

Cornell University  
ILR School  
Employment and Disability Institute

# Preparing for an Aging Workforce

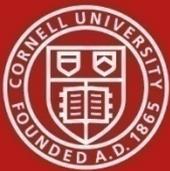
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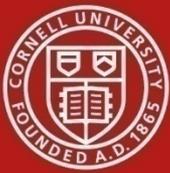
**August 30, 2011**





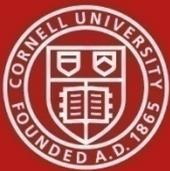
# Funding Acknowledgements

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# Presentation Overview

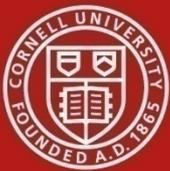
- Statistics on the aging workforce and potential need for accommodation and good practice for the aging workforce
- Where problems in employment discrimination claims might arise if the workplace isn't prepared
- Ways to prevent or minimize issues for older workers
- Strategies for designing workplaces that keep aging employees effective and productive, retain workers who incur disabling conditions, and minimize the likelihood of employment discrimination claims



# The Aging Workforce

- Between 1977 and 2007, employment of workers 65+ increased by 101%\*
- Number of older workers on FT schedules doubled between 1995 and 2007\*
- This trend is likely to continue (2006-2016)\*
  - workers aged 55-64 are expected to increase by 36.5%
  - Workers aged 65-74 and 75+ are expected to increase by 80%
- The prevalence of disability grows with age (Figure 1)

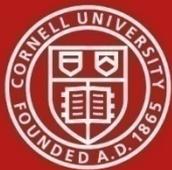
\*US Bureau of Labor Statistics, July 2008. Older Workers: Are there more Older People in the Workplace? [http://www.bls.gov/spotlight/2008/older\\_workers/](http://www.bls.gov/spotlight/2008/older_workers/)



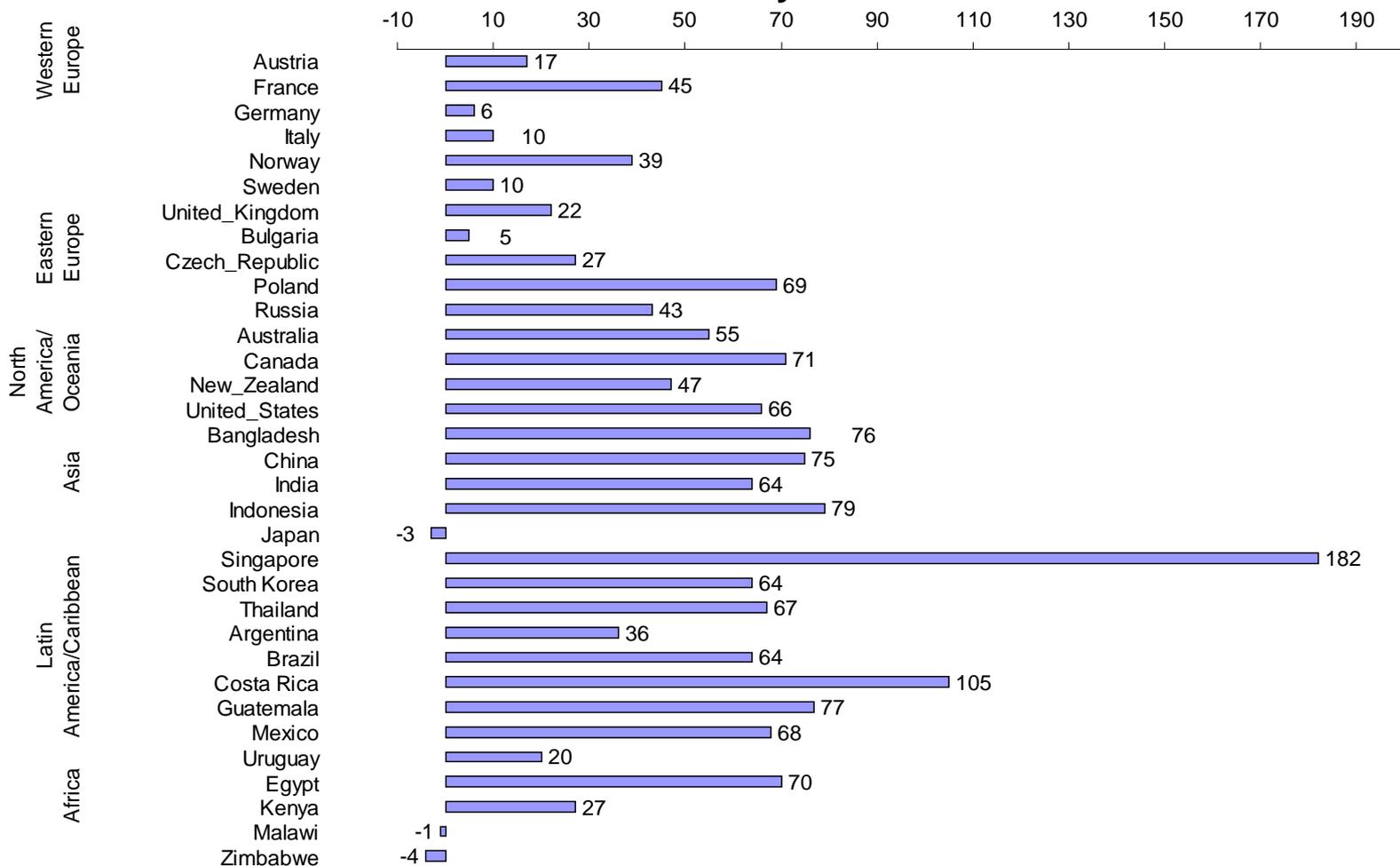
# Workers over age 55 in the Labor Force as a Proportion of all workers, projected 1950 to 2030



Sources: Bureau of Labor Statistics, "Labor Force Projections to 2018: Older Workers Staying More Active," *Monthly Labor Review*, November 2009; Bureau of Labor Statistics, "New Look at Long-term Labor Force Projections to 2050," *Monthly Labor Review*, November 2006.



## Percent Change Between 2000 and 2015 for 55-64 Age Group by Country



Source: Cornell Rehabilitation Research and Training Center on Disability Statistics, using data from Kinsella, K., & Velkoff, V. (2001). An Aging World: 2001 (U.S. Census Bureau, Series P95/01-1). Washington, DC: U.S. Government Printing Office.

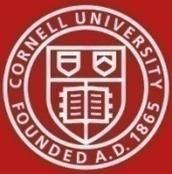
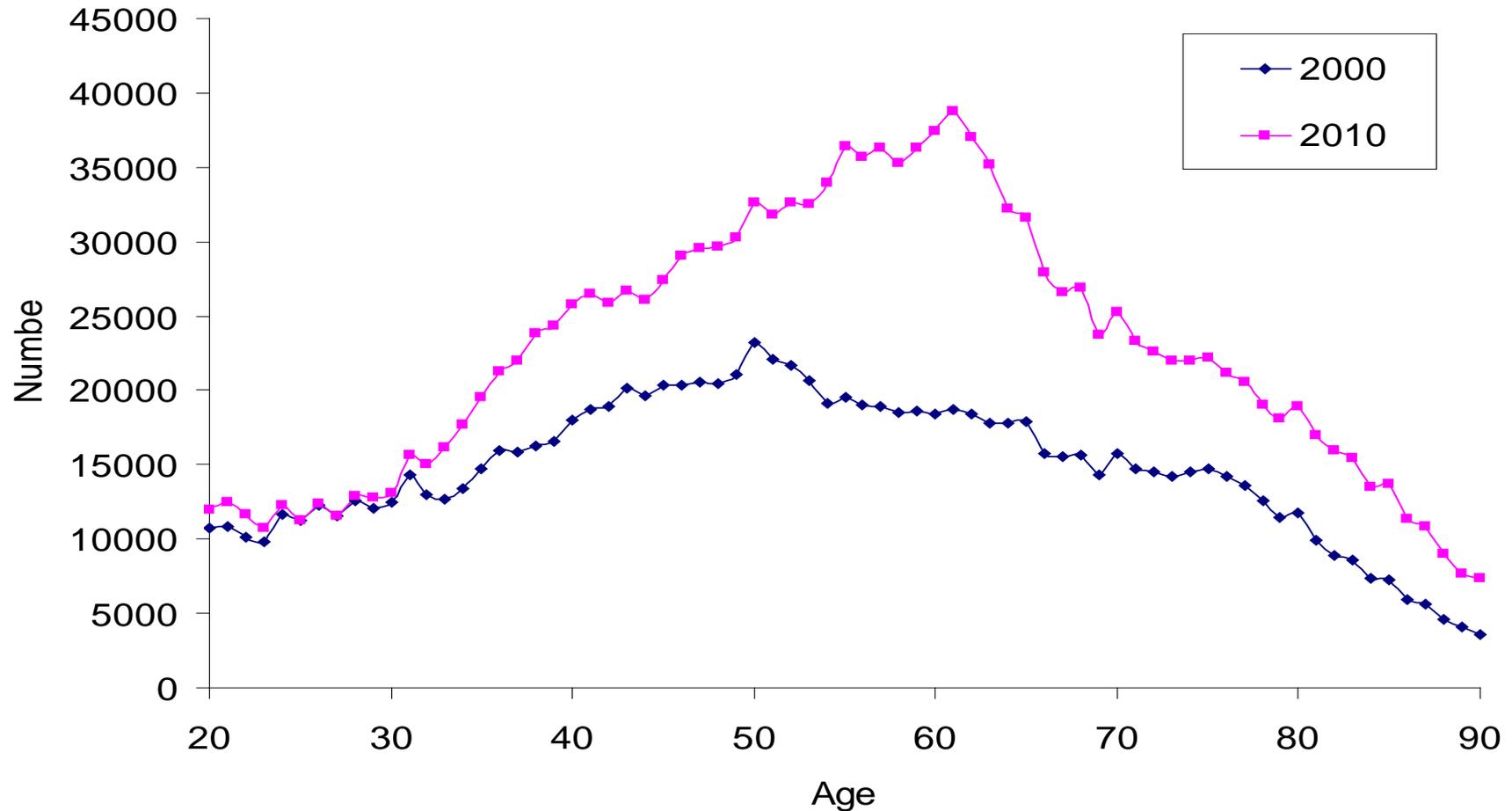


Figure 2. Estimated Growth in Disability Population 2000-2010, By Age



Source: NIDRR Demographics and Statistics RRTC at Cornell University's Employment and Disability Institute, Disability Prevalence Rates from 2003 American Community Survey (ACS) applied to U. S. Census Bureau population forecasts performed by Robert Weathers. 2005.

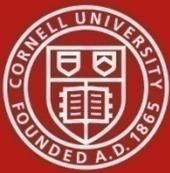
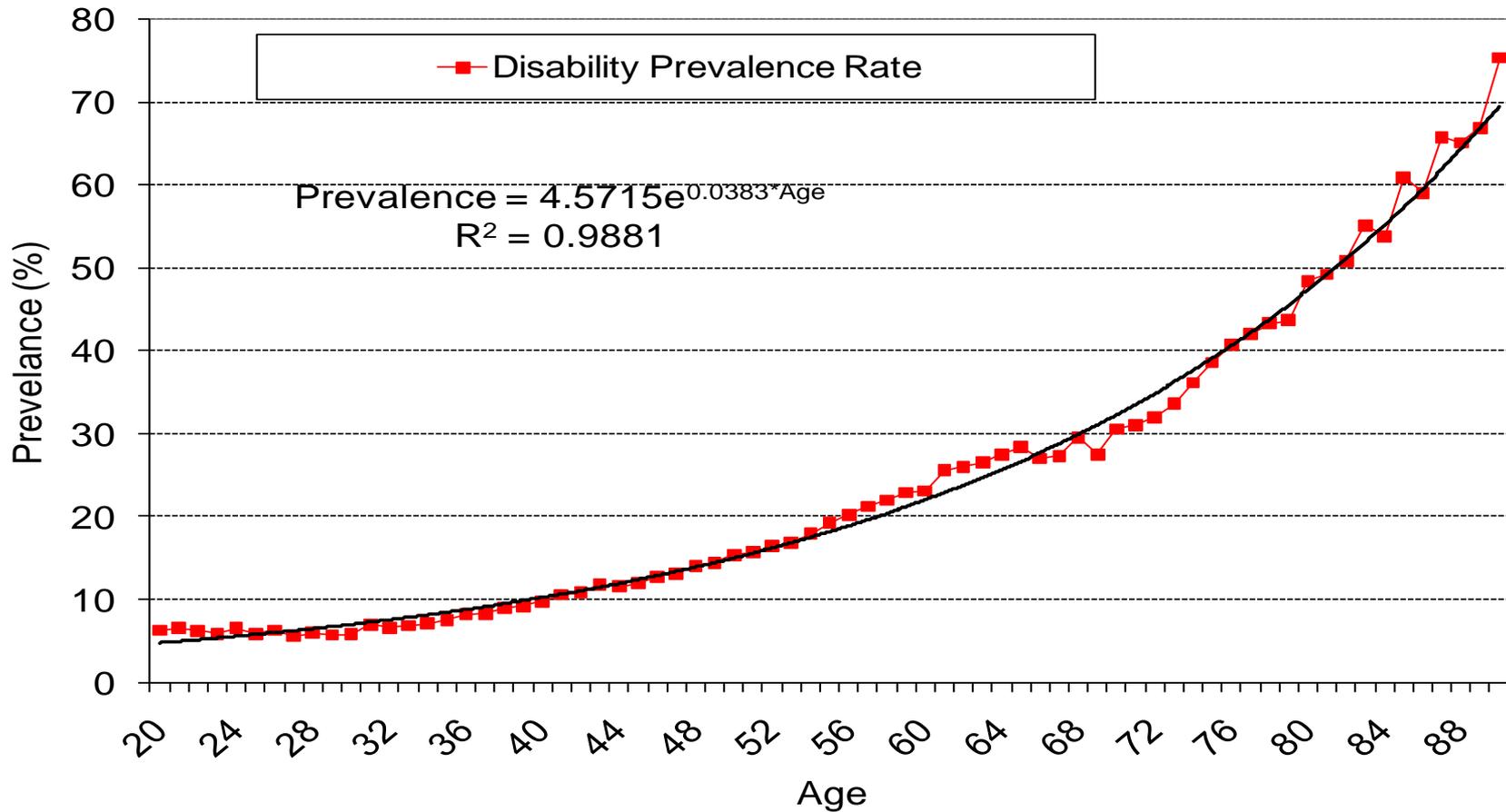
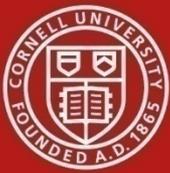


Figure 1. Growth in Disability Prevalence by Age

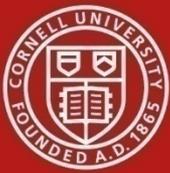


Source: NIDRR Demographics and Statistics RRTC at Cornell University's Employment and Disability Institute, calculations from 2003 ACS PUMS file performed by Robert Weathers, 2005.



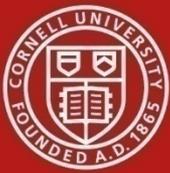
# Why is the workforce aging?

- Increased longevity and function
- Declining pool of younger workers lead employers to ask older workers to stay on the job
- Enjoy working and being productive
- Delayed retirement due to financial need
  - Insufficient retirement savings
  - Health care costs
- Lack of confidence in finances



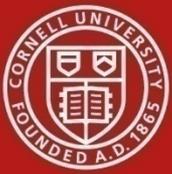
# Need to Examine Workplace

- With an aging workforce, need for accommodation will likely increase
- Employment disability and age discrimination charges can inform us where problems may occur that can be remedied proactively
- Accommodation and workplace good practice can facilitate retention of valuable human capital
- Recognition of the importance of workplace culture, social capital, and employee engagement

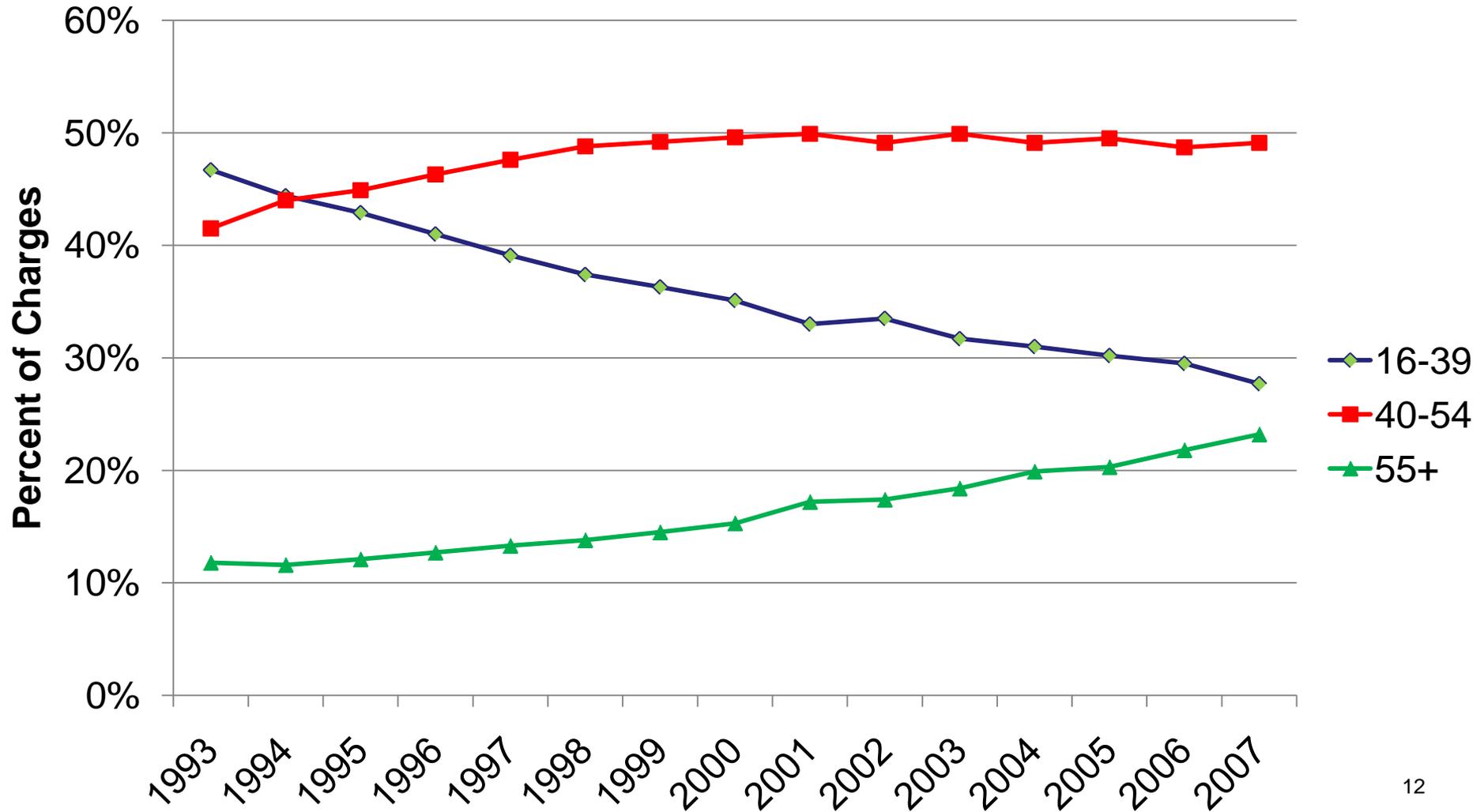


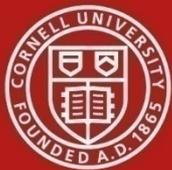
# U.S. EEOC Charge Data

- Must have an Intergovernmental Personnel Act Agreement with the U.S. EEOC to access the data
- All employment discrimination charges from 1993 – 2007 with a focus on the ADA/disability charges
- 462,956 charges filed under ADA alone or jointly
- Includes the basis (trait upon which discrimination is based) and issue (discriminatory behaviour)
- Includes characteristics of the charging party (age, sex, and race), employer (Standard Industry Code and size of the firm), case-specific details

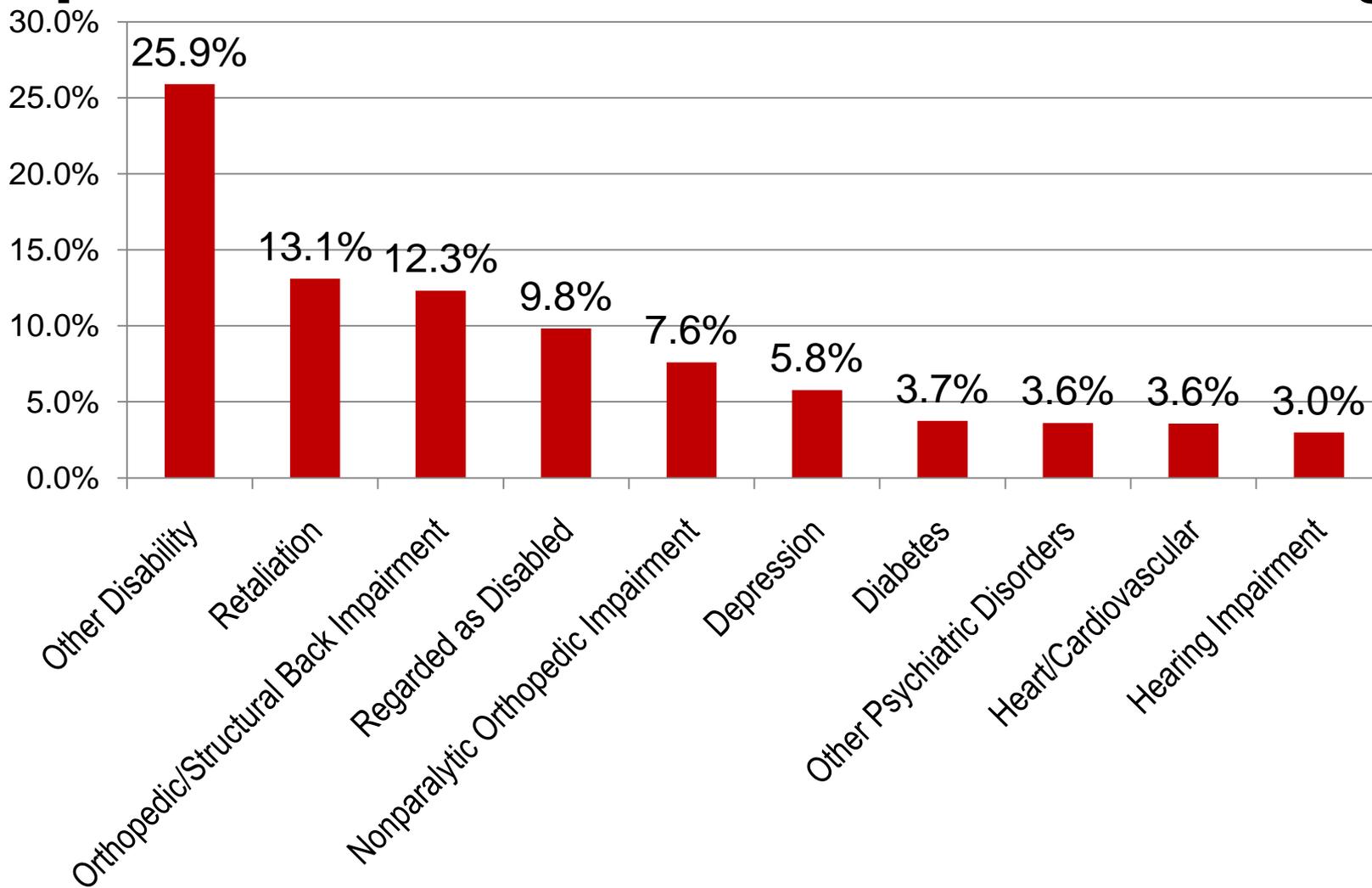


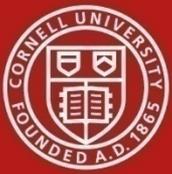
# ADA Charges Over time By Age Group



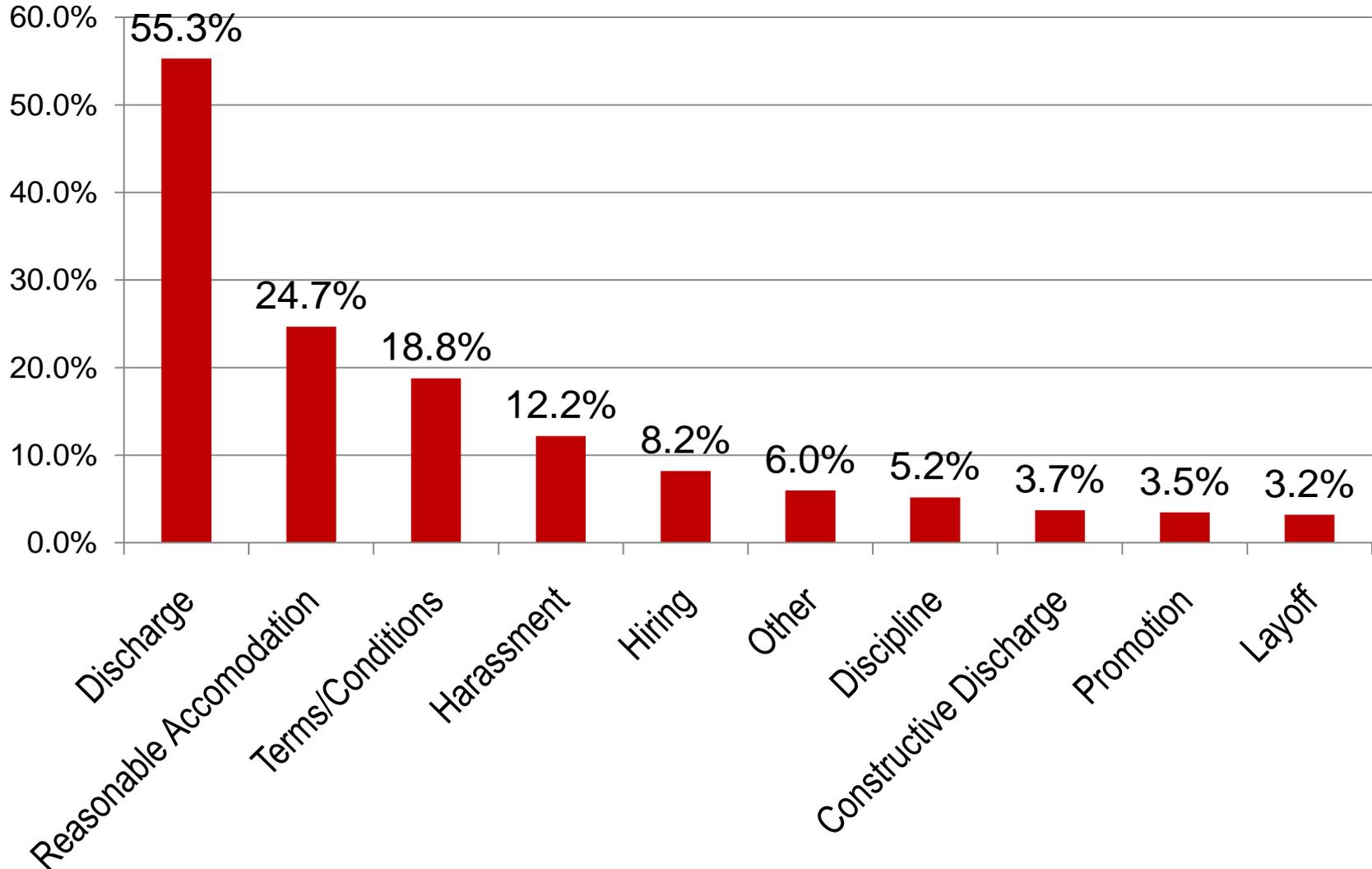


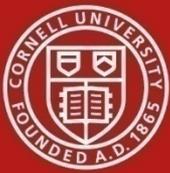
# Impairments Most Often Cited in Charges





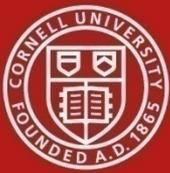
# Employment Processes Most Often Cited





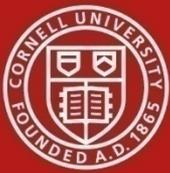
# Caution and Proactive Strategies

- Remember that although statistically the incidence of disability does increase with age, this process is very individualistic and we should not make assumptions about the health, well-being, productivity of older workers and employees with disabilities; and
- Proactive workforce, workplace, and accommodation strategies can heighten the likelihood of productivity, job satisfaction and successful long-term retention of older workers and employees with disabilities.



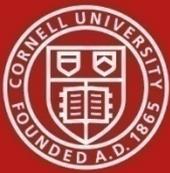
# Areas for Attention and Intervention

- Public Policy -- increased emphasis on inclusion of people with disabilities in economic and workforce development strategies
- Increased efforts to make employers full partners in the maximization of recruitment, hiring, retention and advancement of people with disabilities
- Educate more proactively among employers about the benefits of workplace accommodation, the impact of workplace culture, the supervisor's role, and inclusion strategies for people with disabilities



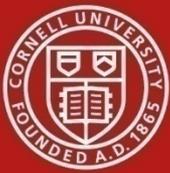
# Effective Aging Workforce Retention Strategies

- Workforce Development
- Workplace Policies and Practices
- Accommodation
- Minimizing Age Discrimination and Maximizing Engagement through Positive Workplace Culture



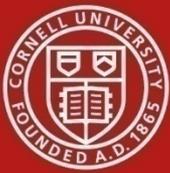
# Workforce Development

- Cost of replacing experienced workers often significant
- Some businesses are offering training and educational opportunities to address the anticipated skill shortage and shrinking labor pool
- Government initiatives and agency support for partnerships dedicated to training or upgrading the labor force
- Incentives to educational institutions for providing programs that help employees upgrade job skills
- State or local governments assist by offering incentives to employees for upgrading job skills and to employers who provide such opportunities



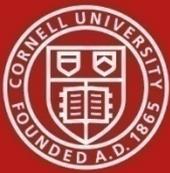
## Workforce Development (cont.)

- Employers have been slow to provide training for older employees
- Some key needs (access to training; recognition of the different learning styles of older employees; and manager awareness training) are not always met
- Certain training approaches can provoke anxiety in older workers -- training approaches for older workers should be tested on focus groups of older workers
- Older workers may need special training in computer use



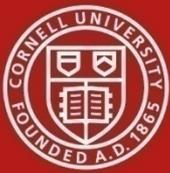
# Workplace Policies and Practices

- Changes in HR and management practices can aid retention of older workers.
- Benefit plans may create an impetus for older workers to retire
- Company policies and practices should include alternatives appealing to older workers (e.g. flexible working hours, part-time positions, and the ability to choose work hours)



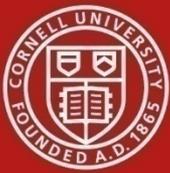
# Workplace Policies and Practices (con't)

- Telecommuting technology has made these options more viable
- Communicating with an intergenerational approach -- building a retiree network, offering benefits tailored to mature employees (e.g. long-term care insurance, pre-retirement planning, wellness programs, comprehensive medical coverage), and prorating benefits for flex-time employees
- Some employers creating health care and retirement policies that offer incentives to older workers (e.g. phased retirement, “in demand” consulting workforce , using senior staff for mentoring new workers, casual/part-time workers programs; and discounts on pharmaceuticals and health screenings)



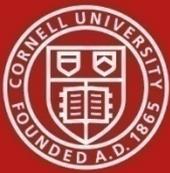
# Accommodations

- As the average age of the workforce increases, the incidence, severity, and duration of disability is also likely to increase; even more important to identify proven strategies to return employees to productive roles
- Older workers often experience a loss of visual acuity, hearing loss, decreased coordination and balance, and medical conditions that put them at greater risk of suffering workplace injuries
- A specific impairment can often be accommodated with ergonomic redesign or new training.
- Workers accommodated following the onset of a disability were significantly less likely to leave the workforce



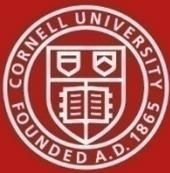
# Workplace Culture

- A variety of approaches can contribute positively to a workplace culture that succeeds in retaining older workers
- Organizations with cultures of trust and inclusion allow for open dialogue, permitting them to plan and control outcomes
- Successful companies make it a priority to create a workplace culture that embraces and encourages diversity
- There needs to be a greater movement toward eliminating age-based discrimination in the workplace



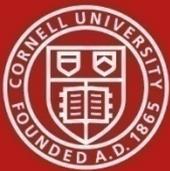
# Engagement a Key to Retention

- Workers who do not feel respected or valued have lower levels of engagement
- High levels of engagement encourage workers to delay retirement or return to the workforce post-retirement
- Older workers more engaged when they have input into schedules, workplace flexibility, opportunities for development, and fair treatment.



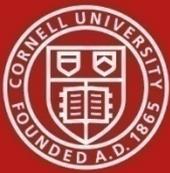
# Training as a Critical Issue

- Older workers often denied access to training in favor of early and mid-career workers
- Training program to retain older workers should:
  - Have a targeted approach: Identify workers who would most benefit, identify workers who want to continue working, and tailor training
  - Renew critical skills
  - Offer new challenges for workers who may need to be redeployed or would like increased responsibility
  - Integrate training into recruitment; develop learning initiatives for experienced job-seekers



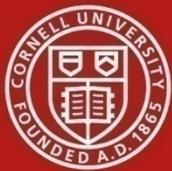
# Best Practices to Attract and Retain Older Workers

- Workplace flexibility shown as keystone of any plan to recruit/retain older workers
- Work hour flexibility (part time employment, job sharing)
- Work schedule flexibility (flex schedule, annualized hours, compressed week)
- Career flexibility (on/off ramps, leaves, reduced responsibilities, job changes)
- Flex-place (work from home, work from more than a single location, snowbird programs)
- Flexibility in employment relationships (deferred retirement plans, retiree independent contractors)
- Benefit flexibility (phased retirement, cafeteria plans)



## Best Practices (cont.)

- Disability management as a proactive program to reduce disablement and related costs
- Ergonomic design to reduce injury and disability
- Job analysis to examine specific job functions
- Assistive technology devices as needed to increase, maintain, or improve functional capacity of workers
- Job accommodations such as changes to worksite or processes
- Training initiatives to maintain and upgrade skills



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## *Employer* REFERENCE DESK

The Reference Desk provides useful resources hand-selected by EARN staff to support employers in the hiring and employment of people with disabilities.

### 1 2 3 Don't know where to start?

Our 3-step Guided Search Tool will help you find the disability employment resources you need. Email your results to yourself or your colleagues!

[Start Guided Search!](#)

#### Recruitment and Hiring

Locate, recruit and hire qualified candidates with disabilities.

- Affirmative Action
- Disability Etiquette
- Disability Inclusion
- Diversity Initiatives
- Effective Communications
- Federal Hiring
- Hiring Incentives
- Internships
- Interviewing
- Job Posting
- Schedule A Hiring
- Sourcing
- Veterans
- Workforce Recruitment Program (WRP)

#### Return to Work

Help employees get back to work after an illness or injury.

- Absence Management
- Accommodations
- Americans with Disabilities Act (ADA)
- Disability Management
- Family Medical Leave Act
- Legal Considerations
- Return to Work
- Workers Compensation
- Workplace Flexibility & Modification

#### Talent Management

Develop, retain and advance workers with disabilities.

- Employee Assistance Programs (EAP)
- Generational Workforce
- Mentoring
- Retention
- Workplace Culture

#### Workplace Accessibility and Culture

Create an inclusive and accessible workplace for employees with disabilities.

- Accessibility - General
- Web Accessibility
- Accommodation Practices
- Assistive Technology
- Disability Awareness
- Disability Inclusion
- Employee Communications
- Employee Resource Groups
- Workplace Accessibility
- Workplace Modifications



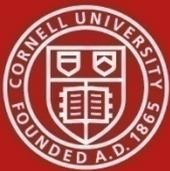
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# Further Related Resources

- American Association of Retired Persons – [aarp.org](http://aarp.org)
- AARP Workforce Assessment Tool -- [www.aarpworkforceassessment.org](http://www.aarpworkforceassessment.org)
- Searchable Database -- [www.AskEARN.org](http://www.AskEARN.org)
- TA e-mail support -- [EARN@AskEARN.org](mailto:EARN@AskEARN.org)
- Job Accommodation Network -- <http://askjan.org/>
- HR (human resources) Tips -- [www.hrTips.org](http://www.hrTips.org)
- Online disability statistics and U.S. and state specific Disability Status Reports -- [www.disabilitystatistics.org](http://www.disabilitystatistics.org)
- Sloan Center on Aging & Work  
[www.bc.edu/research/agingandwork/](http://www.bc.edu/research/agingandwork/)
- NTAR Leadership Center -- [www.ntarcenter.org](http://www.ntarcenter.org)



# Getting Social



# A quick recap of the aging population

## Think Globally.....

- Population aging is unprecedented – by 2050 the older person (over 60) will exceed the young
- Population aging is pervasive – global phenomenon
- Population aging is profound – impacting economic growth, labor markets, finances
- Population aging is enduring – The older population trend is increasing

# The Aging Population Globally

- Persons age 65 or older in the labor force has declined significantly over the past 50 years:
  - In 1950 – 1 in 3 persons age 65 or older participated in the labor force
  - In 2000 – 1 in 5 persons age 65 or older participated in the labor force
- The female share of the older work force is increasing while the male counterpart is decreasing as a percentage of total workers.

In the U.S., this is changing and the Working Senior is either not leaving or re-entering the work force.

# The Boomers are Zooming....

- The latest U.S. Census Bureau brief on data from the 2010 Census shows seniors increasing faster than younger populations, raising the nation's median age from 35.3 in 2000 to 37.2 in 2010, with seven states having a median age of 40 or older.
- Between 2000 and 2010, the 45 to 64 population grew 31.5 percent to 81.5 million, and now makes up 26.4 percent of the total U.S. population. This rapid growth is due to aging of the Baby Boom generation.
- Each year more than 3.5 million Boomers turn 55. Their swelling numbers predict that, by 2012, America's 50 and older population will reach 100 million.

# Zoom ..... Zoom .....

- Elderly Boomers Will be Different
- UNLIKE THEIR PARENTS GENERATION , Boomers will be a market with very different characteristics. They exercise twice as much as previous generations. No bocce ball or badminton—no rocking chairs or vegetating in the desert sun.
- They'll move to the mountains, beaches, islands, college towns— for the physical and intellectual action.
- A survey by Del Web showed that **half of seniors expect to work** at least part-time once they retire. And they'll want offices in their homes—with high-speed internet connections for those two or more computers, which 40 percent of them already own.

"Boomers really should be called "Zoomers."

# A Picture of Retirement

- Retirement is largely about income and health.
- Higher income seniors are much healthier, which allows them to work beyond age 65.
- Joblessness remains very high for 63-64 year olds and contributes to early retirement rates. Most seniors are already retired and have enrolled in Social Security long before they become eligible for Medicare.
- Only 15% of age-ins say they have saved as much for retirement as they planned to.
- Late retirees with low income were not able to save or plan like their wealthier counterparts.

# Consumers Over 65 Who Have Not Enrolled In Medicare Yet

- Report better health than enrollees
- Have higher income and are more likely to own income-generating assets.
- Are more likely than enrollees to be married
- Are more likely to hold a graduate or professional degree

# Sliding into Retirement

Thinking about and researching Medicare occurs about a year before turning 65. Senior shopping was most commonly done through...

- Using the internet
- Reading accumulated mail on the subject
- Seeking recommendations from friends, colleagues, or relatives



# Let's get Social...

How is social media changing  
for the Aging Population?

Seniors want to be connected at Home and Work....



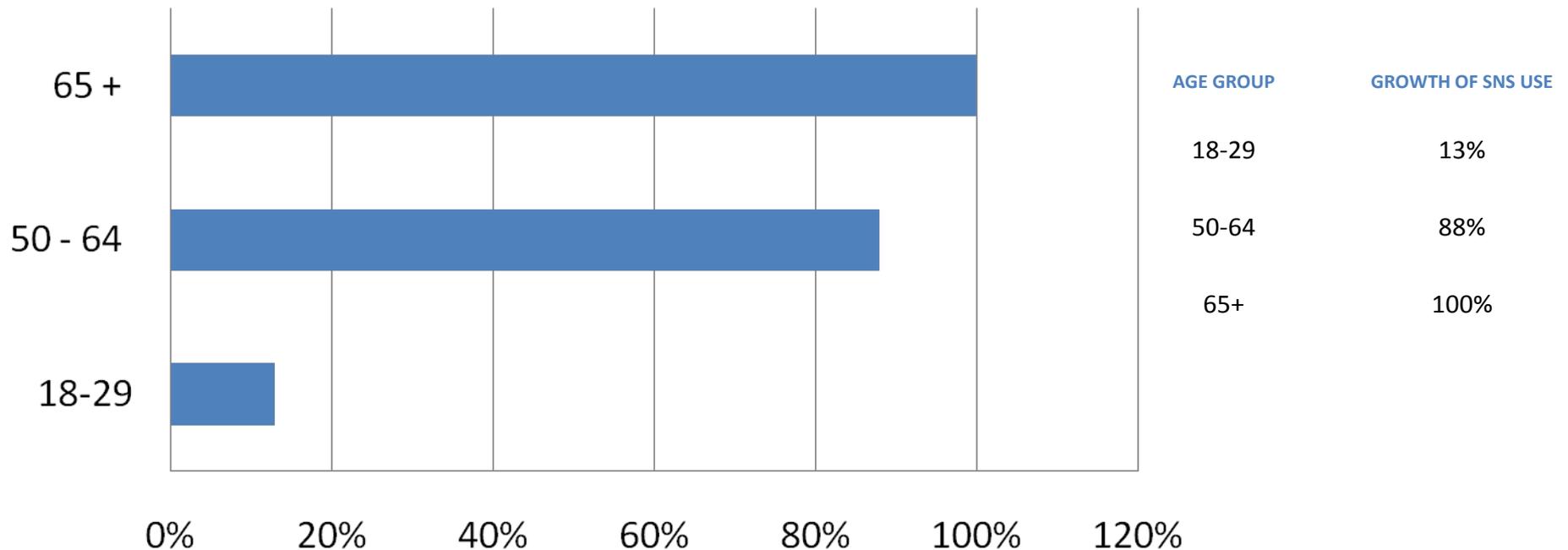
# Getting Even MORE Social.....

- One in five (20%) adults ages 50-64 say they use social networking sites on a typical day, up from 10% one year ago. Likewise, 13% of online adults ages 65 and older log on to social networking sites, compared with just 4% who did so in 2009.
- One in ten (11%) online adults ages 50-64 and one in twenty (5%) online adults ages 65 and older now say they use Twitter or another service to share updates about themselves or see updates about others
- 92% of those ages 50-64 and 89% of those ages 65 and older send or read email...on a typical day.
- Online news gathering also ranks highly in the daily media habits of older adults;
  - 76% of internet users ages 50-64 get news online, and 42% do so on a typical day.
  - Among internet users ages 65 and older, 62% look for news online and 34% do so on a typical day.

# Social Networking Use 50+ -

- Between April 2009 and May 2010, social networking use among internet users ages 50-64 grew by 88%--from 25% to 47%
- During the same period, use among those ages 65 and older grew 100%--from 13% to 26%
- By comparison, social networking use among users ages 18-29 grew by 13%—from 76% to 86%

Growth of Social Networking Site (SNS) Use [2009 – 2010]



# Social Media Trends by age (2009-2010) – Pew Internet

## Social media trends by age, 2009-2010

*% of online adults who use SNS or Twitter, 2009-2010*

	2009	2010	Percentage point change, 2009-2010	Percent change, 2009-2010
<b>Social Networking Use</b>				
All adults	46%	61%	15	33%
<b>Age</b>				
18-29	76	86	10	13%
30-49	48	61	13	27%
50-64	25	47	22	88%
65+	13	26	13	100%
<b>Twitter/Status Update Use</b>				
All adults	11%	17%	6	55%
<b>Age</b>				
18-29	20	27	7	35%
30-49	11	16	5	45%
50-64	5	11	6	120%
65+	3	5	2	*

**Source:** Pew Research Center's Internet & American Life Project, March 26 – April 19, 2009 Tracking Survey (N=2,253 adults 18 and older), and April 29 – May 30, 2010 Tracking Survey (N=2,252 adults 18 and older). The asterisk \* indicates that change is not statistically significant.

# Social Networking Sites by Generation - eMarketer™

## US Internet Users Who Currently Maintain a Social Networking Site Profile, by Generation, 2007-2009 (% of respondents)

	2007	2008	2009
Millennials (14-26)	71%	76%	77%
Generation X (27-43)	51%	57%	61%
Boomers (44-62)	30%	31%	46%
Matures (63-75)	10%	14%	36%
<b>Total (14-75)</b>	<b>45%</b>	<b>48%</b>	<b>57%</b>

Source: Deloitte, "State of the Media Democracy Fourth Edition: Select U.S. Highlights," provided to eMarketer, December 15, 2009

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www.eMarketer.com

## Social Networking Sites Used by US Social Network Users, by Generation, May 2009 (% of respondents in each group)

	Facebook	MySpace	Twitter	LinkedIn
Generation Z	61%	65%	9%	0%
Generation Y	65%	75%	14%	9%
Generation X	76%	57%	18%	13%
Baby boomers	73%	40%	13%	13%
WWII generation	90%	23%	17%	4%

Note: n=1,000; read chart as saying, 90% of social network users from the WWII generation use Facebook

Source: Anderson Analytics, "Social Network Service (SNS) A&U Profiler," provided to eMarketer, July 13, 2009

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www.eMarketer.com

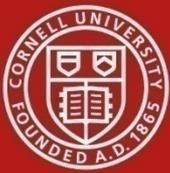


# Studies Cited

Pew Internet – Older Adults & Social Media: <http://bit.ly/PewInternetStudy>

eMarketer™- Boomers and Social Media: <http://bit.ly/eMarketerBoomer>





Cornell University  
ILR School  
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# Preparing for an Aging Workforce

## *Thank you!*

