



The Aging
Workforce

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Tools & Strategies for Your Organization

The SHRM Foundation

- Charity affiliate of SHRM
- Empowers HR professionals to build inclusive organizations where all employees thrive and organizations achieve success
- Works with SHRM & the Sloan Foundation to produce detailed resources on the aging workforce
- Learn more at shrmfoundation.org



The SHRM Foundation is leading this initiative. In case you're not familiar with the SHRM Foundation, it is an affiliate of SHRM and it works to build more inclusive organizations where employees thrive and organizations achieve success.

The Reality: Why this Matters

- 35% of U.S. labor force participants will be age 50+ in 2022 (Up from 25% in 2002)
- 45% of unemployed people age 55 to 64 report being unemployed long-term, 27+ weeks (vs. 33% of unemployed 25-34 year-olds)
- 10,000 Baby Boomers turn 65 every day
- Some industries hit hard by Boomer retirements/skills gap:
 - Educational institutions
 - Government
 - Health care
 - Oil and gas
 - Manufacturing

*How will this affect your workplace?
Does your organization have a strategy to recruit, retain and engage these workers?*

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So why focus on the aging workforce right now? Well, here is the big picture in the U.S. More than 1/3 of the labor force will be over age 50 by 2022 (just 5 years away!) People are working longer and delaying retirement. Many of us face challenges in filling open positions, so clearly older workers are an important part of the talent pool that we shouldn't overlook.

Survey Results

Chapter Survey Results

- [if you have conducted the survey for your chapter or state, add your Aging Workforce survey results here, otherwise, just present the SHRM results]

SHRM Survey Results

- 58% have identified future workforce needs
- 52% have identified potential skills gaps in the next 1-2 years
- 35% have analyzed the impact of workers aged 55+ leaving their organization in the next 1-2 years



SHRM conducted a national survey of nearly 2,000 HR professionals to ask about their readiness for an aging workforce. It showed that about half of organizations have started the process of analyzing their workforce and their potential skills gaps, but only 35% of respondents have explored what it will mean for their business when older workers begin to retire. As you can see, we all have more work to do to prepare for these changes.

The results for our chapter/state were.... *(similar, different, whatever you found in your local survey.)*

Dispelling the Myths

Mature workers (age 50+)...

- **Do not cost significantly more**
 - Fewer organizations base salary on seniority/years of service than in the past
- **Are more engaged**
 - 65% for workers 55+
 - 58% to 60% for younger workers
- **Are more loyal & less likely to leave after training**
 - Unplanned turnover is often greater among Millennials than Boomers

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Some companies do not proactively seek older workers due to common misconceptions. For example, thinking they cannot learn new technology, are resistant to change or are too expensive. However research tells a different story. Many of the new SHRM Foundation resources explain in detail the myths vs. realities of employing mature workers.



Top 5 Advantages of Older Workers

- 77% -- More work experience/knowledge
- 71% -- More maturity/professionalism
- 70% -- Stronger work ethic
- 63% -- Ability to serve as mentors to younger workers
- 59% -- More reliability

Source: *SHRM Preparing for an Aging Workforce Survey*



Part of the survey asked about the advantages of older workers. Here's what your HR peers identified. *(read list)*



Goals of a Mature Worker Strategy

- Retain and engage older workers as long as possible
- Transfer their knowledge to younger employees
- Leverage their skills after they retire
- Recruit older talent from outside

Source: *SHRM Preparing for an Aging Workforce Survey*



This is the bottom line: if you want to leverage mature worker talent, you should focus on these areas. Does your company have strategies in place to achieve these goals? If not, then we challenge you to take action.

Take Action

1. Build the business case

Business Case Checklist: Convincing Organizational Leaders of the Need to Prepare for an Aging Workforce

Scope/Statement of Need	Recommended Solutions	Risks/Costs of Inaction	Estimated Costs and Time Frame
<ul style="list-style-type: none">✓ The demographic shifts in the workforce are/ will be significant and unprecedented.✓ The workforce and the population as a whole are aging✓ Labor and skills shortages are projected in a growing number of sectors of the economy.✓ Many workers intend to continue to work beyond the traditional retirement age.	<ul style="list-style-type: none">✓ Recruiting mature workers✓ Retaining mature workers✓ Skills, training and career development✓ Health care benefits✓ Wellness programs✓ Planning and redefining retirement✓ Retirement benefits✓ Senior care program✓ Employee assistance program✓ Paid leave✓ Employee services✓ Leveraging a more generationally diverse workforce	<ul style="list-style-type: none">✓ Higher turnover costs✓ Skills shortages✓ Potential litigation involving age discrimination <p>Opportunities</p> <ul style="list-style-type: none">✓ Use all available talent✓ Source untapped talent✓ Access deep stores of institutional and tacit knowledge	<ul style="list-style-type: none">✓ Recruiting mature workers✓ Skills, training and career development✓ Health care benefits✓ Wellness programs✓ Retirement benefits, planning and redefining retirement✓ Senior care program✓ Employee assistance program✓ Paid leave✓ Employee services

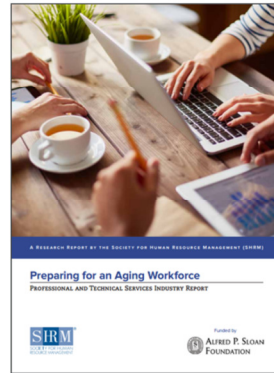
How do you do that? Here are three easy steps you can follow:

Step one: educate yourself and make the business case to your colleagues and senior management for leveraging older worker talent.

Take Action

2. Assess the state of your aging workforce

- Do you need to expand your workforce to meet business demand?
- How many workers will be retiring in the next few years?
- How will you fill the gaps?



Step 2: Assess your current workforce and your future workforce needs. Identify any gaps and start thinking about how to address those.

Take Action


3. Recruit & retain mature workers

- Foster an inclusive, age-positive culture
- Offer flexible work arrangements
- Support health & wellness
- Provide caregiver support
- Offer targeted skills training





Step 3: Review your policies and practices and make changes where needed to support and retain critical older worker talent. You'll notice that many of the items on this list will also benefit your entire workforce, including offering more workplace flexibility and wellness programs which are very popular with younger workers too.

Templates & Tools



Preparing for an Aging Workforce: Strategies, Templates and Tools for HR Professionals

Diversity Survey

Download this tool to assess the diversity of your organization. Download your survey, Diversity360, for internal or independent use or to design for a client. Review the suggested questions and compare the findings.

How well does your organization address diversity?

<p style="margin: 0; font-size: x-small;">1. Leadership diversity (include Vice President level):</p> <p style="margin: 0; font-size: x-small;">1. The number of diverse employees diversity</p> <p style="margin: 0; font-size: x-small;">2. Diversity of gender</p> <p style="margin: 0; font-size: x-small;">3. Diversity of ethnicity</p> <p style="margin: 0; font-size: x-small;">4. Diversity of age</p> <p style="margin: 0; font-size: x-small;">5. Diversity of skills</p> <p style="margin: 0; font-size: x-small;">6. Diverse employees have diverse backgrounds</p> <p style="margin: 0; font-size: x-small;">7. Diverse employees are rewarded through the company</p> <p style="margin: 0; font-size: x-small;">8. Diverse employees are promoted through the company</p> <p style="margin: 0; font-size: x-small;">9. Diverse employees are trained through the company</p>	<p style="margin: 0; font-size: x-small;">10. Diverse employees are recruited through the company</p> <p style="margin: 0; font-size: x-small;">11. Diverse employees are hired through the company</p> <p style="margin: 0; font-size: x-small;">12. Diverse employees are promoted through the company</p> <p style="margin: 0; font-size: x-small;">13. Diverse employees are trained through the company</p> <p style="margin: 0; font-size: x-small;">14. Diverse employees are recruited through the company</p> <p style="margin: 0; font-size: x-small;">15. Diverse employees are hired through the company</p> <p style="margin: 0; font-size: x-small;">16. Diverse employees are promoted through the company</p> <p style="margin: 0; font-size: x-small;">17. Diverse employees are trained through the company</p> <p style="margin: 0; font-size: x-small;">18. Diverse employees are recruited through the company</p> <p style="margin: 0; font-size: x-small;">19. Diverse employees are hired through the company</p> <p style="margin: 0; font-size: x-small;">20. Diverse employees are promoted through the company</p> <p style="margin: 0; font-size: x-small;">21. Diverse employees are trained through the company</p> <p style="margin: 0; font-size: x-small;">22. Diverse employees are recruited through the company</p> <p style="margin: 0; font-size: x-small;">23. Diverse employees are hired through the company</p> <p style="margin: 0; font-size: x-small;">24. Diverse employees are promoted through the company</p> <p style="margin: 0; font-size: x-small;">25. Diverse employees are trained through the company</p>
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Case Study: Assessing Future Workforce Demographic Changes and Preparing Through Mentoring and Gradual Retirement

United States Social Security Administration, Washington, D.C.

Although there is an industry age at which one must stop working in the U.S. Social Security Administration (SSA), each year nearly 500,000 employees leave the SSA, and the bulk of those departures are from retirement.

The SSA faces considerable future challenges, with employees retiring earlier than for decades, but both in the late 1990s, retirement rates among the SSA were projected to fall, leading to only very limited workforce planning for the retirement period ahead.

This is a key challenge for the SSA as well as for other organizations. The SSA is a large, complex organization with a highly skilled and diverse workforce. The SSA has a long history of providing excellent customer service, and it is well positioned to provide that service to the public. The SSA has a long history of providing excellent customer service, and it is well positioned to provide that service to the public. The SSA has a long history of providing excellent customer service, and it is well positioned to provide that service to the public.

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To help you with these action steps, SHRM and the SHRM Foundation have created a number of easy-to-use, free resources. They will help you analyze the current state of your workforce and then maximize the value of mature workers to your organization.

Your starting point should be this comprehensive guidebook on "Preparing for an Aging Workforce". It takes you step-by-step through building the business case for older workers, assessing the current state of your workforce, and then developing practical strategies to recruit, retain and engage an age-diverse workforce. It includes worksheets, checklists, quizzes and real-world case studies to guide you along the way.

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Industry Reports



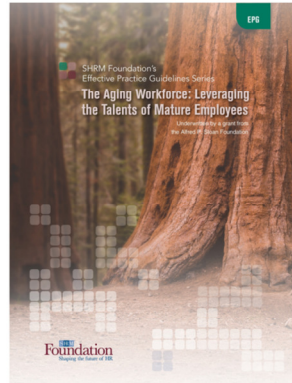
Get your copy at:
shrm.org/agingworkforce



If you want to get customized advice for your particular industry, take a look at this series of special reports. They target seven different industries that have been impacted by an aging workforce: health care, manufacturing, oil, gas and mining, retail, government, finance and professional services. So for customized information that applies specifically to your type of business, please go online and download one of these reports.

SHRM Foundation Resources

- Strategies and best practices from leading companies
- Practical guidance for all size organizations
- Executive briefings to share with managers
- Get your copies at SHRMfoundation.org/aginginitiative



When you go to the website, you'll find additional resources as well including: The SHRM Foundation's Effective Practice Guidelines report on The Aging Workforce. It provides specific strategies and case studies from a range of companies such as CVS, Mercy Health System, Fidelity and the National Institutes of Health (NIH). It explains how you can implement similar, successful strategies in your own workplace.

In addition the SHRM Foundation has created a variety of short 3-5 page briefings that you can share with your line managers or leaders to help educate them on these issues.

Thank You!

Visit shrmfoundation.org/AgingInitiative
to download complimentary resources



ALFRED P. SLOAN
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In conclusion, I hope you have a better understanding now of the challenges and opportunities of the aging workforce and what you can do to prepare. Please visit the website to download these complimentary resources created by SHRM, the SHRM Foundation and funded by Sloan and then take action in your own organization.

Thank you!