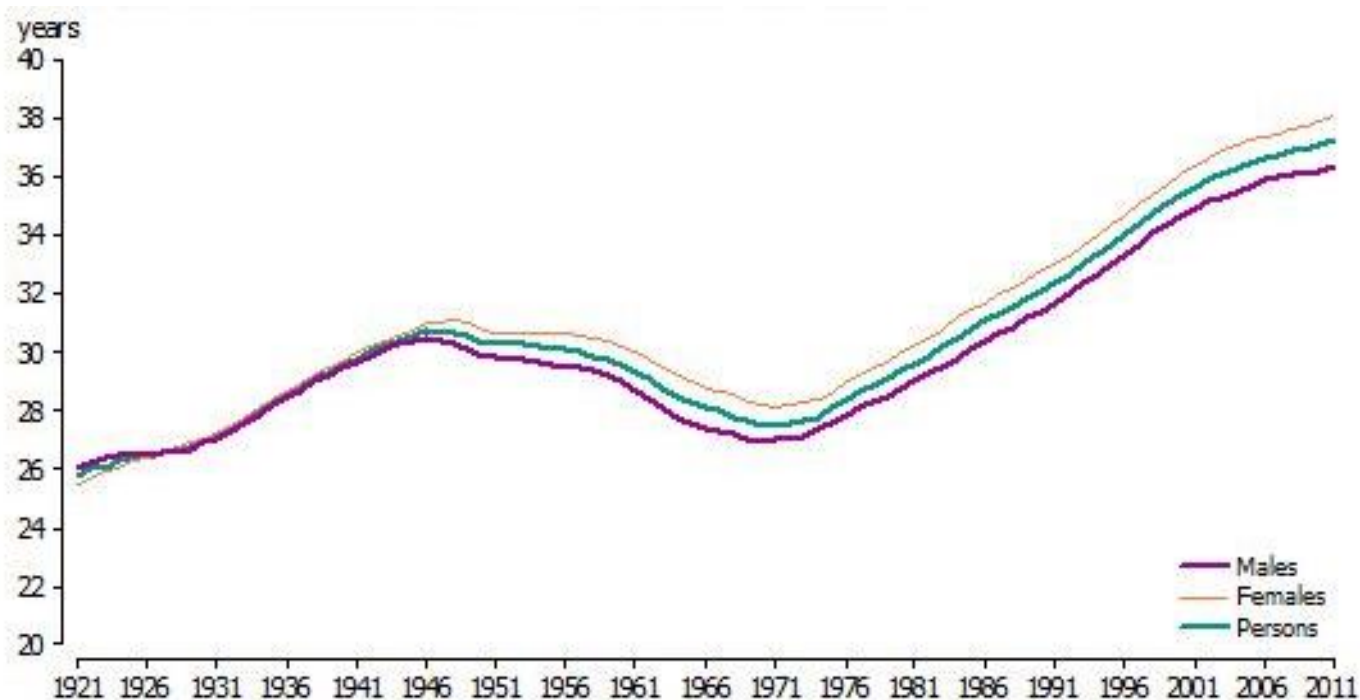
**Demand on Our
Workforce is Increasing**



Government of Western Australia
Department of Finance

**Our Workforce Supply
is Decreasing**

Median Age of the Australian Population (1921-2011)



Source: ABS, 2008, Australian Historical Population Statistics, cat. no. 3105.0.65.001
ABS, 2011, Australian Demographic Statistics, cat. no. 3101.0, Mar 2012.

Median Ages- States/Territories

State	Median Age
National	37
WA	36
NT	31
SA	39
Qld	36
NSW	38
ACT	34
Vic	37
Tas	40
WA Labour force	40
WA Public Sector	46

WA and Public Sector Age Profile

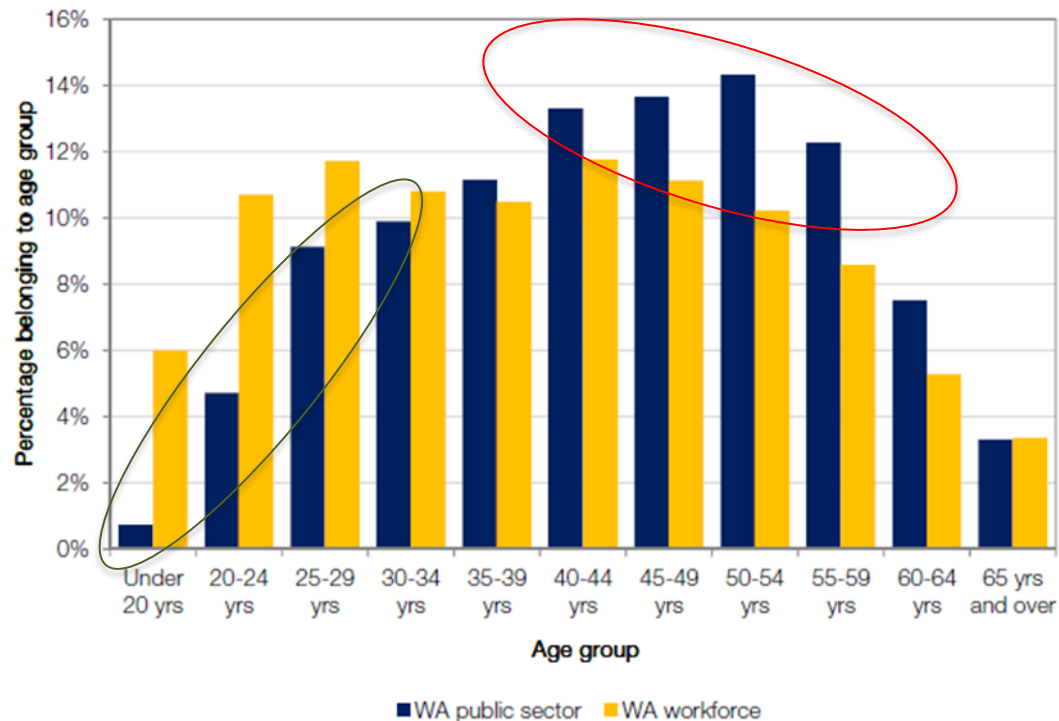
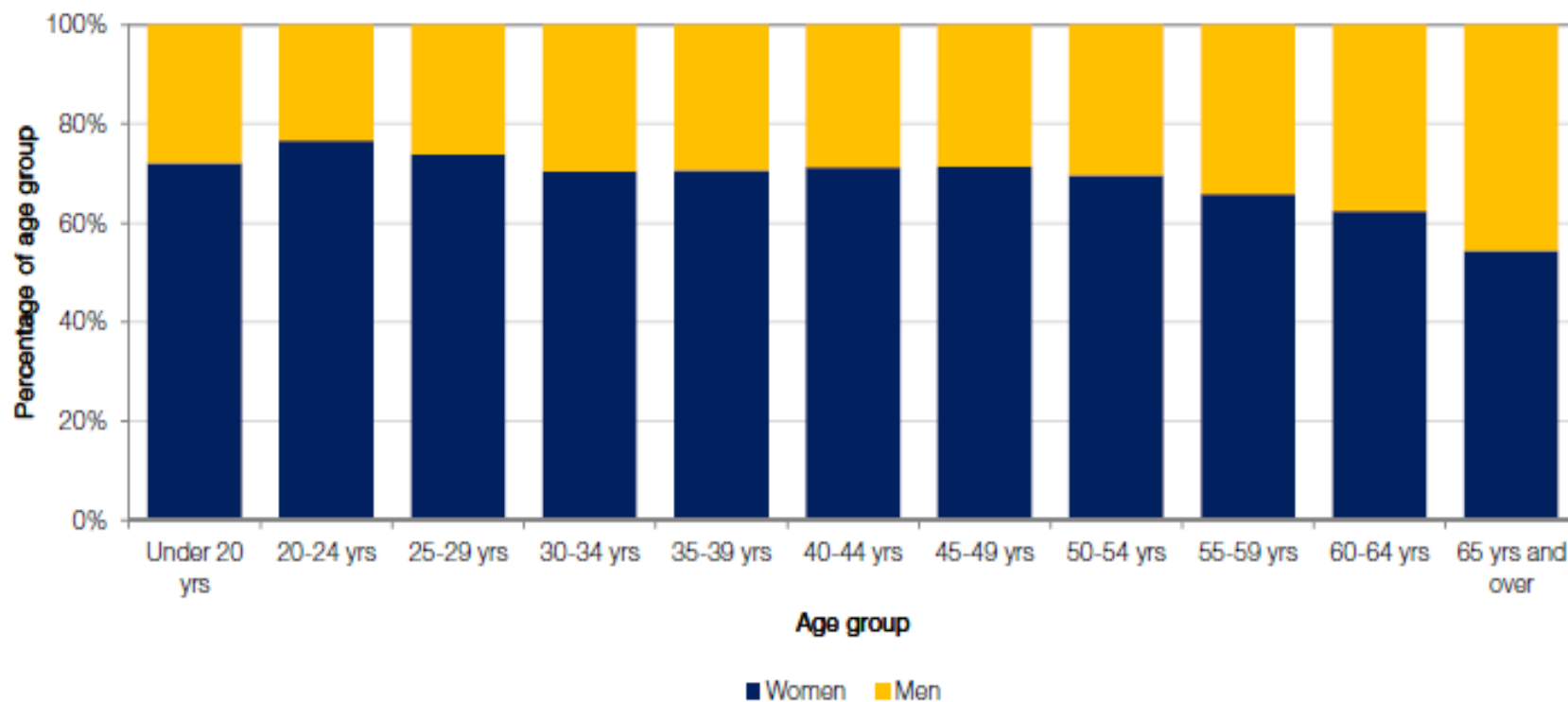
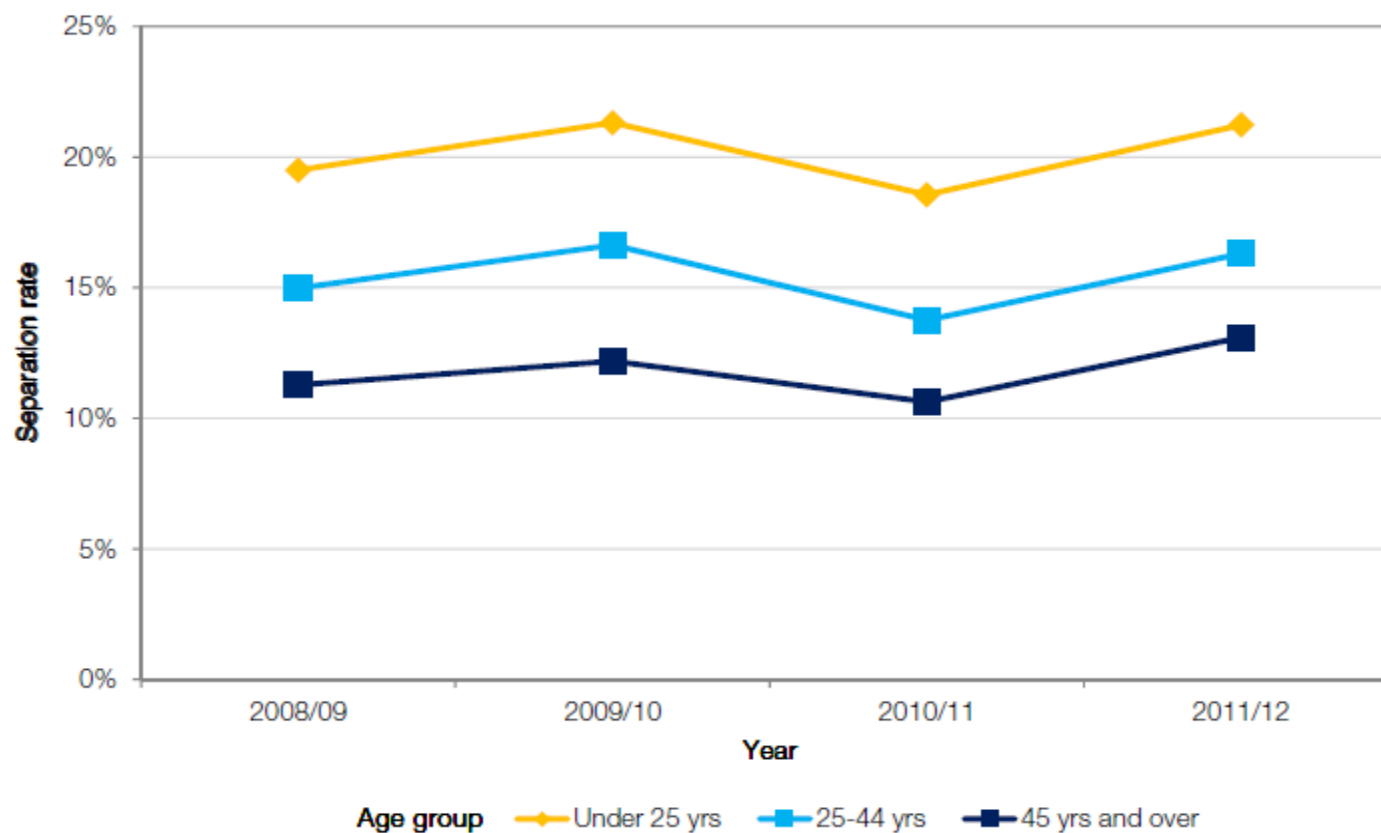


Figure 2.2 Age profile comparison of WA public sector employees with WA workforce
(Source HRMOIR and ABS)

Public Sector Gender Profile



Public Sector Separation / Turnover Rate by Age



Public Sector Senior Executive Service

Baby Boomers

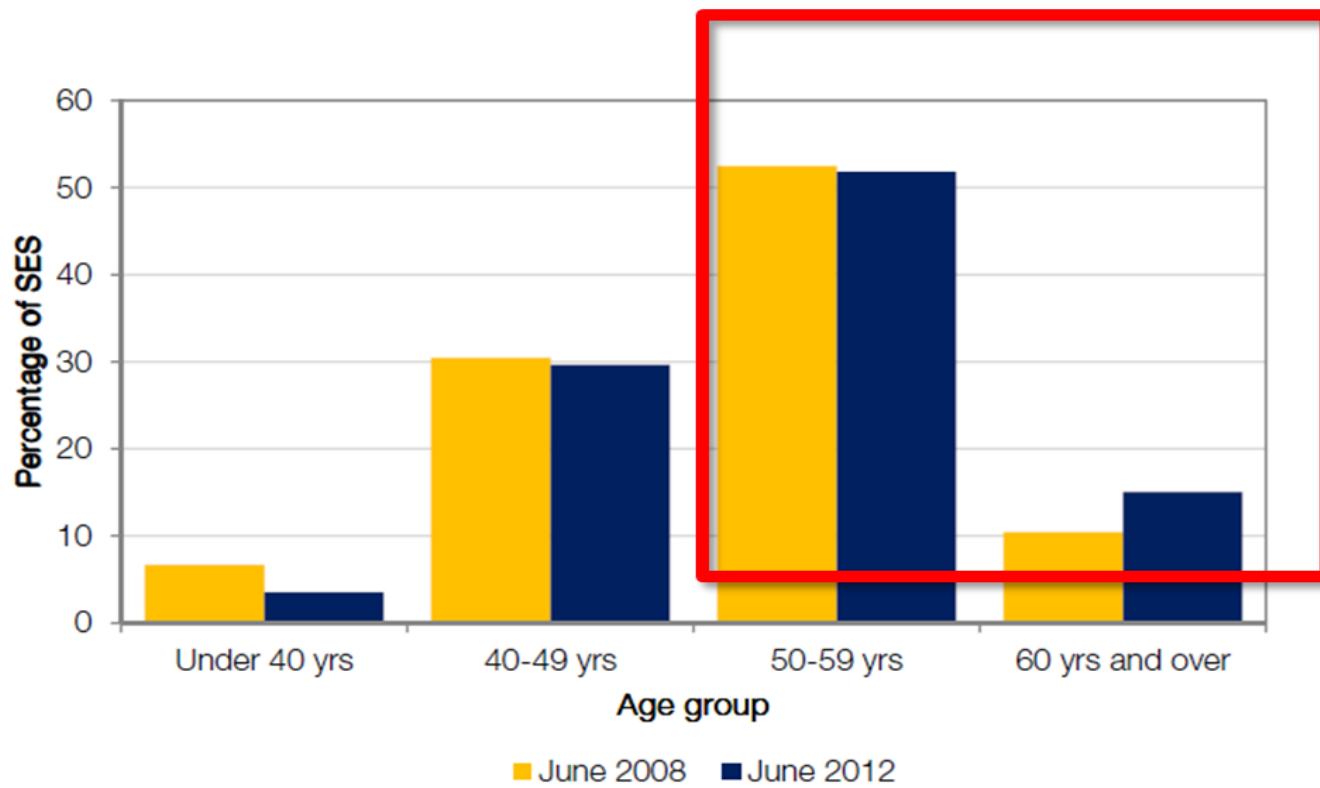


Figure 2.13 SES employees by age group in the WA public sector, June 2008 and June 2012
(Source HRMOIR)



So what are the challenges and responsibilities?

- **Traditionalists**
 - Share your knowledge
- **Baby Boomers**
 - Phase your retirement
 - Knowledge transfer (e.g. Mentoring)
 - Succession planning
- **Generation X**
 - Leadership programs and opportunities
 - Attraction and Retention
 - Flexible work arrangements
- **Generation Y**
 - Remain in the sector
 - Change the culture and perceptions
 - Innovative thinking (e.g. Technology)
 - Females- seek out leadership opportunities
- **Generation Z**
 - Acquire experience and skills, and start the journey of learning

Agency Solutions



A Guide to Managing an Ageing Workforce



Maximising the experience of mature-age workers through modern employment practices



Government of Western Australia
Public Sector Commission

LEARNING FROM LEAVING

A guide to Exit Interviews for the Western Australian Public Sector.

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61 9219 6227
linfo@psc.wa.gov.au
www.psc.wa.gov.au
1st March 2009

Toolkit: www.psc.wa.gov.au/workforce

Recruiting the right people to support the Commission's vision of all people live in welcoming communities which facilitate citizenship, friendship, mutual support and a fair go for everyone.



LEVEL 7 PROFILE

INDIVIDUAL LEADERSHIP DEVELOPMENT PROFILE

Shapes and manages strategy	Achieves results	Builds productive relationships	Exemplifies personal integrity and self-awareness	Communicates and influences effectively
Initiates a sense of purpose and direction Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes.	Builds organisational skill and responsiveness Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Reviews flexible and responsive to changes in requirements.	Nurtures internal and external relationships Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs.	Demonstrates public service professionalism and probity Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.	Communicates clearly Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures verbal and oral communication to ensure clarity.
Focuses strategically Understands the organisation's objectives and aligns operational activities accordingly. Considers the contribution of issues and longer-term impact of own work and work area.	Manages information and opportunities Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Presents information and identifies any critical public sector issues. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds and tested best practice approaches.	Facilitates cooperation and participation Invites people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Engages with risk and shows personal courage Provides impartial and forthright advice. Challenges important issues constructively, and stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Listens, understands and adapts to audience Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to fester.
Shows judgment, intelligence and common sense Understands objectives, synthesises analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and finds the options to identify solutions. Explores possibilities and innovative alternatives.	Delivers intended results Establishes clear plans and timetables for project implementation and outlines specific activities. Focuses on a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.	Values individual differences and diversity Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Fosters an understanding of differences to enhance relationships. Recognises the different working styles of individuals, and tries to see things from different perspectives.	Commits to action Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.	Negotiates persuasively Approaches negotiations with a strong grasp of the key issues. Being prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and forms arguments accordingly. Encourages the support of relevant stakeholders. Shows to others an influence that delivers benefits for both parties.
		Guides, coaches and develops people Identifies learning opportunities for others and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and others full support when required. Delivers	Displays resilience Perseveres and focuses on achieving objectives even in difficult circumstances. Remains	

INSPIRING KNOWLEDGE MANAGEMENT

A GUIDE FOR ALL MAIN ROADS EMPLOYEES

MORE THAN 50 KNOWLEDGE MANAGEMENT IDEAS THAT YOU CAN USE RIGHT NOW!



Department for Communities Women in Leadership Strategies for Change

Maureen Bickley Centre for Women in Leadership
Curtin University of Technology
for
Department for Communities, Women's Interests,
Government of Western Australia
March 2011



Changing relationships Separation and divorce Supporting you and your family



Is your situation
at home changing?



Parenting your Aged Parents Supporting you and your family



Motherhood Supporting the teenage family



Does this sound familiar?
Finish work, race to the grocery shopping, cook

Are you juggling school, work, and school holiday rosters while working?

16



Intergenerational Communication

“People don't get along because they fear each other. They fear each other because they do not know each other. They do not know each other because they have not properly communicated with each other”

Martin Luther King

Back

Mia, Alice, Pria



And no



??



I didn't haha



Neither I did mine on the computer



Who's sitting on u



Soz gtg bye ttyl and dad x



C ya x



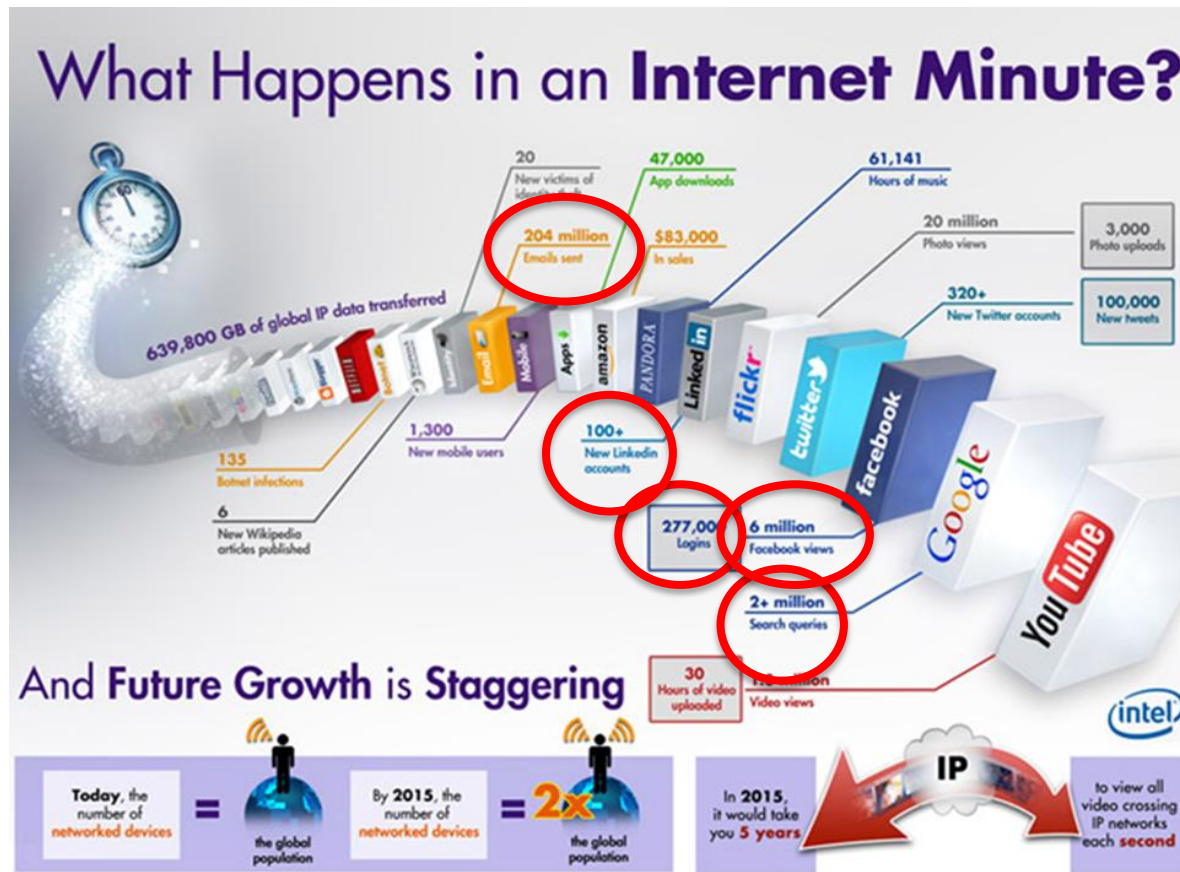
Type a message...



1x

1x

Technology



Perth Now, (21 March, 2013)

“One hot minute: a lot can happen on the internet in less than 60 seconds”

Technology



Key Messages

1. Age doesn't matter.
2. Age does matter.
3. Know your agency's pressure points.
4. Build capabilities, motivation, productivity, relationships and job satisfaction.
5. Think "Future", not "Now".