

AARP Arizona Poll of Employers: Perceptions of an Aging Workforce Trend

February 2007



AARP Arizona Poll of Employers: Perceptions of an Aging Workforce Trend

**Data Collected by Alan Newman Research, Inc.
Report Prepared by Jennifer H. Sauer & David Cicero**

**Copyright © 2007
AARP
Knowledge Management
601 E Street NW
Washington, DC 20049
<http://www.aarp.org/research/>
Reprinting with Permission**

AARP is a nonprofit, nonpartisan membership organization that helps people 50+ have independence, choice and control in ways that are beneficial and affordable to them and society as a whole. We produce *AARP The Magazine*, published bimonthly; *AARP Bulletin*, our monthly newspaper; *AARP Segunda Juventud*, our bimonthly magazine in Spanish and English; *NRTA Live & Learn*, our quarterly newsletter for 50+ educators; and our Web site, www.aarp.org. AARP Foundation is our affiliated charity that provides security, protection, and empowerment to older persons in need with support from thousands of volunteers, donors, and sponsors. We have staffed offices in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands.

Acknowledgements

AARP staff from State and National Initiatives (SNI) contributed to the fielding of this project. John Fries of Alan Newman Research, Inc. delivered a timely and high quality survey. Special thanks also go to David Mitchell of the AARP Arizona State Office; Rachelle Cummins, Jennifer Leslie, Darlene Matthews, Brittne Nelson, and Regina Sims of Knowledge Management; Mary White of Procurement and Contract Management; and Michael Schuster of General Counsel. Kate Bridges of AARP Knowledge Management designed the survey and managed the project. Jennifer H. Sauer and David Cicero of AARP Knowledge Management, co-authored the report. For more information, please contact Jennifer Sauer at (202) 434-6207 or at jsauer@aarp.org.

Highlights

- In Arizona, three in ten (29%) businesses say they have taken measures to prepare for a potential labor shortage as a result of baby boomers retiring, but four in ten (41%) have taken at least half of the 12 steps tested in the survey.
- Many indicate that this issue will be a concern for them in the near future – over half say it is extremely (33%) or very likely (18%) that their organization will face a shortage of qualified workers in the next five years.
- Most responding organizations say they experience a loss of knowledge when an employee retires or leaves the organization (major amount: 40%; minor amount: 49%).
- Retaining institutional knowledge of departing employees is extremely (29%) or very important (44%) to most respondents, and almost three in ten (29%) have a process in place for employees to contribute their knowledge and experience gained on the job *after* they leave.
- The most common strategies *currently used* by some respondents are: providing training to upgrade skills (73%), hiring retired workers as consultants (54%), and providing opportunities to transfer to jobs with reduced pay and responsibilities (53%).
- Most (67%) of the employers surveyed say their organization offers retirement benefits, and the majority of those offering retirement benefits (84%) say they offer a 401(k) plan. The least mentioned benefit was long-term care insurance (24%).
- Over a third (34%) of responding organizations say their company offers a phased retirement program.
- Almost four in ten (38%) respondents to this survey say they offer a financial planning program.

Background

For decades now, the Bureau of Labor Statistics has been projecting two major shifts in workforce demographics that would prompt many American businesses to face unique human resource challenges – a substantial aging of the workforce and a diminishing number of younger workers. Today, the growth and demographic shifts generated by the Baby Boom population of more than 76 million (those born between 1946 and 1964) is being closely observed by American businesses. While the proportion of workers ages 25 to 44 will decrease by about seven percent between 1998 and 2008, those ages 45 and older will increase from 33 percent to 40 percent during the same time period.¹ Included in this older cohort are baby boomers, who turn 60 in 2006 and now represent 40 percent of the U.S. workforce, and in the next five years, will reach the age of 65.^{2,3} However, rather than retire, they show a strong indication of choosing to continue to work. Indeed, the Bureau of Labor Statistics reports that by 2012, almost two-thirds of Americans ages 55 and older will be working and they will constitute one fifth of the U.S. labor force. Additionally, the growth rate of workers ages 65 to 74 has been increasing since 1982 and is projected to increase another 3.2 percent up to 23.6 percent between 2000 and 2012.⁴

There are many factors contributing to the increasing number of older workers in the United States including the prohibition of mandatory retirement, changes to Social Security, and the erosion of pension and retiree health benefits.⁵ Moreover, in a recent national study conducted by AARP, respondents ages 50 and older said they plan to continue working in retirement out of financial necessity, the need for health benefits, enjoyment of the job, staying mentally and physically active, and quite simply, the need to feel productive.⁶

So faced with an abundant potential 50+ workforce and a smaller pool of younger workers following close behind, American businesses, perhaps small firms in particular, could be confronted with the possibility of losing important organizational knowledge with every worker who leaves the company. If steps aren't taken, critical institutional knowledge such as best practices, corporate networks, client relationships, effective working teams, as well as the cultural knowledge of “how things are done” could be lost.⁷ Such losses could negatively affect the performance of an organization and possibly make it vulnerable to increased competition.

The purpose of this survey is to better understand the extent to which organizations in *Arizona* are implementing approaches to recruit or keep workers ages 50 and older and retain organizational knowledge. This survey also examines the likelihood of companies facing a worker shortage, approaches to keeping mature workers, and whether or not they offer certain benefits or programs that might appeal to these employees.⁸

¹ DeLong, D. (2004) *Lost Knowledge: Confronting the Threat of an Aging Workforce*. Oxford University Press, Inc.

² Bell, A. (2005) *To Raise Boomer Retention, Firms May Have To Update Benefits*. National Underwriter Company, Life and Health-Financial Services Edition.

³ Current Population Survey, 2005.

⁴ Toosi, M. (February 2004) *Labor Force Projections to 2012: The Graying of the U.S. Workforce*. Monthly Labor Review, p. 37, 43.

⁵ Rix, S. *Aging and Work – A View From the United States*. Washington, D.C: AARP (2004), p. 2,3.

⁶ Brown, S.K. (2003) *Staying Ahead of the Curve 2003: The AARP Working in Retirement Study*. Washington, DC: AARP, p. 20

⁷ DeLong, D. (2004) *Lost Knowledge: Confronting the Threat of an Aging Workforce*. Oxford University Press, Inc. , p. 20-25.

⁸ Most of the questions included in this survey are modified versions of questions asked in other recent AARP state level surveys. For consistency, the background section and summary section of this report may include similar information. Please go to <http://www.aarp.org/research/work/> to view those reports.

Methodology

In November 2006, AARP engaged Alan Newman Research to conduct a series of research studies among employers in five states (New York, Delaware, Arizona, Oregon, and Idaho) regarding issues pertaining to older workers. AARP was identified as the sponsor of this research.

ANR completed 400 interviews in each state with HR Executives, HR Directors, HR Specialists, HR Generalists, Managers of Compensation, or other individuals responsible for recruiting or hiring employees, managing benefits, supervising training, or conducting dispute resolution between employees, management, and/or unions. All interviewing took place November 13 through December 5, 2006. In order to qualify for this study, employers had to have at least 20 full-time employees and be located within the specified State. Eligible businesses were initially identified based on sample information. However, all respondents were re-screened based on job title, company location, and number of full-time employees. All qualified respondents were offered a monetary incentive for their participation. Respondents at companies with fewer than 100 employees were offered a \$10 incentive while companies with 100 or more employees were offered a \$25 incentive for completing the survey. At the end of the interview, respondents were given the option of either providing the required contact information for incentive fulfillment or specifying a charity of the respondent's choice to whom the incentive could be donated. Respondents could also elect to not receive the incentive at all.

Sample was drawn by infoUSA from their database of Arizona businesses. The resulting sampling frame consisted of 4,000 total companies with 20 or more employees. The final sample of 400 completed interviews yields a maximum statistical error of ± 4.9 percent at the 95 percent level of confidence. This means that in 95 out of 100 samples of this size, the results obtained in the sample would be within ± 4.9 percentage points of the results obtained had everyone in the population been interviewed.

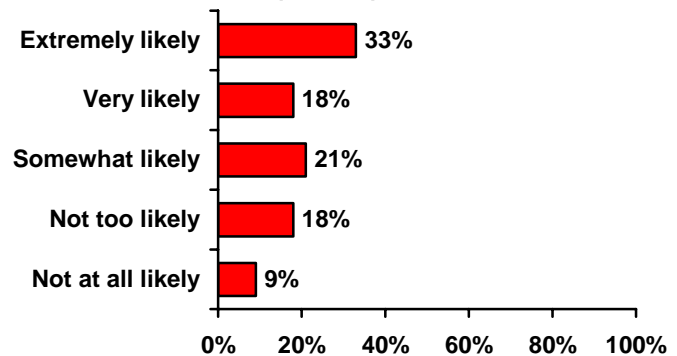
Detailed Findings

The Likelihood of a Future Shortage of Qualified Workers

According to the Bureau of Labor Statistics, the number of workers between the ages 25 and 54 will increase by only five percent between 2001 and 2010, but the number of workers age 55 and older – primarily the Baby Boom generation – will increase 46.6 percent.⁹ This demographic trend has many concerned about the impact of a potential worker shortage on employers and business if boomers actually retire in great numbers at the expected traditional retirement age.

In Arizona, half of all responding businesses say it is extremely or very likely that their organization will face a shortage of qualified workers in the next five years, and another twenty-one percent think it is somewhat likely. Still, almost three in ten indicate a labor shortage is not likely to affect their organization.

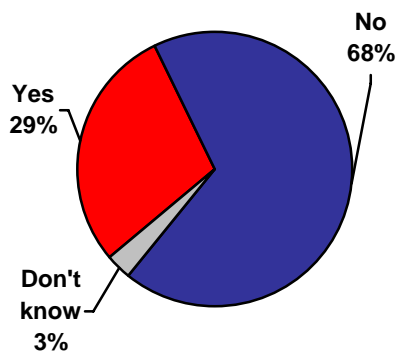
Perceived Likelihood of Qualified Worker Shortage in Next Five Years (N=400)



Preparedness for Potential Labor Shortage Due to Baby Boomer Retirement

In Arizona, three in ten responding businesses say they have taken measures to prepare for a potential labor shortage as a result of baby boomers retiring, but additional analysis shows that seven in ten (70%) have actually taken at least half (6 or more) of the 12 steps asked about in the survey.¹⁰ Additionally, over eight in ten have improved technology and roughly three-quarters have assessed their current workforce and indeed hired younger and older employees and increased training opportunities (see Annotated Questionnaire, Question 3).

Prepared for Baby-Boom Retirements (N=400)



Tactics Used to Address Aging Workforce (N=400)

Tactic	Yes	No	Not sure
Improve technology	83%	17%	1%
Assess your current workforce	77%	20%	3%
Hire older employees	76%	21%	4%
Hire younger employees	74%	24%	2%
Increase training opportunities	73%	27%	1%
Offer alternative work arrangements	56%	44%	1%
Change recruitment efforts	53%	46%	1%
Conduct workforce training	52%	45%	3%
Rehire your retired employees	46%	52%	2%
Institute a mentoring program	45%	55%	1%
Institute succession planning	41%	52%	7%
Offer delay retirement incentives	11%	87%	2%

⁹ Collison, J. (2003) *Older Workers Survey*. SHRM/NOWCC/CED, p. viii.

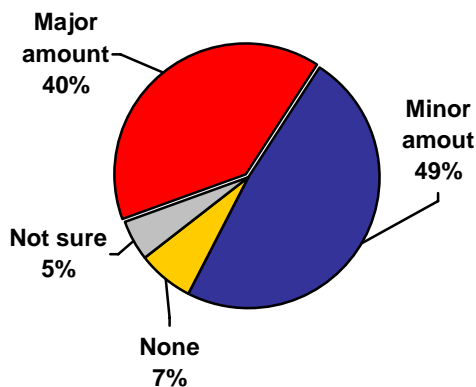
¹⁰ Derived from performing a count of all respondents who said 'yes' to the 12 possible steps tested in survey question 3.

Value of Organizational Knowledge Retention

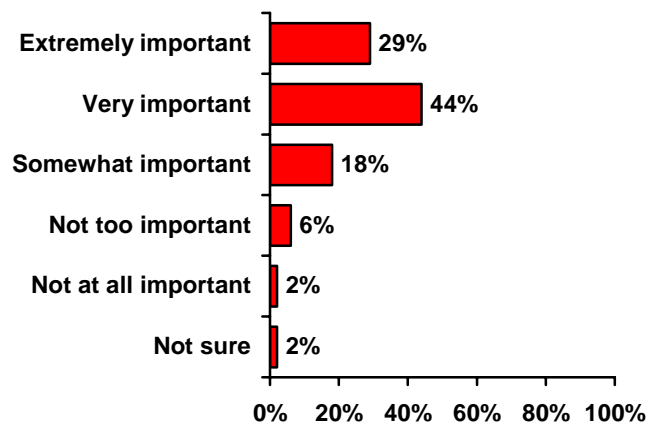
When workers leave or retire from an organization, they take with them valuable knowledge of instruction, experience, and cultural nuances gained while on the job. Unless an organization has a process or strategies in place to preserve worker knowledge, its loss can negatively affect the organization's capacity to innovate and operate efficiently, and may even increase its vulnerability to competition.¹¹

Arizona businesses understand this – most say they experience a loss of knowledge when an employee retires or leaves the organization with four in ten saying they experience a major amount of knowledge loss. So it is not surprising that for the majority of them, tapping the institutional knowledge of departing employees is extremely or very important. Interestingly, however, most (67%) businesses say they do not have a *formal process* in place that enables employees who retire or leave to share the knowledge they acquired on the job with remaining or new employees.

Amount of Knowledge Lost With Retiring or Leaving Employees (N=400)



Importance of Retaining Organizational Knowledge (N=400)

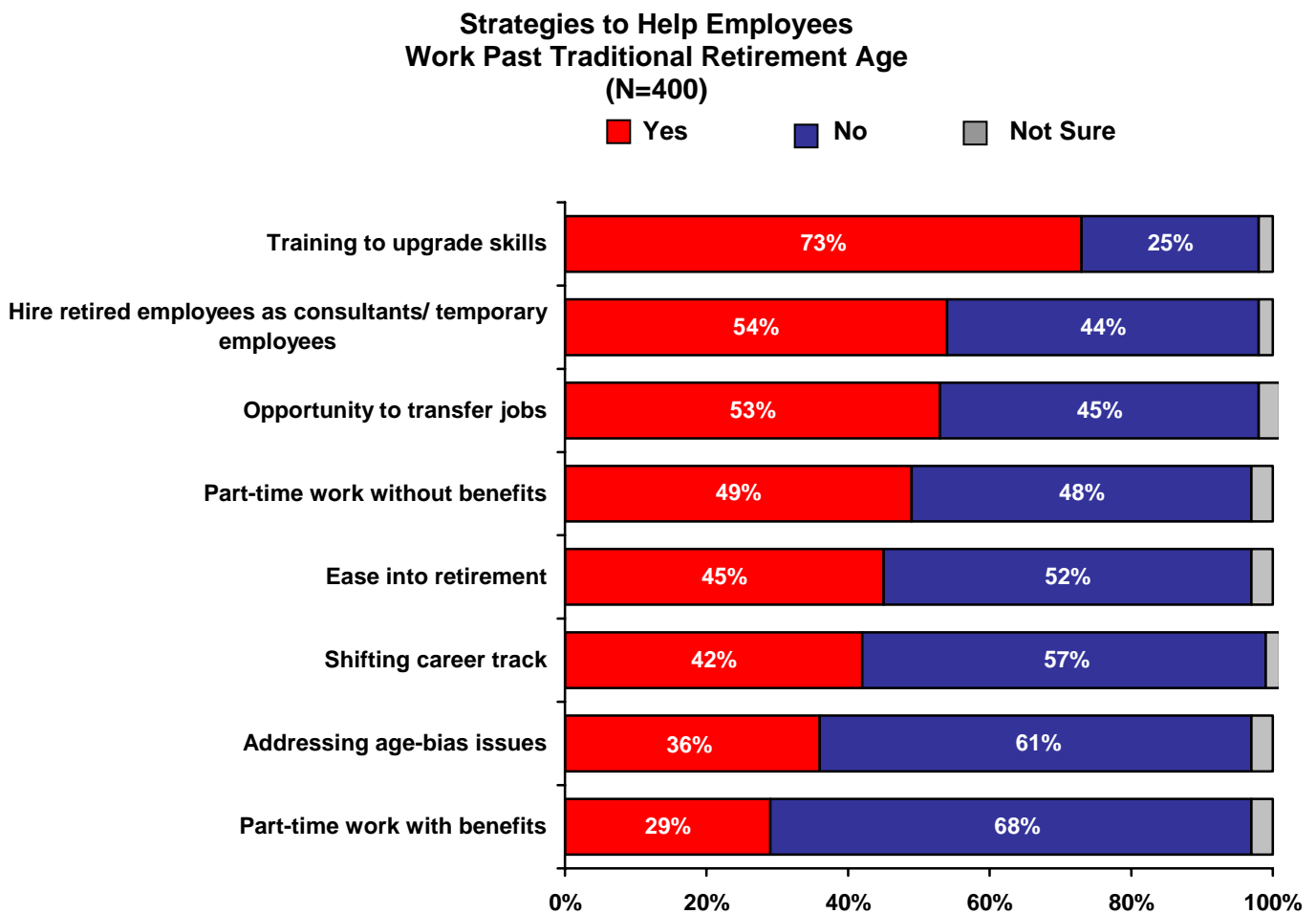


¹¹ Ibid. DeLong, D. *Lost Knowledge: Confronting the Threat of an Aging Workforce*. Oxford University Press, Inc. (2004).

Strategies of Arizona Businesses to Keep Older Workers

Arizona businesses were also asked how they were helping older employees stay on the job longer than traditionally expected or continue working beyond the conventional retirement age. The most common strategy *currently used* by nearly three-quarters of respondents providing training to upgrade skills. About fifty percent of responding businesses say they currently hire retired employees as temporary workers, provide opportunities to transfer positions, and provide reduced work schedules.

Additional analysis shows that most (83%) *currently* employ at least one of the eight strategies asked about in the survey that could allow employees to continue working beyond the traditional retirement age. Over half (55%) *currently* employ four or more of those eight strategies.¹²



** Blanks represent 5 percent or less respondents

¹² Derived from performing a count of all respondents who said 'yes' they *currently* utilize any one of the 8 possible strategies tested in survey question 12.

Retirement Benefits

Most (67%) of the employers surveyed say their organization offers retirement benefits. About one-third say their organization offers long-term care insurance, 401(k) plan, and payroll deducted IRA. Interestingly, about a quarter say their organization offers long-term care insurance. Most offer a 401k plan, and about a quarter say their organization offers a payroll deduction IRA and long-term care insurance – still a relatively “new” employee benefit offering in many organizations. Still, a majority of responding organizations indicate they do not offer most of these retirement benefits, and among those do, only 3 percent say there are plans to phase that benefit out (see Annotated Survey, Questions 13, 13a, and 13b).

Benefit	Yes	No	Not sure
Retiree Health benefits	35%	61%	4%
Prescription drug coverage	36%	59%	5%
Long-term care insurance	24%	69%	7%
Defined benefit pension	34%	59%	7%
401(k) investment plan	84%	16%	1%
Payroll deduction IRA	29%	68%	3%

Retirement Programs

Phased Retirement

One benefit an organization could consider that would allow employees to ease into retirement is commonly known as phased-retirement – a program that allows employees to ease into retirement by reducing their work schedule. Data from this survey show that over a third (34% or n=134) of responding employers say their company offers a phased retirement program, and among them, most (84%) offer this benefit informally on a case by case basis (see Annotated Survey, Questions 7 and 8).

Financial Planning Programs

Another benefit that organizations could offer employees considering or preparing to retire would be financial planning training to help them identify potential needs during retirement. Almost four in ten (38%) employers responding to this survey say they offer such a program. However, among the half (59% or n=236) that do not offer a financial planning program, about one in six (17%) of them are considering it over the next five years (see Annotated Survey, Questions 9a and 9b).

Summary of Findings

The data from this survey show that while most responding businesses are wary of a pending labor shortage, many are able to address an aging workforce and accommodate employees age 50 and older who may be planning on working beyond the traditional retirement age or going back to work after retiring. Most responding businesses say they are not prepared for a labor shortage due to baby-boomers retiring yet most have actually employed at least six of twelve possible tactics tested in this survey commonly believed to address an aging or retiring workforce trend including hiring older employees, offering alternative work arrangements, re-hiring retired employees, and increasing training opportunities.

This survey also found that Arizona employers recognize the value of organizational knowledge – just about three-quarters say retaining such knowledge is highly important and forty percent say their organization loses a major amount of information and expertise when an employee retires or leaves the organization. However, when asked if their organization had a *formal process* in place to retain the knowledge and expertise of retiring or parting employees, two-thirds say no. Perhaps, and highly likely, informal processes exist in many organizations that allow or request departing employees to plan time to share their knowledge, expertise, experiences, and perceptions on ‘how to get a job done’ with fellow colleagues and new employees.

Interestingly, most responding businesses employ a number of strategies that may help employees work past traditional retirement age – hiring retired employees as consultants or temporary workers, allowing employees to ease into retirement, and offering part-time work with or without benefits. Moreover, many organizations report offering benefits that may be more valued by the 50 and older employee than a younger employee such as retiree health benefits, prescription drug coverage, a defined benefit pension, and long-term care insurance.

While this survey provides broad view of how accommodating many Arizona businesses are to an aging workforce, it also provides some insight as to what more they could offer the employee who is age 50 or older or retired and considering entering the workforce again. Moreover, it by no means suggests that a formal process for retaining institutional knowledge is more necessary than informal processes for passing such information on. But for some organizations it may be something to consider. The findings from this poll certainly warrant a larger exploration into employer perceptions of boomers and workers approaching retirement age and the obstacles they face in accommodating those employees. Exploring further the perceptions of workers age 50+ of the workplace, their needs as workers, and plans regarding retirement would very much compliment any research or study of employers. Finally, the findings from this survey can also provide a likely opportunity for AARP Arizona to coordinate information sources for both workers and employers on a wide range of employment issues.

The following page highlights an AARP commissioned study to help businesses across the nation consider the effects of a potential labor shortage and an aging workforce. For more information on the 50+ worker or to view additional national and state level employer research, please go to <http://www.aarp.org/research/work/>.

What can Arizona Businesses Do to Retain or Recruit Older Workers and Possibly Stave Off a Labor Shortage?

In a recent report released for AARP by the consulting firm Towers Perrin suggests some steps organizations can take to effectively address their aging workforce.¹³ Their suggestions include:

- Inventory current talent and define near and long term organizations goals
- Consider the investment needed and the total compensation costs of attracting 50+ workers
- Pay equal attention to revenue and performance considerations
- Study the available labor pool and define organizational talent strategies
- Align reward programs to support business and talent objectives
- Align workplace policies and culture to make work environment attractive to the 50+ worker

Small businesses are not as exempt from these ideas as they might have been in the past. Indeed, financial services firms like Charles Schwab & Co. and Fidelity Investments are now offering retirement planning services to small businesses to help them set up employee-retirement accounts and 401(k)'s.¹⁴ Other experts point out that adding or extending health and supplementary benefits packages, such as superior dental and vision plans and long-term care plans can be attractive employment incentives to baby boom workers.¹⁵

Engaging in strategies such as these may help organizations retain and recruit experienced and skilled 50+ workers, but they may also help organizations preserve the important knowledge gained by their retiring employees and enable them to efficiently pass it on to a current or new worker. Moreover, companies that actively address the impact of labor force issues and trends on their business and take the necessary steps to adjust their operations and policies will remain competitive in the marketplace. Turning to 50+ workers as a means of filling the potential labor shortage gap in the near future may actually put a business *ahead* of the competition.

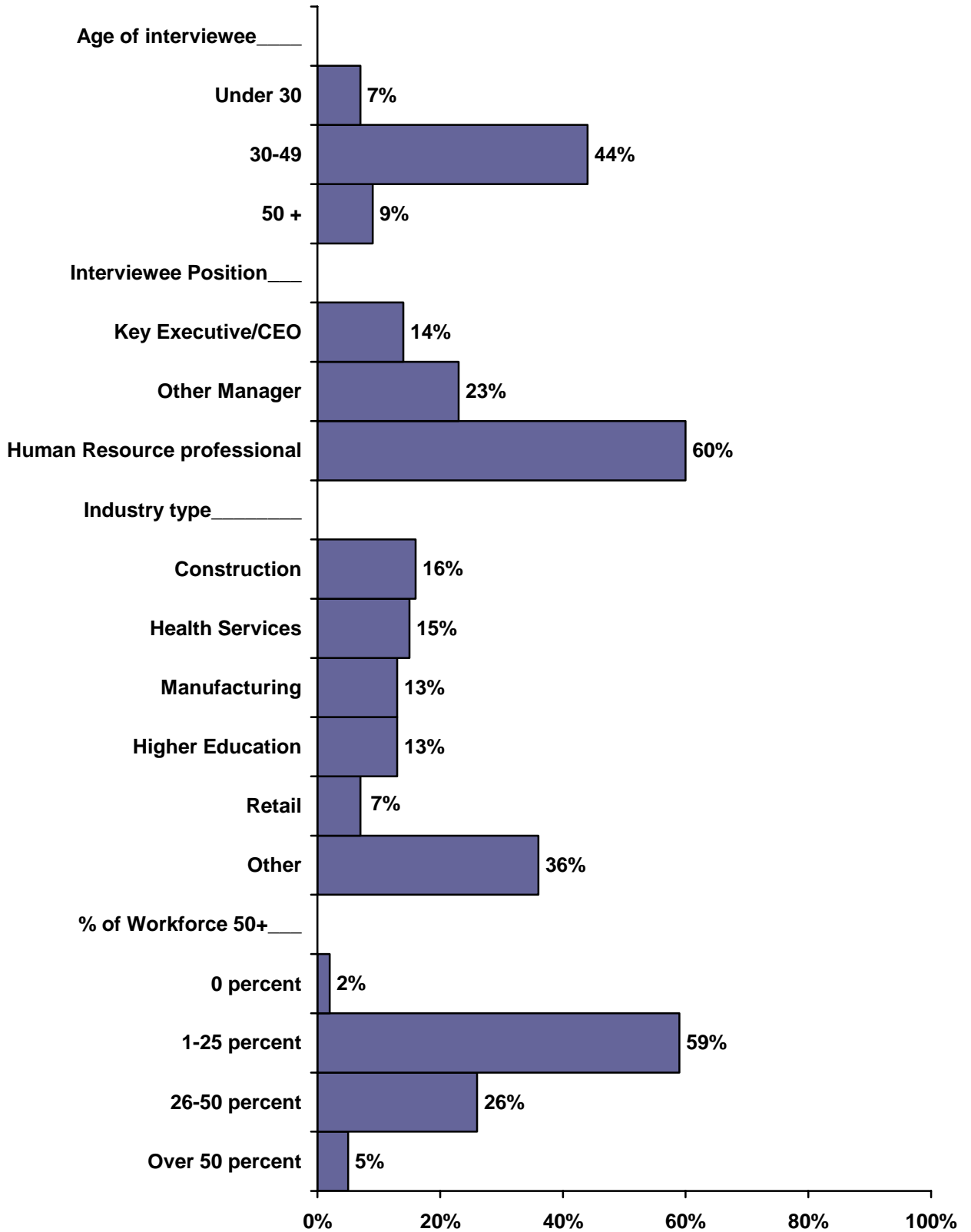
Combined with the demographic projections and recent studies suggesting many boomers want or plan to work beyond the typical retirement age, organizations should begin (if they haven't already) to consider the 50+ worker as a viable and significant bridge to maintaining organizational knowledge and fostering corporate growth or stability.

¹³ (2005) *The Business Case for Workers Age 50+*. A report prepared by Towers Perrin for AARP.

¹⁴ Opdyke, J. (2005) *Small Firms Offer More Retirement Options – Wall Street Pitches Plan To Underserved Market*. Wall Street Journal, 11/22/2005, D1.

¹⁵ Bell, A. (2005) *To Raise Boomer Retention, Firms May have to Update Benefits*. National Underwriter Company.

Responding Employer Profile (N=400)



Appendix A: Annotated Questionnaire

Arizona Workforce Survey

N=400 Employers; Standard Error = ± 4.9%

1. **In your opinion, within the next five years, how likely is it that your company will face a shortage of qualified workers?**

<u>%</u>	
33	Extremely likely
18	Very likely
21	Somewhat likely
18	Not too likely
9	Not at all likely
1	Not sure (DO NOT READ)

2. **Baby Boomers, or those born between 1946 and 1964, are approaching traditional retirement age. Their retirement may create a shortage of employees since the generation following them is much smaller. Has your organization taken any steps to prepare for this possibility?**

<u>%</u>	
29	Yes
68	No
3	Not sure (DO NOT READ)

3. **I'm going to give you some examples of tactics some businesses might use to address the aging workforce. Please tell me whether your organization has done any of the following?**

	Yes	No	Not Sure
	<u>%</u>	<u>%</u>	<u>%</u>
a. Hire younger employees.....	74	24	2
b. Hire older employees.....	76	21	4
c. Increase training opportunities	73	27	1
d. Change recruitment efforts	53	46	1
e. Assess your current workforce	77	20	3
f. Conduct workforce planning	52	45	3
g. Improve technology.....	83	17	1
h. Rehire your retired employees	46	52	2
i. Offer incentives to delay retirement.....	11	87	3
j. Offer alternative work arrangements such as part-time work, job sharing, or telecommuting	56	44	1
k. Institute a mentoring program between older and younger employees.....	45	55	1
l. Institute succession planning.....	41	52	7
m. Other [SPECIFY] _____	6	93	1

4. **How much knowledge loss do you think occurs when employees retire or otherwise leave your organization?**

%

- 40 A major amount
- 49 A minor amount
- 7 None
- 5 Not sure

5. **In your opinion, how important would you say it is to retain the institutional knowledge that might be lost when employees retire or leave?**

%

- 29 Extremely important
- 44 Very important
- 18 Somewhat important
- 6 Not too important
- 2 Not at all important
- 2 Not sure

6. **Does your organization have a formal process that enables employees who retire or otherwise leave to share the knowledge they have obtained on the job?**

%

- 29 Yes
- 67 No
- 4 Not sure

7. **Does your company offer phased retirement, that is, allowing employees to ease into retirement by reducing their work schedule?**

%

- 34 Yes
- 63 No → [SKIP TO Q9]
- 4 Not sure → [SKIP TO Q9]

IF PHASED RETIREMENT IS NOT OFFERED, GO TO QUESTION 9.

8. **Is phased retirement a formal plan, whereby there are protocols that employees must follow in order to take advantage of this, or is it informal and offered on a case-by-case basis to your employees, without structured or defined policies? (n=134)**

%

- 16 Formal
- 84 Informal
- 1 Not sure

9. Organizations use different approaches to accommodate employees who want to work past traditional retirement age. As I read each of the following possible strategies, please tell me whether or not your organization is currently using the strategy.

	Yes %	No %	Not Sure %
a. Enabling employees to ease into retirement by reducing their work schedules	45	52	3
b. Shifting employees from one career track to another career track	42	57	2
c. Providing training to upgrade skills and knowledge of employees.....	73	25	2
d. Hiring retired employees as consultants or temporary employees	54	44	2
e. Providing opportunities for employees to transfer to jobs with reduced pay and responsibilities	53	45	3
f. Providing part-time work arrangements <u>without</u> continuation of benefits	49	48	3
g. Providing part-time work arrangements <u>with</u> continuation of benefits	29	68	3
h. Addressing age bias issues in the workplace by offering programs such as mentoring or diversity training.....	36	61	3

TWO State Specific Questions:

9a. Does your organization offer retiring employees a financial planning program or training that helps them identify potential financial needs during retirement?

<u>%</u>	
38	Yes
59	No
3	NOT SURE

9b. Is this something your organization IS considering offering over the next 5 years?
(n=236)

<u>%</u>	
17	Yes
73	Very interested
10	NOT SURE

The following questions are for classification purposes only and will be kept entirely confidential.

10. In the past year, about what percentage of your workforce was age 50 years or older for all locations of your organization in Delaware?

<u>%</u>	
2	0%
59	1% - 25%
26	26% - 50%
4	51% - 75%
1	76% - 100%
9	Not sure

11. Which of the following best describes the primary nature of your organization's business?

<u>%</u>		<u>%</u>	
2	Financial	2	Wholesale Trade
1	Insurance	2	Communication
1	Real Estate	4	Transportation
15	Health Services	3	Agriculture
13	Manufacturing	<.5	Forestry or Fishing
13	Higher Education	21	Some other type of business [PLEASE SPECIFY] _____
16	Construction		
7	Retail Trade	<.5	Don't know

12. Does your organization offer any retirement benefits?

<u>%</u>	
67	Yes
33	No ► GO TO QUESTION 14

13. Does your organization offer any of the following retirement benefits: (n=267)

	Yes	No	Not Sure
	<u>%</u>	<u>%</u>	<u>%</u>
a. Retiree health benefits.....	35	61	4
b. Prescription drug coverage.....	36	59	5
c. Long-term care insurance.....	24	69	7
d. Defined benefit pension	34	59	7
e. 401K investment plan	84	16	1
f. Payroll deduction IRA.....	29	68	3

13a. **IF YES TO ANY IN Q13: Is your organization planning to phase out [INSERT APPROPRIATE PHRASE BASED ON NUMBER OF ‘YES’ RESPONSES IN Q13: “this retirement benefit” OR “any of these retirement benefits”] in the next five years? (n=261)**

<u>%</u>	
3	Yes
93	No
4	Not Sure
0	No Response

13b. **IF YES: Which ones? [PROGRAMMERS: IF ONLY ONE ‘YES’ IN Q13 AND A ‘YES’ IN Q13a THEN AUTOPUNCH BENEFITS BELOW AND SKIP TO NEXT QUESTION]**

	Yes	No	Not Sure
	<u>%</u>	<u>%</u>	<u>%</u>
a. Retiree health benefits (n=5).....	80	20	0
b. Prescription drug coverage (n=5).....	80	0	20
c. Long-term care insurance (n=3).....	33	67	0
d. Defined benefit pension (n=6).....	67	33	0
e. 401K investment plan (n=4).....	50	50	0
f. Payroll deduction IRA (n=5).....	20	80	0

14. **Which of the following best describes your position in the organization?**

<u>%</u>	
14	Key Executive/President/CEO/Chairman/Owner
60	Human Resources Professional/ Human Resources Manager or Director
23	Other Manager/Director/Officer
4	Other [SPECIFY] _____
0	Not sure

15. **What is your age?**

<u>%</u>	
7	Under 30
44	30-49
45	50-64
4	65 or older
1	Refused

Screener

S1. Are you the senior level executive responsible for making human resources decisions at your company?

- %
- 88 Yes → [SKIP TO S2]
- 12 No
- 0 DON'T KNOW / NOT SURE

S1a. Are you a Manager of Compensation, HR Specialist, DE HR Generalist for your company? (n=49)

- %
- 76 Yes → [SKIP TO S2]
- 22 No
- 2 DON'T KNOW / NOT SURE

S1b. Are you responsible for any of the following human resource functions at your company? [RECORD ANSWER FOR EACH] (n=12)

	Yes	No	Not Sure
	%	%	%
a. Recruiting and/or hiring employees.....	58	42	0
b. Managing employee benefits and compensation.....	67	33	0
c. Conducting and/or supervising training and development programs for employees.....	42	58	0
d. Managing or conducting dispute resolution between employees, management, and/or unions.....	42	58	0
1 Yes → [YES TO ANY OF THE ABOVE = SKIP TO S2]			
2 No [TERMINATE]			
3 DON'T KNOW / NOT SURE [TERMINATE]			

S2. Excluding contract or contingent employees, approximately how many full-time employees does your company have in all locations in Delaware? [IF NECESSARY: "Just your best estimate is fine."] [RECORD ACTUAL # AND CHECK QUOTA BASED ON CATEGORIES BELOW]

- %
- 0 Less than 20 [TERMINATE]
- 16 20 – 49
- 29 50 – 99
- 29 100 – 249
- 13 250 – 499
- 9 500 – 999
- 5 1,000 or more
- 0 DON'T KNOW / NOT SURE [TERMINATE]
- 0 REFUSED [TERMINATE]

S3. **Excluding contract or contingent employees, approximately how many part-time employees does your company have in all locations in Delaware? [IF NECESSARY: “Just your best estimate is fine.”] [RECORD ACTUAL #] (n=227)**

<u>%</u>	
0	Less than 20
41	20 – 49
19	50 – 99
20	100 – 249
9	250 – 499
3	500 – 999
3	1,000 or more
5	DON'T KNOW / NOT SURE
0	REFUSED

AARP
Knowledge Management
For more information please contact Jennifer H. Sauer at:
202.434.6207 or email jsauer@aar.org