

The Future of Safety and Health in An Aging Workforce

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AARP[®]

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Issues

Demographic Trends of the Workforce





76 MILLION!

Boomers are Reinventing Retirement



- **Less likely to associate retirement with the traditional retirement age of 65.**
- **Nearly 86% of workers who have not retired report that they plan to work into their retirement years or never retire.**



AARP Best Employers for Workers Over 50

- > **Announced in 2001**
- > **Recognize companies with exemplary policies and practices for 50+ workers**
- > **Communicates best practices to employers facing similar challenges of an aging workforce**
- > **Over 400 employers recognized**
- > **2009 application closed in February**
- > **Next application period – 2011**

<http://www.aarp.org/bestemployers>

Best Practices – Workplace redesign

➤ **Lee Memorial Health**

- Transitional work coordinator



➤ **Pinnacol Assurance**

- Ergonomics program reduced workman's compensation costs by 33%

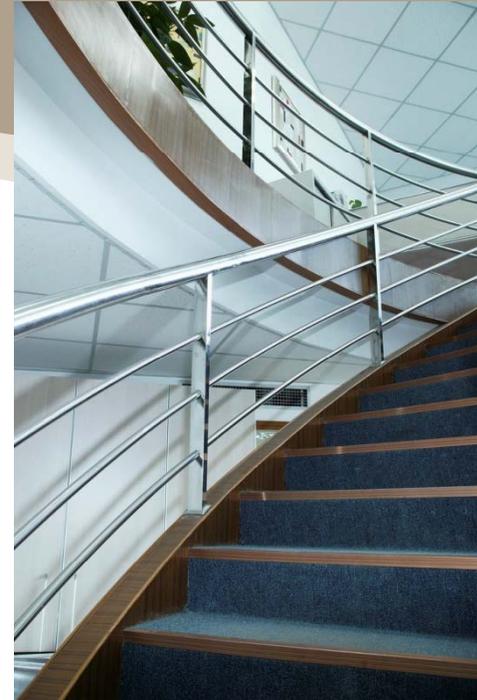
➤ **Other Best Employers**

- Large screen monitors, amplifiers and headsets
- Adjustment of height of workstations
- Modifying parking lot curbing
- Improving parking-lot lighting
- Installing ramps and elevators



Other Best Practices

- Providing a “buddy” to accommodate an employee on crutches
- Offering flex hours for an injured worker
- Adapting equipment for injury
- Paying special attention to fall potential (floors and carpet)
- Lighting, contrast and consistency in stairs



Fitness is GOOD for Business

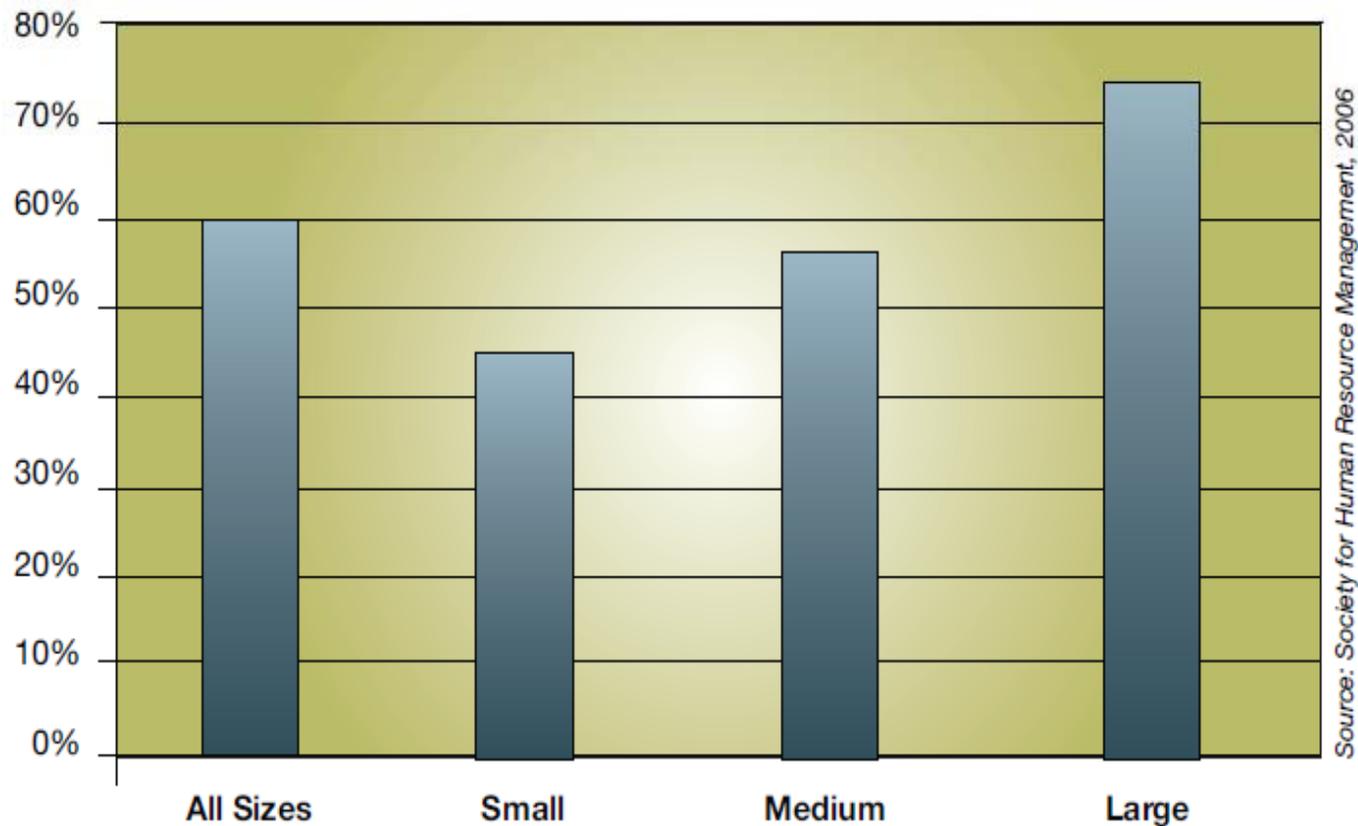
- **Productivity losses cost U.S. employers \$1,685 per employee per year, or \$225.8 billion annually**
- **28% reduction in sick leave absenteeism**
- **26% reduction in health costs**
- **30% reduction in workers' compensation and disability management claim costs**
- **\$5.93-to-\$1 savings-to-costs**

**Partnership for Prevention (www.prevent.org)*



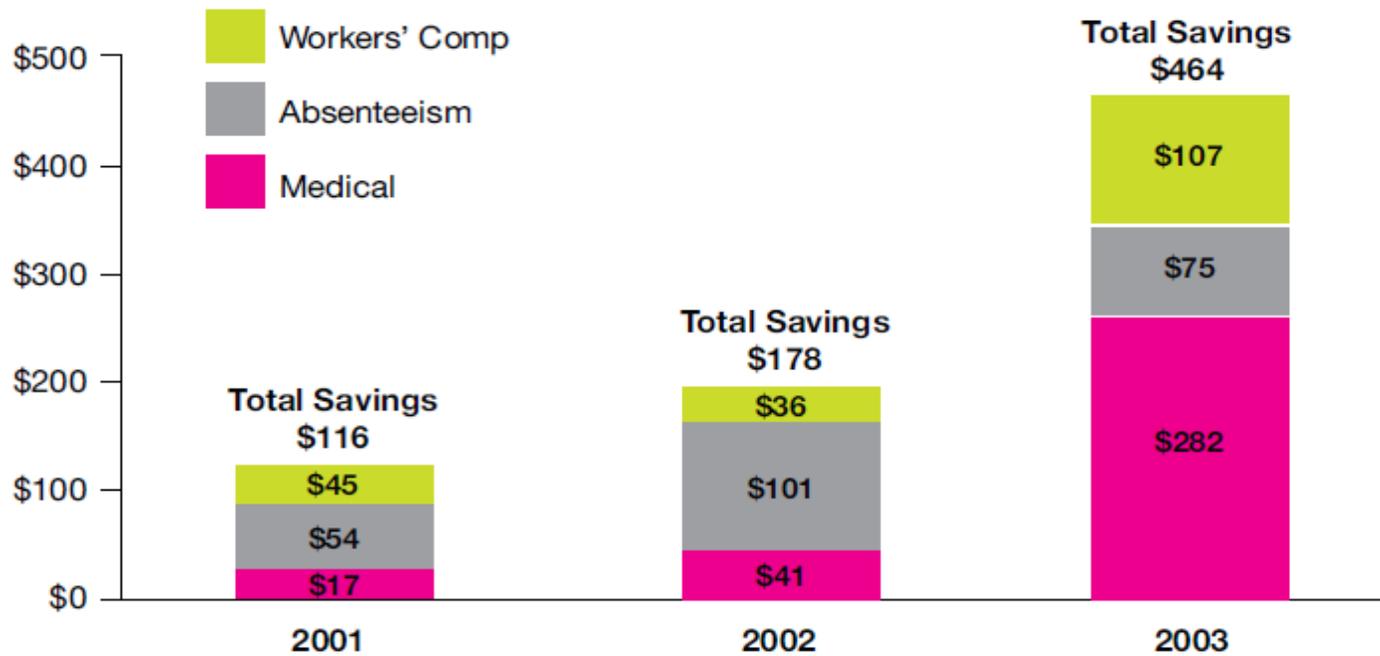
Percentage of Employers Offering Wellness Programs

Companies of all sizes implement wellness programs with the larger ones showing a slightly higher percentage. On average, 62% of all companies offer a wellness program.



Wellness Program Savings

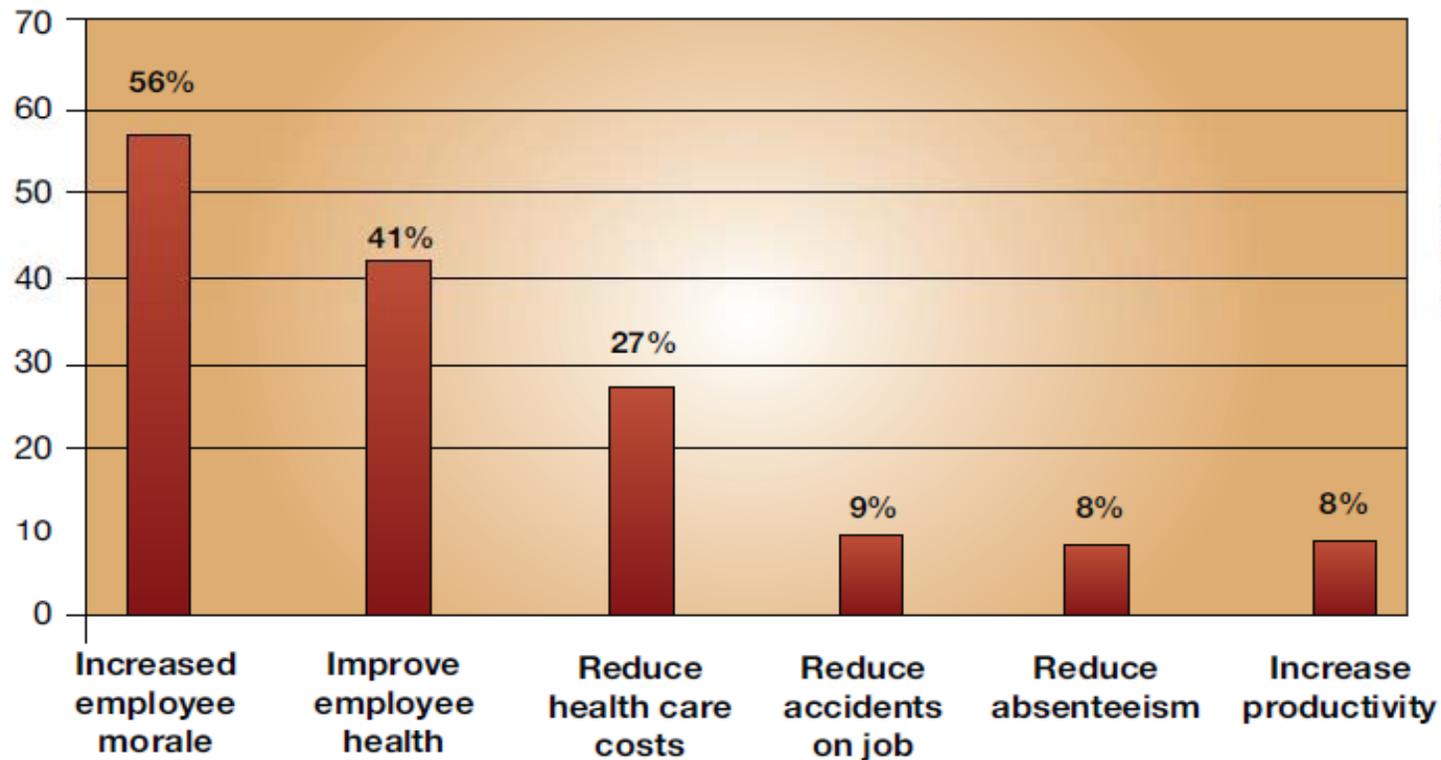
A three year study conducted at a health system in Minneapolis found that health risks decreased after the implementation of a comprehensive worksite wellness program. This led to increased savings due to reduced health care costs, absenteeism, and workers' compensation claims each year of the program.



Source: Fairview Alive Program Evaluation (StayWell, 2004)

Benefits of Worksite Wellness Programs

Companies receive many benefits after implementing a worksite wellness program in addition to reducing costs. They include increases in employee morale, improved employee health, reduction in workers compensation claims, reductions in absenteeism, and increases in productivity.



Source: National Business Group on Health, 2005

Stress in the Workplace

- Workplace Stress **costs** employers an estimated **\$200 billion** per year
 - Higher absenteeism
 - Lower productivity
 - Staff turnover
 - Worker's compensation claims



60% of lost workdays each year can be attributed to stress

75-95% of visits to health care providers are due to stress related conditions

Stress in the Workplace: A Costly Epidemic

by Rebecca Maxon Copyright © 1999, Fairleigh Dickinson University.

STRESS around ... Caregiving!

- > Predominantly female (67%)
- > Getting older (50 yrs old in 2009, 48 yrs old in 2004)
- > 46% are college graduates
- > 64% are married or living with partner



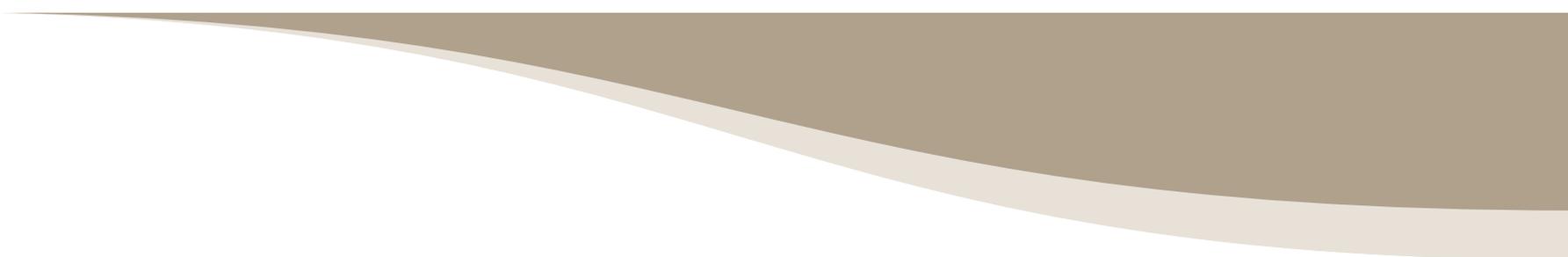
**The Cost to Business:
\$34 Billion in Lost Productivity**

FLEXIBILITY is Key!

Find family-friendly solutions for working people who need flexibility for child care and elder care.

- job sharing,
- part-time employment,
- staff working from home or telecommuting,
- flexible starting and stop times and flexible core business hours, and periodic paid and unpaid work interruptions for child care and elder care.





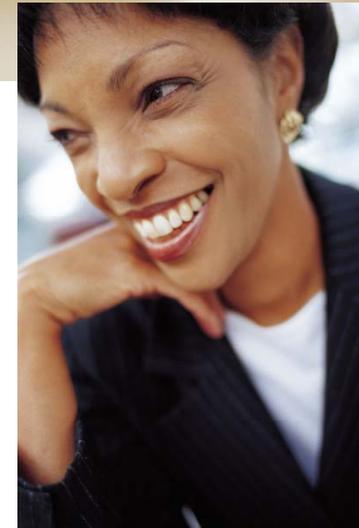
“Prepare to Care Guide”
(www.aarp.org/foundation/preparetocare)

- Helps employees plan for future, better balance work and family responsibilities
- Prepared employees less likely to be absent from jobs for family emergencies

STRESS around ...the Changing Landscape of Work

For the first time in modern history, workplace demographics now span four generations.

This presents both **challenges and opportunities!**



Generations!



> World War II/Traditionalists:
Before 1945



■ Boomers: 1946 – 1964



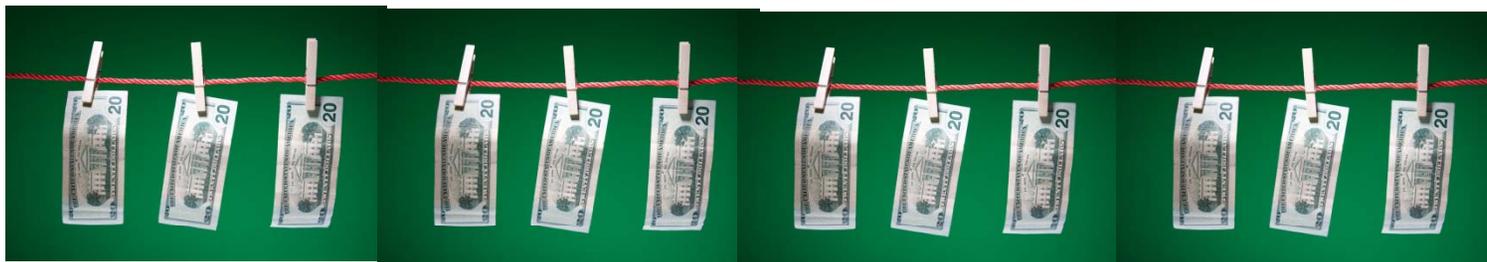
■ Gen X: 1965 – 1980



■ Gen Y: 1980 on

The Business Case for Addressing Intergenerational Dynamics

- Builds on the unique values and strengths of all generations – promotes teamwork!
- Bottom Line Impact:
 - Recruitment
 - Employee Engagement
 - Retention
 - Productivity

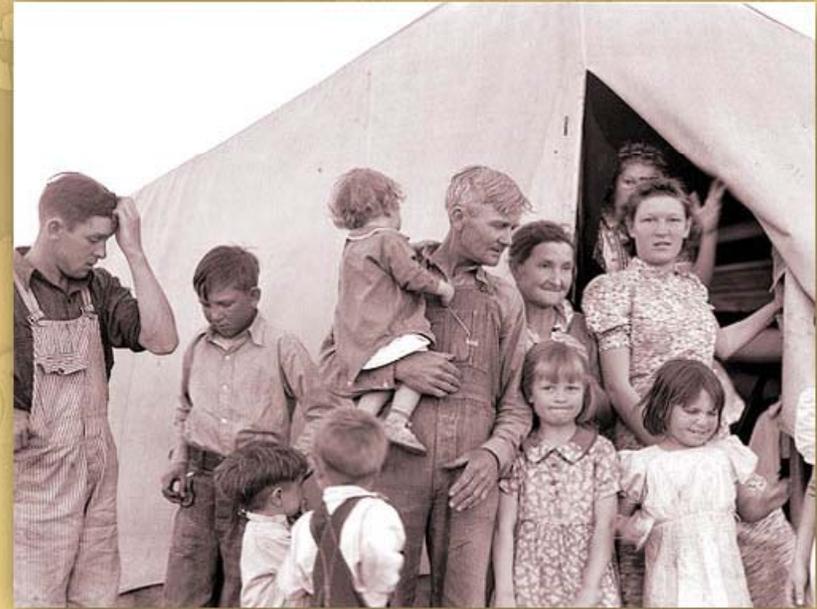


Root Causes of Conflict

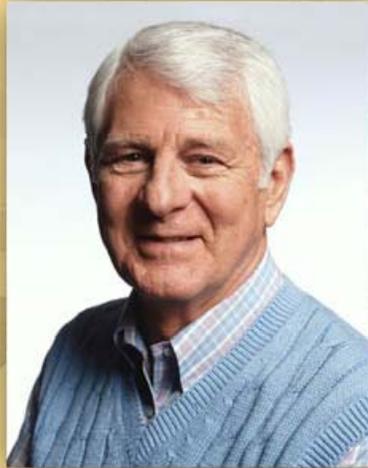
- > Work ethic
- > Technology
- > Perspective
- > View of Authority
- > Relationships
- > Outlook
- > Leadership



WWII Generation/Traditionalists



WWII Generation/Traditionalists



- Words that Motivate
 - “Your experience is respected here.”
- Rewards that Motivate
 - Tangible symbols of loyalty,
 - commitment and service
- Management Actions that Motivate
 - Connect their actions to overall good of organization
- Communication Style
 - Linear, logical, respectful
- Turn Offs
 - Profanity, slang, poor grammar, disrespect

Myths about older workers

- Can older workers adapt?
- Can they handle new technologies?
- Are their job skills up to date?
- Can they get along with younger bosses?



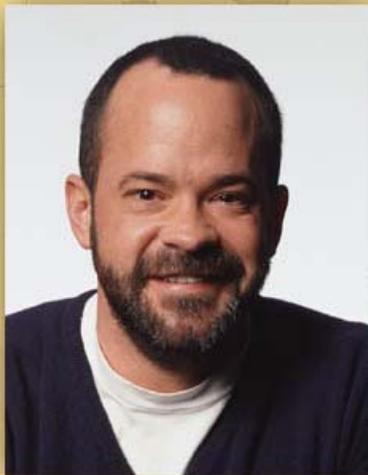
Positive Perceptions of Older Workers

- Loyalty and dedication to the company
- Come to work on time; low absenteeism
- Commitment to doing quality work
- Someone you can count on in a crisis
- Solid performance record
- Solid experience in job/ industry
- Basic skills in reading, writing, arithmetic
- Getting along with co-workers

Baby Boomers

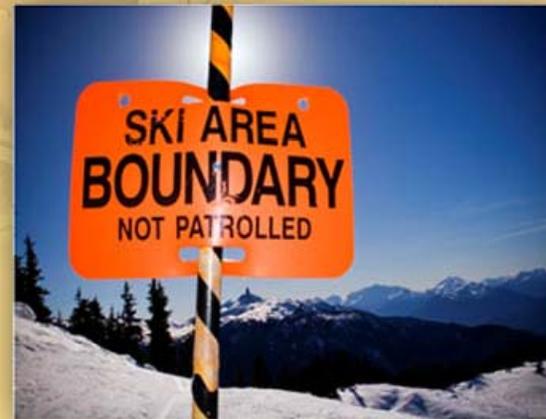


Baby Boomers



- > Words that Motivate
 - > “We need you.
You can make a difference.”
- > Rewards that Motivate
 - > Personal appreciation, promotion, recognition, status symbols
- > Management Actions that Motivate
 - > Managers get them involved and show them how to make a difference
- > Communication Style
 - > Personable, Informative = Reward
- > Turn Offs
 - > Brusqueness, one-upmanship

Generation X



Generation X



- > Words that Motivate
 - > “Do it your way.” and “There is life beyond work.”
- > Rewards that Motivate
 - > Free time, upgraded resources, opportunities for development, bottom-line results, certifications to add to resumes
- > Management Actions that Motivate
 - > Managers give choices and permit work autonomy
- > Communication Style
 - > Direct, straightforward, results-oriented
- > Turn offs

Millenials / Gen Y

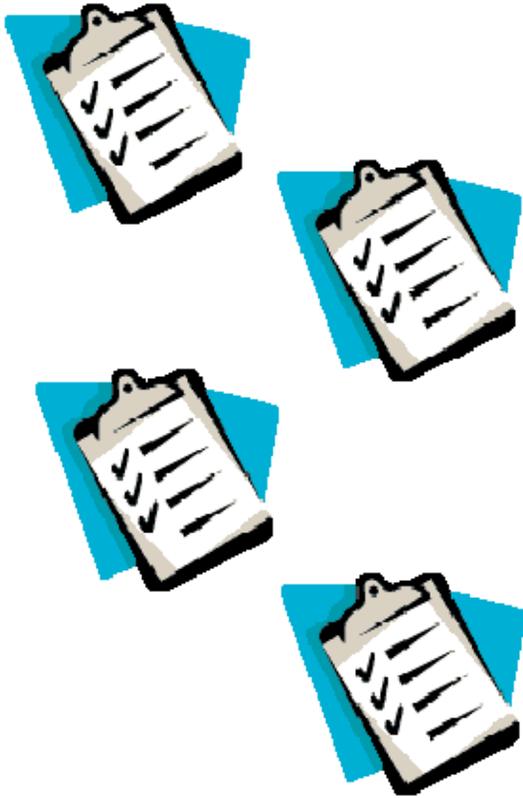


Millenials / Gen Y



- > Words that Motivate
 - “We respect you here.” and “What are your goals?”
- > Rewards that Motivate
 - Awards, certificates, tangible evidence of credibility
- > Management Actions that Motivate
 - Managers connect actions to employees’ personal and career goals
- > Communication Style
 - Positive, motivational, personal and goal-oriented

Multigenerational "To Do" List



- Appreciate and honor the perspectives of all employees
- Develop a system to effectively transfer skills and knowledge
- Turn multi-generational teams into intergenerational collaboration
- Maximize all employees' capabilities and strengths
- Recognize what the generations (people!) have in common
- Evaluate how policies will affect each generation
- Examine how decisions will be perceived by each generation

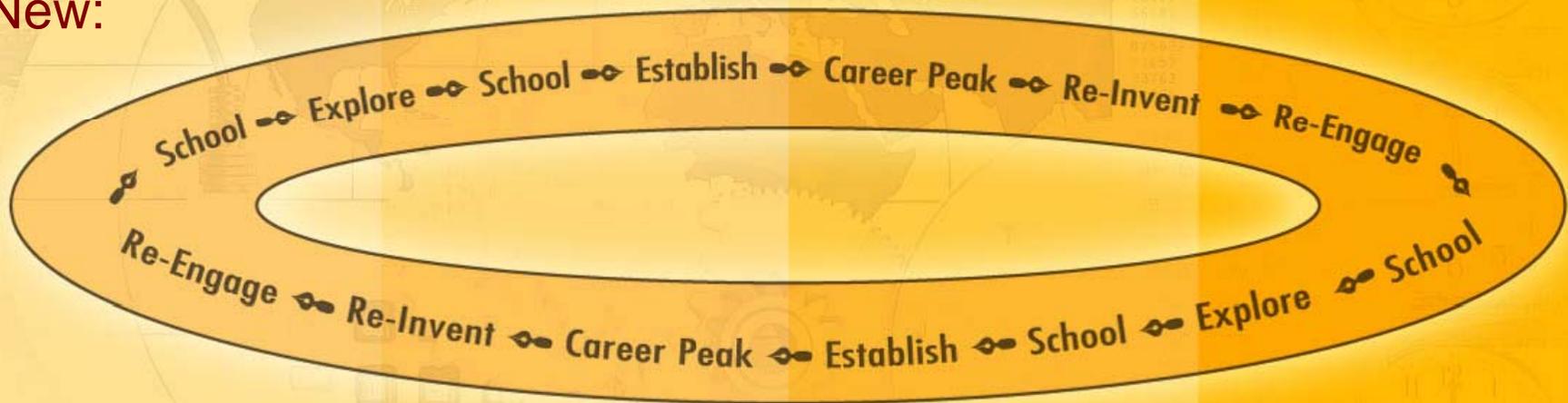
Life Stages

Career Stage

Traditional:

School ↔ Explore / Launch ↔ Establish / Maintain ↔ Reach Pinnacle ↔ Disengage ↔ Retire

New:



AARP Resources



AARP Website

<http://www.aarp.org>

Employer Resource Center

<http://www.aarp.org/employerresourcecenter/>

Workforce Assessment Tool

<http://www.aarpworkforceassessment.org>

AARP SmartBrief

Bi-weekly E-newsletter/Clipping Service

<http://www.smartbrief.com/aarp>

Resources



“Prepare to Care Guide”

www.aarp.org/foundation/preparetocare

“Healthy Behaviors”

www.aarp.org/healthpros

“*Leading a Multigenerational Workforce*”,
AARP, 2007.

“*Decoding Generational Differences*”, W.
Stanton Smith, Deloitte LLP, 2008

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