



Submission

By

Employers and Manufacturers Association (EMA)

to the

**Office for Seniors
Ministry of Social Development**

on the

**Older Workers Employment Action Plan.
Consultation draft.
Nov 2021**

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Older Workers Employment Action Plan.

CONSULTATION DOCUMENT

SUBMISSION BY EMA

INTRODUCTION

1. EMA welcomes the opportunity to comment on the Older Workers Employment Action Plan.
2. We welcome the Action plan as we feel it will give much needed action and direction to a multi-level, multi discipline and multi stakeholder issue.
3. NZ along with the rest of the world is experiencing major social and business upheavals caused by population demographics, changes to what we call “work” and the continuing acute and chronic challenges caused by the Covid 19 pandemic.
4. What we know as a fact is that there will more older people living and participating within NZ. We are also seeing the first official population changes that will have long term effects. (From stats NZ)
 - a. The estimated population provisionally grew by 32,400 people, or 0.6 per cent, to 5.12 million, Stats NZ said on Tuesday. The number of people aged 15-39 fell.
 - b. The latest year also had the lowest population growth rate since the year to June 2012, when the rate of growth was 0.5 per cent.
 - c. The group aged 65-plus was the fastest growing in the latest year, up 3.4 per cent, or 27,200 people, while the under-15 group increased by 2200, and the number of people aged 40-64 rose by 7700.
 - d. In contrast, the number of people aged 15-39 fell by 0.27 per cent, or 4700. Stats NZ said the decline was mainly because more people were moving out of the group as they aged, than there were younger people moving into it.
5. These figures were also significantly impacted by the loss of migrant labour as immigration was closed down.
6. Compounding this is the Future of Work and its relentless forward momentum. Change is ever present, and jobs being done today are unlikely to be done in the same way in 5- 10 years’ time if at all still required.

General comments around Objectives.

Objective One. Employment related services.

7. This Objective sets out to deliver information and guidance to enable older workers to make informed decisions about their employment, and to have access to services to return people back into the work force if they have lost employment.
8. Online tools. Agree. Research supports that older people are in the main tech savvy and are adopters of new technology. The caution is that some groups are not represented in the research and therefore will not be able to avail themselves of the programme. This applies across the board with many support services not being available and regional offices of various providers being closed down.
9. Any tech solutions MUST be co-developed by the users, only then will programmes reflect both literacy and computer skills levels.
10. Online solutions need not just be about government support but could also be developed to be a clearing house for older persons job seekers and job providers. Having one central place would be a huge benefit.
11. Expo's. While the action is novel it does have some credibility. Recently the EMA along with MSD ran job fairs for young persons. Employers were able to set up and then job seekers moved in and around the tables. All reports indicated that both employers and job seekers were very positive about the event and many positions were filled. Job seekers I feel would need to be forearmed with good CVs to leave with employers. That could be provided under point 10 above.
12. Targeting older workers re MSD employment services. This of itself is a type of discrimination and ageism. We must be very careful not to create a population of people who are treated differently or segmented by Government Departments and the general population as a whole. This only deepens the suspicion and myths around the older population and the perceived entitlements of older people that other people seem to believe.
13. If the role of targeting is clearly based on entitlements and not age that would sell better to the general population. There is a perception that all older people are on the pigs back. They have savings, superannuation plus Kiwisaver. This is simply not the case, but perceptions are bigger than the truth. The other perception, not supported by research is that older workers take jobs, again not true but indicative of the amount of work that is needed to dispel these perceptions.
14. Undertake research of what MSD job seekers need. The need to understand the customer has been the hallmark of every successful business. In today's terminology it's about developing a "persona". This describes the person from the usual age and gender

through to likes and dislikes, hobbies, interests, food choices and so on. Once developed they are used to test supports services and programmes to ensure alignment and recognition. There already exists vast amounts of overseas research around ageing, older workers, population demographics and strategies for retention, and recruitment. Research undertaken should focus on our unique populations and national cultural diversity while using the overseas material to cross check against.

15. Yes, we do need to better understand the “recipient”, but this term again creates stigma and division. They are people. Language is the most powerful form of communication and if that language further isolates you, you will also have a negative or suspicious attitude towards the provider.

16. Targeting newly unemployed older workers. Why just target older workers, this is ageism and as mentioned above creates division. If work was to happen in this space, then call as it is, out of work and in need of wrap around support. Language and communication are important here especially if social media is to be used.

17. Social insurance scheme. EMA is aware of this infinitive and in general is supportive. It is widely used overseas however it is often associated with a medical insurance cover as well. The underlying plans for this scheme are to offer financial support to the message around the need for employers and employees to workers who lose their jobs and are effectively between jobs. It’s a means to not get people dependant on social security. One of the requirements to receive this social insurance is to be actively looking for work and or undergoing some form of retraining. The support is time bound and subject to undertakings by the worker.

18. In terms of retraining TEC will play a vital role. People who lose jobs in their mid to latter years of life really struggle as to what to do next. Career advice is going to play an important roll to enable older workers make informed decisions re what job do I do next, what retraining do I need and where do I get it from. The notion of lifelong learning will be hugely important over the next couple of decades as the Future of Work continues to play out compounded by changing population demographics.

19. MSD/MBIE together with employers/unions and others will need to promulgate to message around the need to undertake lifelong learning to maintain your “employability”. Government/TEC will need to enable this to occur in a seamless and natural manner. It will become normal to be undertaking some training/retraining in the future.

20. Employers must start the narrative early about lifelong learning, the need for and scope of the system. Employees must begin to understand that lifelong learning will be the ticket to work and income.

Object Two. Labour market support for older workers.

21. This Objective sets out to reduce discrimination against older workers, to create work environments that work for older workers and to upskill older workers to support career changes.
22. Much has written around what older workers want, e.g., the need for flexibility however little has been written around what employers need and want. Flexibility as numerous definitions. We feel more should be done to explore and explain the extent of what could fall under flexibility. This would enable employers to respond more and empower workers to utilise more opportunities of having more flexibility.
23. Employers generally hear flexibility as meaning decreased hours or start finish times whereas employees may be asking for some time to take relative to the doctors during the day. That time would be made up later.
24. Many employers do accommodate employees' requests on an informal basis.
25. Within the Employment Relations Act 2000 Section 69 AA Flexible Working there are formal request processes and response times regarding an employees request for flexible working arrangements. It has been shown that not many employees are aware of this provision within the Act. It could those older persons are equally unfamiliar with provision.
26. Research into age discrimination. The World Health Organisation recently released a report "Global report on Ageism" 2021 (ISBN 978-92-4-001687-6 electronic). This document is a wealth of information which is easy to read and understand.
27. If any research was needed in NZ, it would around the myths that continually come up as barriers to employing older persons. If the research could find some NZ bias to the data that would be helpful, as many reports are overseas based.
28. Information to HR professionals. This is an important lever to use as often they are the policy makers within companies. However, they are often competing with conflicting roles thus can often make ill informed choices. In terms of recruiting HR are involved however often line or section managers undertake this function and merely give recommendations to HR.
29. Recruiting agencies are well aware of the issues surrounding older workers not getting an interview. They have been active in mentoring their clients to think a little more laterally and consider the positives that older workers can bring to an organisation. At the end of the day the client is their focus and what they require is the order of the day. This may well alter as demographics change.
30. Campaign against ageism. See point 22 above. The global report on ageism also comes with a toolkit to combat ageism. "Global campaign to combat Ageism-toolkit"
31. If we were to design a campaign it must have the following features,

- a. It must be an across Government programme
- b. Must be well resources for the life of the campaign
- c. Must have short, medium and long-term goals and measures.
- d. It must be designed for a long-term intervention, 10 years at a minimum.
- e. Must be set at multi levels within society, education institutions and workplaces.
- f. Must highlight the positives and societal gains to be made.
- g. Creating the language and styles of communications will be paramount in such a programme.

32. Public sector role models. Given the world is changing fast we wonder whether the Public Service model really will resonate with the wider population. We would have thought local and everyday employers engaging local an older workers will tell a local story. The use of local heroes or well-known employers is also worth considering.

33. MSD as a brokering service. This has merit but may not have the scope to deliver the numbers required to make a difference. A national campaign (se point 30) may have these outcomes. An extension to MSD brokerage would involve the points made under point 10.

34. Establishing sustainable businesses by providing support. Getting into business is a risk. Even if you have done all your homework, made business plans etc, something out of the blue may occur- Covid is an example. Not all older people want to move into business and even if they do, they may well not have the funds to set up and maintain the business for the first year. This option we feel is really only open to a few. There is a lot of support out there for new operators (Business mentors, associations etc) however the risk of losing savings will more than likely have significant negative impact of those involved.

35. Statistic NZ report the following

In 2018 there were 62,604 new businesses set up. 52,056 survived the first year and the remaining 10,551 failed. A death rate of 17%.

Under today's conditions the death rate would be higher.

36. Mid-career intensive intervention. We are not sure what this intervention may look like nor the extent of intervention that is being envisioned. The idea sounds good however given older people lose jobs all over NZ we wonder how this programme is to be delivered in rural NZ or a small West coast town. Doing everything online while achievable is probably not what the customer needs or wants.

37. Barriers to training. This is a major hurdle to older workers getting training and having the ability to remain employable. Training is offered to younger and middle-aged staff however quickly drops as the ages of staff increase.

38. Global report on Ageism.

For example, a systematic review of 60 studies found that employers were less likely to hire older applicants than younger applicants; that once employed, older workers had less access to training; and that those who faced ageism in the workplace were more likely to retire early.

39. Statistic NZ published data indicated the following.

	On-the-job training in last 12 months	Course/study paid for by employer in last 2 months	Course/study self-funded	No training, courses, study relating to job in last 12 months	Total employees ⁽²⁾
	(000)				
Sex					
Male	23.0	20.2	8.6	22.9	20.1
Female	22.2	16.5	7.5	19.6	19.0
Age group (years)					
15–24	14.8	13.1	6.1	14.5	13.3
25–34	14.8	13.2	5.7	14.8	12.2
35–44	11.6	10.5	4.9	11.5	11.0
45–54	12.0	11.9	3.9	11.0	13.1
55–64	11.6	10.9	3.2	10.3	11.2
65+	4.8	4.0	1.5	6.7	8.8
Ethnic group⁽³⁾					
European	28.9	28.2	9.4	30.3	39.7
Māori Pacific peoples	11.9	10.9	4.8	9.5	11.5
Asian	11.2	7.2	2.8	10.4	18.3
	16.1	11.8	4.9	16.9	26.4

40. This data clearly indicates a bias towards younger to middle-aged staff. There is also a large difference in self-funded training rates. This may be due to financial constraints but could include they do not see any need/value in further training.

41. Further work is needed to empower older workers to take up training and employers to make more training available.

42. Having tax incentives for training staff over 60 yrs. could be used to encourage employers to offer training. Employers will state that money spent on training here has little return for the business. Again, a business case needs to be developed.

Objective Three. All stakeholders are collaborating to maximise the opportunities of their ageing workforces.

43. The total human capital within the older working population is huge, unknown and underutilised. It suffers from numerous forms of ageism from business myths, societal beliefs and systemic government policy barriers.

44. If we are as a country going to maximise the human capital potential we must learn from overseas research, be bold in our strategies and fund all interventions to ensure success. Given the population changes we are observing now along with the predictions into the future there is only one option and that is to use older workers more selectively, offer more training to them and develop business case to business for the further retention and use of older workers. Anything less will not be successful.

45. Collaborate with Employers and Unions. This is paramount to ensure clarity and choice of the narrative. A combined voice will empower and enable decisions to be made both by employers but also older workers. Government will also benefit from a unified position when and if any policy change is required.

46. While unions and employers often come from different ends of a scale the same outcomes are required. Respect for workers, flexible arrangements that work for employees and workplaces, reward and recognition and transparent lines of communication are all required.

47. Sharing data insights. An across government presence is absolutely fundamental to make any way forward in the space. There are numerous stakeholders all with little bits of the puzzle however they never meet to discuss. It is not uncommon for different policies to be competing against each other. Where there is no common direction, you will never make any progress. Unless all paddlers in a whaka are facing the same direction you are unlikely to make it to the destination. If the paddlers all have similar paddles and row at the same time progress becomes easy and direction is achieved.

48. What is important is to agree on what data is being collected, in what fashion and is it usable to others. Collecting and storing data for data sake is unproductive. Discussions need to be had to decide what, where, how, when data is to be collected and stored plus how it can be accessed by others.

49. Working with business associations e.g., EMA to develop tools/programmes to help employers assess the age structures (demographics) of their staff to assist with retention and retraining and recruiting. Undertaking these assessments is important to identify and verify the scope of the current issues but also the pending mid to long term issues. It will be an ongoing programme that businesses will need to complete to ensure the continuity of labour supply and succession planning activities. These programmes will fit under HR. Unfortunately not all businesses have HR services within the business. Many sub this work out or while some (most) do it by themselves on a when and if basis. This will need wrap around support but is worth doing.

50. Support older workers who need retraining and reasonable accommodations in their planning process. Education and career advice is fundamental and is at the core of the older worker staying at work.

51. To date the careers system within NZ is broken and not likely to be effective for older workers for some time. TEC currently are developing a careers advice system but his again is for the 17–24-year-olds and vulnerable populations. While this sector is important it is at odds with the populations trends that clearly show older persons are becoming a significant proportion of the population. This will remain so for some time. Not to have a career system for older workers either looking for work or are in work and the job is being reshaped or made redundant is problematic at best. [ADD LINK TO EMA WHITE PAPER](#)

52. Employers and employees do not want to see older workers undertaking training for the sake of training only to find that topic or skill is not required. It simply is a must that those who may fall out of work are given professional career advice to regain and maintain their employability.

53. The Government plans to introduce a form of Social Insurance that will assist these displaced workers. We understand that retraining may be a requirement for that benefit. If this is correct, then career advice is absolutely required.

54. Retraining needs to be modular and of a short duration. It is not envisaged that displaced older workers embark on degree and completely new trade careers, more to upskill on the needs of business today.

55. Future of Work forum. Not to have older workers and ageing populations challenges at these forums is simply not appropriate. These issues will shape the future and solutions

involving these populations are vital. The future is happening now, it is not something that is coming, it is here. We are intimately involved with the changes, albeit they are often not earth-shattering events but rather a set of constant incremental changes.

56. Given the population numbers within these groups and the financial impact they are and will remain major levers in the future economies and wellbeing of NZ inc.

57. To that end it is imperative that their voice, needs and human capital has a place at the table.

58. Showcasing examples of employers' successes of workplace interventions and strategies. This is a powerful tool as it highlights how small changes can be productive and accommodating at the same time. Seeing the positive outcomes and benefits from similar organisations (size, sector) demonstrates that it can be done, the cost benefits and more importantly the win win benefits from other employees' perspectives. This includes the multi-generational aspects, engagement levels, productivity and more importantly this day the overall company culture.

Object Four. The needs of older workers with diverse disadvantages are addressed in all aspects of the Govt responses to labour market disadvantage.

59. As mentioned in points 31 and 46 an across government approach is paramount. Not to have such a platform will not achieve the outcomes that are needed. The ageing work force and older populations issues traverse numerous government departments. An example of this described with the attendees within the Older Workers Working Group. See Appendix 1.

60. A white paper was produced "**Act now Age later, Unlocking the potential of our ageing workforce**". The paper was authored by Centre for Financial Capability and the Employers and Manufacturers Association on behalf of the working group. This group was across government and included many other sector players.

The paper made three recommendations.

- a. To have a national strategy on the ageing workforce
- b. To have a government lead Task force or Advisory Board
- c. To develop an ageing worker tool kit for employers.

61. To have an across government approach will certainly benefit those with disadvantage, or those who are vulnerable within society. It is the duty of government and all the social partners to provide the means for meaningful inclusion.

62. If we are to continue to grow NZ Inc and reap the benefits of an engaged and productive workforce then inclusion of all ages, gender, able and disabled religious and ethnic background is necessary. To do otherwise will not enable such an outcome.

General comments.

63. Stereotyping (how we think), prejudice (how we feel) and discrimination (how we act) are not new but all effect the older worker/population discussion. Older people are seen as frail and vulnerable while young people are seen as invincible and or reckless and irresponsible. Is this really true?

64. There must be a change in the narrative around age and ageing. Speaking out and pointing out when these behaviours occur is needed, even when an older person partly in joke, put themselves down because of their age or other attribute in question. It is a subtle intervention that will over time reap large benefits.

65. The WHO report “Global Report on Ageism” states *“It can be institutional, interpersonal or self-directed. Institutional ageism refers to the laws, rules, social norms, policies and practices of institutions that unfairly restrict opportunities and systematically disadvantage individuals because of their age. Interpersonal ageism arises in interactions between two or more individuals, while self-directed ageism occurs when ageism is internalized and turned against oneself”*

66. The report goes on to state *“Ageism has serious and far-reaching consequences for people’s health, well-being and human rights. For older people, ageism is associated with a shorter lifespan, poorer physical and mental health, slower recovery from disability and cognitive decline. Ageism reduces older people’s quality of life, increases their social isolation and loneliness (both of which are associated with serious health problems), restricts their ability to express their sexuality and may increase the risk of violence and abuse against older people. Ageism can also reduce younger people’s commitment to the organization they work for. For individuals, ageism contributes to poverty and financial insecurity in older age, and one recent estimate shows that ageism costs society billions of dollars”*

67. Taken from the Global report on ageism. See Appendix 2.

This clearly identifies the scope of the issues facing older persons and older workers. If we as a country want to redress these issues then a national, coordinated, funded and long-term strategy is required.

68. The Global Report on Ageism (pages 93-160) provides a good overview of strategies that have been used and summerises the data to date. In brief there is no strong evidence to support the use of strategies however the data makes the following points. Key characteristics (pg. 144)

- (1) Dose. The longer the duration and exposure the more effective, 12-24 months.
- (2) Framing. Describes how the issue is communicated. Where the message starts, what’s emphasised and what is unsaid.
- (3) Types of messaging. Demoralising the behaviour (ageism) may be more effective.
- (4) Interactive and social media channels. Social media appears to be more effective than static campaigns.
- (5) Community engagement. Using both older and younger representatives within the community is important.
- (6) Funding and partnerships. Ensuring long term, sustainable and flexible is vital.
- (7) Combining campaigns. Using the compounding effect may be useful.
- (8) Role of culture. Using a multicultural approach, ensuring appropriateness is valuable.

69. It can be seen that is NZ is to address these issues it will need strong, well-researched, well-funded, long term and multi-disciplinary approaches. To do otherwise is not an option.

70. The *Draft Older Workers Employment Action Plan* as presented and discussed goes some way to achieve the stated Objectives. In the stated Purpose of the Action Plan identifies five objectives.

- (a) Building a skilled workforce
- (b) Supporting thriving industries and sustainable provinces
- (c) Modernising workplaces for a modern workforce
- (d) Preparing for the changing nature of work
- (e) Supporting an inclusive labour market.

71. The EMA does not think the Draft Action Plan addresses all the five objectives. We feel there are gaps around building thriving industries and provinces, modernising workplaces for modern workforce.

72. The four Objectives and Actions (pg. 3) seem to be at odds with the stated five Objectives in the Purpose.

73. There is nothing in the Action Plan that addresses modernising workplaces or mentions provinces. The Productivity Commission has for a long time been identifying NZ's lack of investment in plant and technologies needed for NZ to compete on the international stage. This Action Plan will nothing to achieve this need. Indeed, if new technologies were introduced it may well reduce the need for labour.

74. We recommend more is needed to address myths that are within society around older workers and ageing.

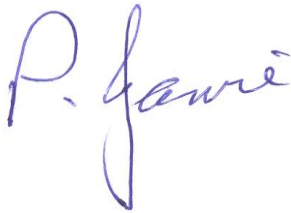
75. We recommend a multigenerational (starting at primary school through to university) approach be considered to address ageism within society. It will take at least one generation to overcome the deep rooted believes and attitudes created within homes, workplaces, sport, society and local and central government.

If New Zealand wants to grow its economy, its social inclusion and become a truly world class country it must create long term strategies that go beyond government party terms and inspire employees, employers and all the associated stakeholders to make this happen. Without a multi-level, multi-disciplinary and multi stakeholder approach this will not occur. The future is here, we must begin this journey now as being second is not an option.

See attached comments.

1. Consultation questions
2. Appendix 1
3. Appendix 2

Yours sincerely
Paul Jarvie

A handwritten signature in blue ink that reads "P. Jarvie". The signature is written in a cursive style with a large initial 'P' and a long, sweeping tail on the 'j'.

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Citations.

4. Global Report on Ageism. World Health Organisation 2021. ISBN 978-92-4-001687-3
5. Campaigning to tackle ageism. Current practices and suggestions for moving forward. World Health Organisation. 2020. ISBN 978-92-4-002051-1

Older Workers Employment Action Plan.

Comments for specific Draft questions.

Question	Comments.
<p>What do you think older workers need or want in their work environment? How do these needs or wants differ from those of workers of other ages?</p>	<p>While we continue to differentiate attitudes and behaviours from different age groups, we continue the discrimination. All workers want respect, fairness, flexibility, engagement, sense of value, purpose and so on.</p> <p>Yes, some older workers may have specific needs and wants relative to their position in life, but we should not generalise. The same is true for any demographic based on age. Younger parents want time off (flexibility) to attend school events etc.</p> <p>What is needed is a workplace that values all workers and attempts to accommodate them as best they can irrespective of age.</p>
<p>How are the needs or wants of older workers different based on other characteristics, such as gender, ethnicity or disability status?</p>	<p>There are some people that have suffered events throughout their lives from decisions they made or situations beyond their control. The outcomes of those events can have profound social and economic consequences for long periods of time. Government policy and working relationships/environments should be able to accommodate and offer safe and secure working arrangements. We know women can be affected by motherhood in the early years of life thus limiting savings that may be required at later stages of life. Age of itself should not alter the fact that they are people willing to offer their labour in return for wage and salary benefits.</p> <p>Disabilities both physical and mental do have different outcomes. There is a large gap in knowledge and acceptance re disabled people across the world. We are often kind to them but hesitant to engage or employ.</p>

<p>What do you see as the economic impacts of an ageing workforce? Is the New Zealand economy sufficiently responding to these impacts?</p>	<p>As the world population ages (better health, medical care, wealth, education) we are seeing a dramatic increase in late middle age through to older and elder populations. These increases will impact of health care, superannuation, housing, local govt, transport and volunteer services. The younger working population will inherit a large burden of costs via taxes to pay for this, unless some specific fund is created to offset this new level of cost. A user pays system will not be achievable as household savings are low and home ownership is declining for the older age groups. It's a slow-motion car crash, that is occurring in front of us now.</p>
<p>What are the social, economic and wellbeing impacts of labour market disadvantage on older workers as individuals?</p>	<p>WHO Oct 2021</p> <ul style="list-style-type: none"> • <i>Between 2015 and 2050, the proportion of the world's population over 60 years will nearly double from 12% to 22%.</i> • <i>By 2020, the number of people aged 60 years and older will outnumber children younger than 5 years.</i> • <i>In 2050, 80% of older people will be living in low- and middle-income countries.</i> <p>We are part of a world-wide shift in demographics. Numerous reports have been written and I am sure there will be many more. Change is occurring now and will continue, and faster. The older aged groups are split between comfortable and doing not so well re their finances. Those comfortable have little to no debt and spare finances. Those not so well off may be renting, providing care to their parents, and or grandchildren. Chinese families often live together so there could be 3 generations all being funded by the only bread winners, the young working adults. We are likely to see more advertising targeting retirees (retirement villages, reverse mortgages, holidays (when we can fly) business opportunities...)</p> <p>There are many drivers for older workers to remain in work. More research is required around this point to better understand what assistance can be given.</p>
<p>Does the overall outcome for the Action Plan (shown above) fully capture what we want for older workers in the labour market?</p>	<p>There is nothing that speaks to the culture of NZ around ageism both young and old. What this Action plan covers are the current settings and how they might be improved. There is nothing that speaks to long term social change and policies that will create those changes and then support them over the longer term. This going to require generational changes overs decades.</p> <p>We are fairly good at managing current issues without understanding the causes and effects of population, social change. What is needed is a coordinated across government/business approach.</p>

Are the four objectives for the Action Plan the right ones? What is missing?	A piece dedicated to social change, language, ageism, attitudes is missing. Just applying changes to workplaces, some Govt departments and perhaps some policy will not achieve the long term required outcomes for an increasing older population. More systemic change is required. See above.
Do the actions on the following page appropriately respond to Objective One ?	Consider access to TEC and retraining. No appreciation of who an older person is and their needs will by default only allow generalised solutions. There needs to be identified and verified personas so more targeted and personalised solutions can be created and made available.
Which of the actions will be most impactful in meeting Objective One?	
What other actions should be considered?	Online tools and social insurance with retraining as a requirement.
Do the actions on the following page appropriately respond to Objective Two ?	Yes, if aimed at long term interventions and fully funded.
Which of the actions will be most impactful in meeting Objective Two?	Research, programmes aimed at HR professionals, barriers to training
What other actions should be considered?	? making discrimination while at work more of an offence. Creating a public audit type process to identify age discrimination occurring in the media outlets.
Do the actions on the following page appropriately respond to Objective Three ?	Having stakeholders working together on issues is both powerful as it compounds the strength of the message.
Which of the actions will be most impactful in meeting Objective Three?	Providing tools that are useable and in line with SME's, middle size and large employers is vital. Having work presented as principles which can be added to by employers. Undertaking age demographics really highlights the pending issues.
What other actions should be considered?	Getting good personas on older populations/workers is vital. One size fits all approach will fall. See attached.

What 'overlaps' in labour market policies and measures could benefit older people and another group disadvantaged in the labour market?	
What are the specific needs of older members of one or more groups disadvantaged in the labour market?	Possible face to face interactions rather than being "online". Talking with a person who has access to the entire range of offerings rather than requiring the person to go to place to place to find that data or information.
What indicators do you think should be used to track success in implementing the Plan's objectives?	Underutilization and NEETs rates
What aspects of this Action Plan do you think are the most useful? What is missing?	
Do you have any other comments?	

Persona's -the image or personality that a person presents in public or in a specific setting

By Clare Hall- Taylor

Below is some work done by Clare. She presents a different picture as to what we normally see.

Cross cutting themes. From 1300 plus samples and 50 plus interviews for retirees.

- Seeking freedom
- Pressing pause
- Age is a state of mind not body.

Life orientations. Five types.

- Prosperous entrepreneurs
- Purpose seekers
- Retirement embracers
- Reluctant sloggers
- Seasoned survivors

How we get it wrong

- Focusing on retirement stereotypes
- Focusing on age
- Making things far too serious
- Unrealistic role models

Older people have more in common with young people.

- Connected, still working, active, healthy
- Doing similar activities

Do not like being told what to do or think/act.

Appendix 1

Members of the Working Group on the ageing workforce

Name	Organisation	Email
Bridgette Sinclair	Recruitment, Consulting & Staffing Association	bsinclair@rcsa.org.nz
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Appendix 2.

Table 1.1. A catalogue of stereotypes identified in different institutional settings and countries

INSTITUTION OR SECTOR	STEREOTYPES	
	YOUNGER PEOPLE ARE...	OLDER PEOPLE ARE...
Health and social care^a		
POSITIVE	Healthy Physically active Strong and energetic	Warm Likeable
NEGATIVE	Risk-takers Drug-users Stressed and anxious	Rigid Irritable and frustrating Lonely and isolated Frail and weak Asexual Easily confused Depressed and depressing Needy Disabled
Work^b		
POSITIVE	Energetic Ambitious Tech-savvy Hard-working (middle-aged)	Reliable Committed Experienced Hard-working Socially skilled Good mentors and leaders Able to deal with change
NEGATIVE	Narcissistic Disloyal Entitled Lazy Unmotivated Easily distracted	Incompetent and unproductive Unmotivated Resistant to change Harder to train and unable to learn Not flexible Not technologically competent
Media^c		
POSITIVE	Attractive	Healthy Engaged Productive Self-reliant
NEGATIVE	Troublesome Violent criminals	Unattractive Unhappy Senile Badly dressed Inactive Dependent Unhealthy Disempowered and poor vulnerable Diabolical