SHRM Foundation
Shaping the future of HR

The Aging Workforce

Alexandria, VA | June 5, 2014

THE SHRM FOUNDATION EXECUTIVE ROUNDTABLE:

The Aging Workforce

Background

The Executive Roundtable on the Aging Workforce was held June 5, 2014 at the Society for Human Resource Management (SHRM) Foundation in Alexandria, Virginia. The event brought together leading researchers, thinkers, and practitioners to examine the workforce landscape in recent decades and what is projected for those to come; the implications of an aging workforce in both the short and long terms; and areas where further research is needed to measure the impact of an aging workforce and to identify best practices for retaining, hiring, and managing older workers.

To gather more information about these topics, SHRM and the SHRM Foundation are launching a three-year national initiative, the **Aging Workforce Project** underwritten by the Alfred P. Sloan Foundation, which will underscore the value and contributions of older workers and determine the best HR practices for employing an aging workforce, including supporting older workers' transitions into retirement.

The SHRM Foundation, an affiliate of the Society for Human Resource Management, advances global human capital knowledge and practice by providing thought leadership and educational support, and sponsoring, funding, and driving the adoption of cutting-edge, actionable, evidence-based research.

The diverse group of participants at the June 5 roundtable (biographies on page 9) sought to:

- Define and understand issues around the aging workforce.

- Share research and insights about the aging workforce from their own experiences, as well as best practices gleaned from working in public- and private-sector workplaces.

- Identify gaps in knowledge about characteristics of the aging workforce and pinpoint possible areas of future research.

- Consider and share important steps that Human Resource (HR) professionals and the SHRM Foundation need to take to address issues related to the aging workforce.

Key Themes

Summaries of each of the three topic discussions follow. Major themes from the entire roundtable include:

- **New strategies are needed to retain older workers.** Differing work situations with greater flexibility are needed to retain older workers, who may prefer part-time hours, the ability to work from home, and phased retirements, where retirement occurs gradually over time. And, just like anyone else, older workers may benefit from training and re-training on new tasks to stay invigorated and remain productive.

- **A more structured method of knowledge transfer is required.** As huge numbers of Baby Boomers prepare for and enter into retirement, organizations are at huge risk of a brain drain and a massive loss of intellectual capital. Seeing this risk, employers are beginning to explore various creative means to capture and transfer older workers' knowledge and sophisticated understanding of workforce tasks. But many employers are just beginning this process, and greater focus and effort are required.

- **Older workers—and those who supervise them—often must contend with family-related factors that younger workers do not.** From seeking ways to manage teenagers' college costs to aiding parents whose health is failing, older workers face economic and social responsibilities that their younger counterparts do not.

- **Older workers may have unique personal health concerns.** Even while the population as a whole is enjoying longer life spans, older workers may present health-related concerns that impact their work. In situations where an older worker's performance is compromised by health concerns, extra diligence is required.

- **Intergenerational conflict is real.** Younger workers may display resentment toward older workers who don't choose to retire at "traditional" life milestones, such as turning 65, but elect to remain in the workforce. Ways to improve communications between multiple generations may help mitigate conflicts, as can efforts to train workers of any age in new skills that may increase their engagement and sense of commitment to the organization.

Implications for HR Professionals

Based on the trends and changes taking place in the workplace related to the aging workforce, HR professionals need and are beginning to:

- **Formalize knowledge transfer between generations.** From mentoring programs, to videotaping seasoned workers performing tasks, to younger employees "shadowing" older ones on the job, HR is testing and deploying ways to capture knowledge and transfer know-how for those who will follow after older workers retire.

- **Understand the specific needs of older workers.** From desiring more flexible work arrangements to requiring additional hours away from the workplace to assist aging parents, retaining older workers requires extra sensitivity and diligence from HR.

- **Explore phased retirement options.** Downshifting to part-time, moving to a less intense job within an organization, or returning post-retirement to volunteer at a former workplace are some of the different approaches that HR leaders are considering. The goal of phased retirement is to continue to have a relationship with a valuable employee while transferring their knowledge over time.

- **Make adversaries into allies.** A younger employee who perceives that her older counterpart's presence is diminishing her prospects to advance may exhibit resentment. A worker with 35 years on the job may resist technology changes—from Web-based communications to automation—that the entry-level person embraces. HR must seek ways to build bridges between these groups, as both can make invaluable contributions to the organization and to each other's work lives.

Older workers' institutional knowledge, highly developed skills—especially soft skills—and ability to see the big picture make them a valuable asset for any organization. Maximizing those skills, remaining sensitive to older workers' personal and family demands, and taking into account younger workers' desire to ascend within an organization will be crucial tasks for HR professionals in the years ahead.

Topic 1: The Aging Workforce: Defining the Issues

"The number of people ages 55-64 will increase to almost 40 million in 2014 and to 42 million in 2024."

—2011 U.S. Census

Presenter's Perspective

Michael Horrigan, associate commissioner of the Bureau of Labor Statistics (BLS), a section of the U.S. Department of Labor, presented several decades' worth of data. This data reveals multiple trends that HR professionals must consider and plan for as they manage older workers and make hiring decisions. Among important trends that were highlighted that affect and are being shaped by aging workers are:

- **A decline in labor force participation rates (LFPR) among the population as a whole, coupled with an *increase* in the LFPR by older workers.** Starting in 2000, BLS statisticians observed a "remarkable" decline in the overall LFPR after decades of steady increases.

- **Variations in the rate at which women and men of different age brackets are entering and leaving the workforce, and why.** Some sample data points:

  — Fewer teenagers are working now than 10 years ago. This group accounts for a greater proportion of seasonal jobs than other age groups.

  — Fewer women are staying home. In 2013, among women 25-54, 53.4% said they were out of the workforce due to home responsibilities; in 1998, 60.7% cited that reason.

  — Fewer men are retiring. Among men 55 and older, 86.4% said in 1998 they were out of the workforce because they were retired; in 2013, 79.8 % cited that reason.

- **A spike in school enrollment rates.** As more people matriculate to high school, college, and graduate school, fewer take slots in the workforce. That is one reason why a smaller proportion of men aged 16-24, a key group of school-aged individuals, are entering the workforce. While it's common for school enrollment to rise when the global economy is struggling, BLS has observed increases in enrollment happening during both recessions and recoveries.

- **Staying in the workforce due to the 2008-2009 recession.** While the BLS considered the effects on the workforce of more than a dozen recessions over decades, the recession of 2008-09 appears to have had an outsized impact on labor patterns. One reason: people are working more years to make up for lost wealth, possibly occupying spots that otherwise might have been turned over to younger workers.

Some reasons that LFPR is higher for older workers:

- Improvements in people's health, which increases life span.

- An increased percentage of older workers with defined contribution retirement plans instead of defined benefit plans.

- The loss of wealth associated with the recession of 2008-09.

- Changes to Social Security's increase in age for full retirement.

- A decline in the amount and/or quality of retirement health benefits provided by private-sector employers.

- The increased age of workers' first marriage.

Horrigan notes that the Current Population Survey or CPS, conducted monthly by BLS, offers a rich and ever- changing snapshot of the workforce. This survey includes anyone who is active in the labor market whether they have a job or are searching for one. Factored into the CPS are data measuring those employed; those searching for work; and those not searching for reasons such as being discouraged after a long and fruitless search, struggling with illness or otherwise being disabled, or having young children to care for. Data from the CPS helps the Bureau of Labor Statistics calculate the national unemployment rate.

Duration of unemployment affects the likelihood of someone actually becoming employed. When someone has been searching for work for more than half a year, the likelihood of their finding a job actually decreases. "We're seeing an explosive change in longer duration of unemployment relative to the entire population," he says.

Discussion Takeaways

- **The more complex the job, the more that HR needs to display flexibility.** The most demanding jobs—like a specialized nurse—require many years to learn. Some participants said they work closely with employees like these to find a schedule that suits them, to better capitalize on this mature skill set while minimizing chances of burnout.

> "We think of flexibility as part of the compensation package. For some of our part-time retirees, it is more desirable to have the flexibility than the big bucks."
>
> —Participant

- **Younger workers are not always the better bet.** What is actually better for an organization in some cases may be hiring a more seasoned worker who can hit the ground running, rather than a younger one who may need more training. Also, there is a perception that younger employees stay on the job longer, which may not be accurate, as younger workers may not be as loyal and may jump to another job. The reality: a means of identifying talent of all ages is needed.

- **Different industries are affected by the aging workforce in different ways.** Consider foodservice, which skews more female and young, versus manufacturing, which skews more male and mature. Or think about healthcare, an industry with excellent growth potential due an older, sicker population yet one whose expansion may be hampered by an inability to train sufficient numbers of specialized personnel.

- **Phased retirement can be a means to support knowledge transfer.** Many participants spoke of the need to offer stages of retirement, as opposed to "retirement, full stop," as one put it. The idea of "bridge jobs" was discussed, where an older worker is put on a post-retirement contract to serve in a consultative capacity for a fixed term.

> "We celebrate retirement, but how do we transfer the knowledge of the older worker?"
>
> —Participant

- **Small companies are affected by brain drain in a big way.** One participant noted that workplace trends are often discussed in the context of large companies. But small companies face the same challenges and the impact can be significant.

> "Let's not lose sight of the situation [of losing older, experienced employees] for small and mid-size companies. Three people leaving a small company is as bad as thousands leaving a big one."
>
> —Participant

- **Senior workers feeling bitter represent another source of lost knowledge.** Some older workers may feel frustrated not just at their specific workplace situation but by the lack of respect paid by society. For example, one federal hiring manager explained that disparaging comments about government workers from Congress and/or the general public greatly affect the morale of some of his senior people, particularly seasoned workers who make a big difference in handling the most complex cases. This manager explained that he has seen some individuals who may not want to retire, but they get so aggravated with politicians and the public that they consider it.

- **Remember: succession planning is not new.** Companies have always had to give thought to training new and mid-level people; this issue is simply becoming more pronounced and getting more attention. The good news: there are time-tested strategies that HR can draw on.

> "Do we have the bench strength when the Baby Boomers go?"
>
> —Participant

Implications for HR

- **Formalize mentoring and other forms of knowledge transfer.** HR must focus on how to best transfer older workers' knowledge. HR leaders in a hospital, for example, might have younger nurses learn by shadowing

older nurses. In transferring knowledge, HR must take different learning styles of different generations into account. One participant described how people in their 40's and 50's might learn from a video or a binder full of documents, but Gen X-ers and Gen Y-ers might learn in very different ways.

- **Don't engage in layoffs lightly.** One participant noted that during the recession, his firm provided retirement incentives to many of its older, more experienced, more expensive workers. This took place at the same time that the economic downturn brought hiring to a halt. Yet as the economy improved, this individual observed that "we needed more talent and had to scramble to bring in new staff."

> "Using retirement to downsize can have unintended consequences."
>
> —Participant

- **Take the long view.** HR professionals needs to consider long-term trends such as:
  - How **technology** will enable more workers to work remotely, and how and whether that affects your organization.
  - Immigration status and work **visas** of future workers. "All population growth is occurring in the developing countries, while we are barely at replacement rates in the U.S. and Europe," observed a participant. "Workers will still want to come to the U.S." for jobs.
  - The effects of **geography** on hiring and retaining workers. "The pool of available talent in North Dakota is very different than in Silicon Valley," says one participant.
  - Whether the workforce is **unionized** or might be in the future.
- **Consider who might volunteer and where.** Asking retirees to come back to work on a volunteer basis may work in some industries. "A surprising number of them do come back when asked," said one participant. "People in my field—healthcare—are very passionate about what they do."
- **Assess the training programs you offer, their quantity and quality.** . . Are people of any age being sufficiently trained in new tasks and responsibilities? Exactly what are the tasks that require training? Organizations need to pinpoint these tasks and train appropriately.
- **. . . As well as retraining.** Older workers' engagement, and therefore their productivity, may be enhanced and refreshed by new tasks. Can older workers be retrained and therefore revitalized?

Topic 2: The Nature of Work Has Changed

Presenters' Perspective

Jerry Hedge, PhD, is a senior research manager within the Social and Statistical Sciences group at RTI International, a nonprofit research institute. Cheryl Paullin, PhD, is an industrial-organizational psychologist with the Human Resources Research Organization (HumRRO), a non-profit consulting firm. Together, Hedge and Paullin laid the groundwork for a discussion of possible solutions surrounding older worker retention, hiring, and transitioning.

They began by noting that no worker advances through a career in predictable paths, and went on to debunk several myths about older workers:

- That they can all afford to retire when they want to.
- That they are all technologically "challenged."
- That they are all wise.
- That they are all taking good care of themselves.
- That the aging process is the same for everyone.

Not only does one size *not* fit all in all terms of a career, but no one can generalize about people, jobs, industries, organizations, or societies.

> "You as an employer must understand your workforce. What you do to attract and retain older workers can also help you do the same with younger ones."
>
> —Cheryl Paullin

That said, it is critical that HR understands its workforce in order to map out strategies for supporting, retaining, hiring, and phasing into retirement older workers. To that end, Paullin and Hedge suggested an audit in which HR professionals need to work from the unit level, not the 35,000-foot level. An HR manager auditing an organization at the unit level should:

- Assess the ages, knowledge, and skills of each person within the organization to find skill gaps and measure departure risk.
- Analyze work requirements for each task, including employee competencies and ergonomic requirements.
- Consider strategies to facilitate knowledge transfer between generations of workers.
- Ask workers about their wants and needs where work/life balance is concerned.
- Seek to ascertain workers' retirement plans and family challenges.

Among the wild cards related to retention of older workers are:

- In dual-career couples, the decision of one to retire strongly affects the other.

- An older worker might love their job, but be required to shift to part-time because of aging parents or other home-related issues.

- When an employee with the knowledge you need is about to leave, how do you best respond? Attempt to hire her back? Find a community of experts elsewhere?

Among the strategies that Hedge and Paullin recommended for successful management of older workers:

1. Offer varying types of **work flexibility**, including flexible:
   — Hours
   — Locations (home or office)
   — Phased retirement
   — Part-time hours with benefits
   — Job transfers to accommodate a move

> "How far will you empower your individual managers to offer [work flexibility]?"
>
> —Jerry Hedge

2. Make adequate **training and development** available.

   For most people, even older workers, learning new things is often appealing. Older worker retention and hiring can be aided by offering ways they can update, re-skill, cross-skill, or otherwise enhance existing skills used in the workplace.

   Training and development should be more about career growth and "scaffolding" (creating opportunities to learn new things in the work environment, with decreasing numbers of supports). However, many organizations spend much time talking about or nurturing career aspirations. The presenters mentioned Lifelong Learning Accounts, LiLAs, which are funds earmarked for employee training.

3. Provide **health and wellness support**.

   Many organizations are working harder to help employees maintain or shift to a more healthful lifestyle. Ways in which organizations are doing this include:

   — **Flexible spending accounts** are accounts into which an employee can deposit funds for medicine, therapies, and other health-related needs that not covered by insurance.

   — **Incentives** to join workout facilities, such as fee reductions or reductions in insurance premiums.

   — Providing **caregiver respite** to workers who are coping with aging parents or sick children.

— **Job redesign**, or tweaking specific jobs or tasks to make them physically or psychologically easier for people of any age to do. This can include adjustments to counter age-related declines that can affect job performance, such as decreased eyesight or flexibility.

Discussion Takeaways

- **Plan ahead for knowledge transfer.** Too often workers give two weeks' notice, allowing inadequate time for the organization to capture and transfer the knowledge and skills they possess. HR managers need to be more proactive in developing processes that capture critical knowledge from workers who may depart. And, HR managers should understand which employees are at greatest risk of leaving. This can be done by regularly asking questions often about a worker's interests, plans, and engagement, long before they are packing their boxes to leave.

- **Make efforts to revitalize.** Some organizations have sought to identify which employees are "coasting" and have then tried to revitalize them by offering new projects. "They can often quickly become re-engaged," noted a participant.

- **Work to overcome generational tensions.** Mature managers and employees grousing about younger ones is nothing new. (One participant noted that TIME magazine has devoted multiple covers over the decades about the "problems" of youth in the workforce.) The question becomes how to harness the skills and competencies of all age groups in the service of the organization.

- **Workers are becoming increasingly tech savvy.** From punch cards to iPads, the rapid pace of change in technology means that even five or ten years can make a giant difference in each generation's knowledge and facility with hardware and software. Per one participant, "Tomorrow's older workers will be in a lot better shape technology-wise than today's are."

Implications for HR

- **Understand who knows what.** Make a documented assessment of what every employee in the company does, and document their knowledge and skills. Also, do some predicting of when employees might retire by looking at their vesting schedules and having conversations about projected retirement dates.

- **Train managers to ask early and often.** Training on "soft skills"—like making inquiries into employees' plans and home circumstances—is making its way into more organization's HR departments. "We're putting a lot of resources into this because our managers have not always been having these conversations in the right way," says one hiring executive. Seeking to learn about family situations pertinent to each employee can help reduce work/life conflict and absenteeism.

> "People like the title and salary of manager, but they don't often like to have these conversations about subordinates' career plans."
>
> —Participant

- **Look for cross-training opportunities.** Younger workers might teach older ones how to use social media, while older employees might coach younger ones on customer service skills.

- **Develop phased retirement options appropriate for your company.** While many employers are reluctant to offer a broad-brush policy for all employees, having a phased-retirement policy can help retain employees and knowledge. To craft such a policy, think through how many hours a phased retiree might work and what kind of commensurate salary reduction would be appropriate.

Topic 3: The Aging Workforce: Implications and Future Needs

> "68% of HR professionals said 'large numbers of Baby Boomers leaving the workforce at around the same time' would have a major impact on the workplace within the next five years."
>
> —2013 SHRM Workplace Forecast

Presenters' Perspective

Michael North, a postdoctoral researcher in Columbia University's Psychology Department, offered his perspectives on the aging workforce. His research focuses on ageism, or age-related discrimination. This area is particularly relevant because as the number of people over age 65 increases, there has been a surge in discrimination lawsuits.

> "Ageism is generally socially condoned in a way that racism is not."
>
> —Michael North

North suggested that at least three dynamics are in play in conversations about older workers in the workplace:

- Their skills, knowledge, and productivity.
- The attitudes and treatment displayed to older workers by younger ones.
- The intergenerational tensions and/or collaborations between the two groups.

With many older workers postponing retirement for a variety of financial or family-related reasons, some younger workers may perceive this postponement as negatively affecting their own prospects for advancement in an organization, which can breed resentment. Feeling of resentment and even hostility may be exacerbated by the financial crisis of 2008-09, because when resources are scarce, resentment is highest.

Because of the risks of resentment of older workers who stay in the workforce, a key question is, "How do we minimize ageism in the workplace?"

The reality is that older workers may experience a drop-off in what is called "fluid intelligence," or the ability to master a new technical skill, but North strongly cautioned against assuming this will be the case with all older workers. Moreover, research is beginning to grasp the value of "soft skills" that have been developed over a lifetime, which many older workers may bring to the table. Among them:

- Greater emotional stability
- Better grasp of language complexity
- More advanced reasoning abilities
- Greater depth and breadth of wisdom
- A higher level of overall agreeableness

> "We hire older workers for their customer service orientation, and for the fact that they relate better to our clientele."
>
> —Participant

"How," North asked, "do we motivate employers to be Boomer-friendly?" And, a corollary to that: How do employers measure the value of these soft skills?

Moreover, how do we create situations that minimize "stereotype threat?" The term, North explained, refers to a scenario in which, for example, a 63-year-old worker, simply by virtue of being a member of a group assumed to be weak on learning new technology, will actually exhibit diminished performance in that skill area. Being older and being asked to learn a new computer platform can lead to stereotype threat.

Some careers and some locales, he notes, are perceived as more youth-oriented. Consider Silicon Valley's high tech scene as an example, where a 9-to-5 job is not the norm, where rapid transitions from one company to the next are typical, and where specific skills are valued, such as coding prowess. Other industries and locations may be more suitable for older workers' set of valuable skills.

Discussion Takeaways

- **The majority of older workers still want to work.** Interest among older workers in staying in the workforce remains high. However, older workers often want flexible schedules, which not all employers are ready or willing to accommodate. Technologies such as the web and

the cloud make flexible, remote work more viable, but some employers argue that they don't know the effects of flexible work schedules on productivity. It is up to HR to better understand the relationship between age and performance, and to develop strategies that maintain or boost productivity while accommodating the desire among older workers for greater flexibility.

- **Mixed-age teams may or may not be more productive.** The field of academia may produce studies that illustrate productivity gains of mixed-age teams, but most organizations in the field of high-tech would be reluctant to embrace these findings.

- **Too much focus on generational differences?** The group discussed a series of ageist newspaper headlines including "Older Workers are Less Productive." An observation was that perhaps society and employers (and even this Roundtable) are overly focused on and even amplify intergenerational differences in the workplace. In the future, out of necessity, employers will be hiring more older workers. For organizations to succeed, all employees of all generations have to work together.

Implications for HR

- **Seek to minimize tensions among the generations.** Older workers have to work with younger supervisors, and those managers need to learn to work with those of a different mindset.

- **Find ways to be proactive *and* reactive.** Employers' attitudes and practices about hiring older workers will change "when they have to," one participant said. What's key is how we help change those who are late adapters, whether it is fighting ageism or seeking to measure the value that older workers bring to the table and the benefits of tapping into their unique skills.

Areas for Possible Additional Research

- **Best practices for hiring, training, and retaining older workers.** Not enough is known about older workers. To drive change within organizations, more data is needed.

- **Knowing exactly *what knowledge* needs to be transferred from seasoned workers.** While the specific knowledge will vary by organizations, HR managers would benefit from general research indicating what types of knowledge are most likely to walk out the door when older workers retire and will be hard to replace. HR leaders must understand what the critical knowledge is, and why it is important.

- **Knowing more about the *most efficient ways to transfer knowledge* from those close to retirement.** In addition to knowing what must be transferred, participants agreed that more research is need on the best ways to transfer this knowledge. While this will vary by industry, no data exists yet to show the best methods. Whether employers are capturing stories from older workers, filming them at various tasks, or building mentoring programs, "It would be great if we had research telling us where we get better bang for our buck," said a participant.

- **Identifying strategies for aiding small businesses' concerns around hiring and retaining older workers.** Some two thirds of SHRM members are small- and mid-sized businesses. It is important that research about hiring and retaining older workers not just focus on larger organizations, but also include small and mid-size companies.

BIOGRAPHIES

Mike Aitken is Vice President of Government Affairs for the Society for Human Resource Management (SHRM) in Washington, D.C. SHRM is the world's largest association devoted to human resource management. Since 2003, Mike has been responsible for all SHRM governmental affairs endeavors and is a strategic advisor to the Society's overall external relations activities, including SHRM's public relations campaign, We Know Next. As a member of SHRM's senior management team, Mike plays a key role in helping to set the strategic direction of the organization, offering important counsel on SHRM's educational programs and professional development opportunities. With over 20 years of experience working on workplace and workforce issues, Mike is a leading authority on issues important to the human resource profession. As one of SHRM's primary spokespeople, Mike is regularly interviewed by the media and sought out as a speaker for business audiences. Prior to joining SHRM in 2003, Mike spent 14 years with the College and University Professional Association for Human Resources (CUPA-HR), which represents the human resource professionals at 1,750 higher education institutions. During that time, he served on Workplace Flexibility's National Commission on Workplace Flexibility. Mike currently serves as a board member for UWC Board of Directors and the American League of Lobbyists. He is also a member of the National Selection Board of the Secretary of Defense Employer Support Freedom Award and the U.S. Chamber of Commerce Labor Relations Committee. He holds a Bachelor of Arts degree from the University of San Diego.

Ken Ball co-authored the book, *Surviving the Boomer Exodus: Capturing Knowledge for Gen X and Y Employees*. It is a blueprint for HR, talent, and line of business managers to assess vulnerability to knowledge loss as skilled, mature workers leave the workplace. Ken is a Baby Boomer and has been closely following aging in the workplace for years, most recently for a consulting firm specializing in knowledge and content management, including training and documentation, serving major U.S. clients. He has presented at the San Francisco SHRM/NCHRA Talent Management Conference; Organizational Development Network; and Society for Technical Communications. Ken has a B.S. in Marketing-Speech Communications from Bradley University.

Alfredo Cabrera directs joined the award winning Montefiore Medical Center in 2012 as Senior Vice President and Chief Human Resources Officer. He leads human resources across the organization, including all strategy, policies and practices. Under his leadership, Montefiore was placed among the top hospitals both regionally and nationally in the *U.S. News & World Report's "America's Best Hospitals" 2013 – 2014 survey*. The medical center was also recognized by the New York Academy of Medicine (NYAM) in 2014 as an inaugural Age Smart Employer Award winner for its innovative efforts benefiting a multi-generational workforce. Cabrera has broad experience in Human Resources strategy, change management, organizational design talent development and executive coaching with a focus on cultivating collaborative and respectful work environments. He brings to Montefiore extensive experience working in complex organizations globally. Prior to joining Montefiore, he spent 20 years at PepsiCo, directing personnel for South America, staffing for Pepsi Cola International, and then leading the HR strategy globally for R&D Beverages and PepsiCo Flavors. He has also held human resources positions at Exxon Argentina across the organization, from headquarters to operations in the field.

Jerry Hedge, Ph.D., is currently a senior research manager within the Social and Statistical Sciences group at RTI International, a nonprofit research institute located in Research Triangle Park, NC. Dr. Hedge has been involved in human resource management research and application for more than 25 years, and has worked with a wide variety of organizations to design, implement, and evaluate numerous HR tools, systems, and techniques. His expertise encompasses strategic human resource management, performance measurement, selection system development and validation, training program design and evaluation, career development and management, and work and aging issues. Over the course of his career, Dr. Hedge has been employed by both public and private organizations, including the Air Force Human Resources Laboratory and Personnel Decisions Research Institute. During this time, he has served in a number of organizational leadership and project management roles. Dr. Hedge has stayed actively involved in publishing his research and presenting regularly at professional conferences. Over the years he has produced over 150 books, book chapters, journal articles, technical reports, and presentations. Recent books include *Implementing Organizational Interventions: Steps, Processes, and Best Practices* (2002; with Elaine Pulakos), *The Aging Workforce: Realities, Myths, and Implications for Organizations* (2006; with Wally Borman and Steve Lammlein), *The I/O Consultant: Advice and Insights for Building a Successful Career* (2008; with Wally Borman), and the soon-to-be-published *Oxford Handbook of Work and Aging* (with Wally Borman). Dr. Hedge is a fellow of the Society for Industrial and Organizational Psychology and the American Psychological Association. He earned a doctorate in I/O Psychology from Old Dominion University.

Paige Hinkle-Bowles a member of the Senior Executive Service, is the Deputy Assistant Secretary of Defense for Civilian Personnel Policy at the United States Department of Defense. Jerry Ms. Hinkle-Bowles portfolio spans the full spectrum of the Human Capital Lifecycle to include: talent acquisition, development and sustainment, performance management, strategic workforce and succession planning, leader development and Senior Executive Service Leadership Programs and the Civilian Expeditionary Workforce (CEW). Ms. Hinkle-Bowles is also responsible for policies and program guidance for the Department's 136,000 non-appropriated funded employees worldwide. Prior to this appointment Ms. Hinkle-Bowles served as the Principal Director to the Office of the Deputy Assistant Secretary of Defense, Civilian Personnel Policy. In this role, she supported the Deputy Assistant Secretary in formulating plans, policies and programs to manage the Department of Defense civilian workforce effectively and efficiently. Ms. Hinkle-Bowles served as the Deputy Director of Force Management Policy, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, Washington, D.C., with responsibility for establishing force management policies for more than 675,000 Air Force military and civilian personnel. Ms. Hinkle-Bowles entered federal civil service in 1989 as a Strategic Air Command intern at Grand Forks Air Force Base, N.D. She has held a variety of positions throughout the Air Force and Department of Defense, to include serving as Director of the Regional Personnel Center for U.S. Air Forces in Europe; Civilian Personnel Officer at RAF Mildenhall, England; Deputy Director for Human Resources in the DoD Program Executive Office, National Security Personnel System; and Director of the Air Force Senior Executive Management Office. Ms. Hinkle-Bowles earned her Bachelor of Science degree in Journalism from Texas A&M University and her Master of Arts degree in political science and public administration from Midwestern State University. Her professional military education includes Squadron Officer School in-residence, and she is a graduate of the Senior Executive Fellows Program at Harvard University.

Michael Horrigan, Ph.D, has served as Associate Commissioner in the Office of Prices and Living Conditions at the BLS since March 2007. Mike has held several positions in his career at BLS. Between October 2004 and March 2007, Dr. Michael W. Horrigan served as the Assistant Commissioner responsible for the Producer Price Index program. Prior to that he served as Assistant Commissioner for the office that publishes Occupational Employment Survey data and the biennial BLS long-term projections of industry and occupational employment. He also served as Director of both the BLS National Longitudinal Surveys Program and the BLS Establishment Surveys of Employer-Provided Training. Other significant work experience includes heading the development team for the BLS American Time Use Survey and serving as a Senior Labor Economist on the President's Council of Economic

Advisers from 1990-1991. He holds a doctorate in Economics from Purdue University and is the author of numerous publications, including articles on unemployment duration, earnings inequality, and measuring the demand for skills in the labor force.

Beth McFarland, CAE, is director of programs for the SHRM Foundation, where she is responsible for all Foundation products and programs, including research grants, scholarships, publications, special events and thought leadership initiatives. She is currently leading a project with the Economist Intelligence Unit (EIU) to identify and analyze future global trends likely to affect the workplace in the next 5-10 years. In addition, Beth serves as staff liaison to two Foundation Board committees. Prior to joining the SHRM Foundation in 2001, she managed SHRM's student membership program of 300 college chapters and 10,000 student members. Before joining SHRM, she worked for seven years in outside sales. Beth holds a bachelor's degree in economics from the University of Virginia and the professional designation of Certified Association Executive (CAE). She is currently completing an executive certificate program in nonprofit management at Georgetown University.

Gregory Merrill, the former Chairman of the National Older Workers Career Center (NOWCC) Board of Directors, assumed his responsibilities as President and Chief Executive Officer with an in-depth understanding of NOWCC operations and extensive experience in nonprofit management and advocating for older Americans. Prior to joining NOWCC, Mr. Merrill spent 19 years with the American Association of Retired Persons (AARP), moving from research and planning to legislative affairs. For seven years, he served as the Director of State Legislation of AARP during a period when the association was becoming more involved with older worker issues. Following his tenure at AARP, Mr. Merrill managed state government affairs, grassroots operations and policy campaigns for several national trade associations, accumulating broader responsibilities throughout his career. In 2001, he joined the NOWCC Board of Directors, serving as Chair from 2002 until taking up the reins as President & CEO in December, 2006. Mr. Merrill's background includes service in the US Marine Corps and the attainment of a MS degree from the University of North Carolina, Chapel Hill, with an emphasis in gerontology, and an undergraduate degree from the University of Washington.

Lynne Morton is is a globally recognized expert in talent management, providing strategic consulting, professional leadership development, and executive coaching, with a focus on developing women leaders. In 2009, Lynne received the Human Resources Leadership Award at the World Human Resource Development (HRD) Congress in Mumbai, India. President of the

NYC-based consultancy Performance Improvement (Pi) Solutions, Inc., she has held leadership roles at major consulting and corporate organizations world-wide. Her clients have included The Conference Board, AT&T, American Journal of Nursing, Herman Miller, John Hancock, Education-ToGo, Merrill Lynch, Morgan Stanley, Navistar International, U.S. Department of Agriculture, and Wolters Kluwer. Lynne has been featured in publications around the world and has written and presented extensively on Aging Workforce issues. She has been a featured speaker at global and national conferences and has been featured on programs at The Institute for the Future, The Conference Board, Digital Hollywood/Comdex, The Mergers & Acquisition Institute, and SHRM/HR-NY. She has delivered Success and Talent Management workshops in Australia, Hong Kong, China, Brazil, South Africa and the U.K. Lynne has also served as Associate Director, Global Knowledge Management at PricewaterhouseCoopers and Vice President for Quality and Corporate Communication at Seabury & Smith (Marsh & McLennan). Ms. Morton is an Adjunct Professor at NYU's School of Continuing and Professional Studies and an expert columnist on women's leadership issues for The Glass Hammer. She sits on the Executive Research Board for Chief Learning Officer and the Leading Insights Panel for the Center for Creative Leadership. She was a Member of the Board of Examiners for the Malcolm Baldrige National Quality Award. In addition to her C.P.C., Lynne Morton is certified in the ELI, Lominger, and DiSC tools. She holds a B.A. degree with honors from Vassar College and an M.A. degree from Georgetown University.

Michael S. North, Ph.D., is a postdoctoral researcher in the Psychology Department at Columbia University. His research focuses primarily on age-based prejudice (ageism) and related management and policy applications. Ongoing lines of work focus on cross-cultural attitudes toward the aged, and the subtle forms of exclusion that older workers face. His research has received funding from the American Psychological Association, the Social Science Research Council, and SPSSI, and has been published in various peer-reviewed journals, including Psychological Bulletin, Personality and Social Psychology Bulletin, and Journal of Experimental Social Psychology. His work has recently been featured in the New York Times, Time, The Huffington Post, Scientific American, and NPR, among other outlets. Michael holds a B.A. in Psychology from the University of Michigan, Ann Arbor, and a Ph.D. in Psychology and Social Policy from Princeton University.

Cheryl Paullin, Ph.D., is is an Industrial-Organizational Psychologist employed by the Human Resources Research Organization (HumRRO), a non-profit consulting firm. During her 25-year career, she has consulted with private- and public-sector organizations in the areas of talent acquisition and talent management. Her particular focus has been development and validation of psychological assessments custom-designed for a wide variety of jobs and clients. Most of these assessments were used to support high stakes employment decisions, including pre-employment screening and selection, promotions, and credentialing. She regularly presents technical research at professional conferences and to organizational executives. Currently, Dr. Paullin is writing an Effective Practice Guideline on the Aging Workforce on behalf of the SHRM Foundation and, in 2012, she and Dr. Deborah Whetzel co-authored a chapter on "Retention Strategies and Older Workers" published in the Oxford Handbook on Work and Aging (Hedge & Borman, Editors) . Dr. Paullin received her doctorate from the University of Minnesota and is a Fellow of the Society for Industrial and Organizational Psychology (SIOP).

Sara E. Rix, Ph.D., is a senior strategic policy advisor with the Economics Team of the AARP Public Policy Institute, where she focuses on the economics of aging, labor force and demographic trends, employment and retirement policy, and older worker employment issues. She has written and spoken extensively on older workers, an aging society, and aging issues for over 30 years. She has been involved in numerous national and international activities dealing with the problems of, and prospects for, an aging world, including serving for many years as a lecturer for the Economic and Financial Aspects of Aging training program of the UN's International Institute on Ageing in Malta. She is a member of the Post-Retirement Needs and Risks Committee of the Society of Actuaries and on the editorial or advisory boards of The Gerontologist, Public Policy and Aging Report, Journal of Retirement, and Wider Opportunities for Women. She is also a fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce, the National Academy of Social Insurance, and the Gerontological Society of America. Sara received her doctorate from the University of Virginia.

Mark J. Schmit, Ph.D., SPHR, is the Executive Director for the Society for Human Resource Management (SHRM) Foundation. In this capacity he leads the Foundation's efforts to advance the strategic direction and impact of the HR profession. Dr. Schmit was previously the Vice President of Research for SHRM. Dr. Schmit has more than 25 years of experience in the field of human resources and has also been an academic, applied researcher, HR generalist, and internal and external consultant to both public and private organizations. Dr. Schmit earned a Ph.D. in Industrial and Organizational Psychology from Bowling Green State University in 1994. He has published more than 25 professional journal articles and book chapters and delivered more than 75 presentations at professional meetings on HR and Industrial/Organizational Psychology topics. Dr. Schmit is a Fellow in both the Society for Industrial and Organizational Psychology and the American Psychological Association. He is also certified as a Senior Professional in Human Resources (SPHR).

Jim Schultz was the former Chevron Corporation advisor to the human resources vice-president, following a 30-year human resources career in a variety of Chevron operating companies and corporate HR staffs and positions. Chevron is one of the world's largest integrated energy companies conducting business in exploration, production, refining and marketing of oil, gas, chemicals and renewable energies worldwide. Prior to his current position, Jim was vice-president of Global Downstream Human Resources, general manager HR Strategy & Capability, HR general manager Technology & Services, strategic planning manager, labor relations counselor and compensation manager among other senior positions in seven geographic locations. Jim has been published, has spoken and has been referenced in the area of HR business planning. A native of Davison, Mich., Jim graduated from Central Michigan University with a Bachelor of Science degree in secondary education and from Michigan State University with a Master of Business Administration degree prior to joining Chevron's Human Resource Development Program in 1982. Jim is chair-elect of the Board of Directors of the SHRM Foundation, a former Advisory Board member of the HR Certification Institute, and a SHRM member since

Rick Smith, Ph.D., is a cognitive psychologist, and Workforce Planning Manager at Ford Motor Company. He has a combined 36 years of workforce planning & analytics experience with General Motors and Ford. In addition to his work in workforce planning and analytics, he has extensive experience in employee selection and assessment, and employee attitude surveys. Along with former colleague and fellow workforce planner, Rob Tripp, Rick founded the Attrition & Retention Consortium (ARC) in 1999. ARC (www.retentionconsortium.org) is a networking organization, made up Fortune 500 companies sharing a common focus on workforce analytics. ARC member companies exchange high-quality benchmark data on employee attrition, and best practice information on employee retention. Rick has continued to be actively involved in ARC's leadership since it inception. He is retiring from Ford in September 2014 after 20 years of service.

Stephen Sweet, Ph.D., is an associate professor and chair of the Sociology Department at Ithaca College and visiting scholar at the Sloan Center on Aging & Work at Boston College. His books include *The Work-Family Interface: An Introduction* (2014), *Work-Family Policy: International Comparative Perspectives* (2012), *Changing Contours of Work* (2012, 2008), *Data Analysis with SPSS: A First Course in Applied Statistics* (2011, 2008, 2003, 1998), *Teaching Work and Family: Strategies, Activities, and Syllabi* (2006), *The Work and Family Handbook: Interdisciplinary Perspectives, Methods and Approaches* (2005),and *College and Society: An Introduction to the Sociological Imagination* (2001). He served as

co-editor of the *Work-Family Encyclopedia* (2007-2010) and his studies on work, family, community, and inequality appeared in a variety of publications, including *Research in the Sociology of Work*, *Work and Occupations*, *Work Employment and Society*, *Women's Studies Quarterly*, *Generations*, *Research in the Sociology of Work*, *Sex Roles*, *Family Relations*, *New Directions in Life Course Research*, *Journal of Vocational Behavior*, *Journal of Marriage and the Family*, *Innovative Higher Education*, *Journal of College Student Development*, and *Community, Work*, and *Family, Popular Music and Society*, and *International Journal of Mass Emergencies and Disasters*. His articles on teaching and curriculum development have been published in *Teaching Sociology*, *Critical Pedagogy in the Classroom*, and *Excellent Teaching in the Excellent University*. In addition to his research and teaching responsibilities, he serves as the director of the Sloan Early Career Work and Family Scholars Program. He is the editor of the journal *Teaching Sociology* and his current research focuses on issues relating to implementation of flexible work arrangements.

Reginald F. Wells, Ph.D., Strategic was named Deputy Commissioner of the Social Security Administration's (SSA) Office of Human Resources effective July 15, 2002 after serving short tenures as Deputy Associate Commissioner for Disability Program Policy and Senior Advisor in the Office of Disability and Income Security Programs. Dr. Wells also serves as the Chief Human Capital Officer for SSA. In his capacity as Deputy Commissioner for HR, Dr. Wells oversees a staff complement of 400 employees with an operating budget of $100 million. Dr. Wells served as Deputy Commissioner of the Administration on Developmental Disabilities from October 1994 to April 2002. He shared with the Commissioner full responsibility for planning and directing 25 federal staff and programmatic activities, including the University Centers, Developmental Disabilities Councils, Protection and Advocacy Systems and Projects of National Significance with a program budget of over $122 million. Prior to his appointment, Dr. Wells had 10 years of extensive public sector experience with the District of Columbia's (D.C.) Department of Human Services. Previously, Dr. Wells managed Essex County's New Jersey long term care/geriatrics facility and worked as a research associate for the National Center on Black Aged. Throughout his career, Dr. Wells has received many awards. These include the 2006 Presidential Rank Award for Meritorious Executives; the U.S. Department of Health and Human Services Secretary's Award for Distinguished Executives and the Distinguished Public Service Award from the Government of the District of Columbia. Dr. Wells is licensed as a nursing home administrator in New Jersey and the District of Columbia. In 1980, Dr. Wells received a Ph.D. in Psychology from Temple University in Philadelphia. He also earned his M.A. in psychology from Temple University and B.A. in psychology and sociology from American International College.

About the SHRM Foundation

At the SHRM Foundation, we help predict where the workforce is headed because we have been studying its evolution for over 40 years. Our vision is a world of inspired business leaders implementing the winning combination of employee fulfillment and business success. We offer unmatched workforce knowledge for the benefit of professional workforce leaders with a total focus on studying and reporting the management practices that work. Supporting the SHRM Foundation is a chance to contribute to an ongoing study of the direction of human resources in society. The SHRM Foundation is the 501(c)3 nonprofit affiliate of SHRM. The Foundation is governed by a volunteer board of directors, comprising distinguished HR academic and practice leaders. Contributions to the SHRM Foundation are tax-deductible.

This summary was prepared by Bullseye Resources for the SHRM Foundation.

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