



Preparing for an Aging Workforce: A Focus on New Hampshire Employers



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Report Prepared by Brittne M. Nelson and Katherine Bridges

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Executive Summary

The nation's 76 million baby boomers are changing the workplace. According to the Bureau of Labor Statistics,¹ the projected annual growth rate between 2002 and 2012 of the baby boom generation, persons born between 1946 and 1964, will be nearly four times the rate of growth of the overall labor force.

AARP New Hampshire commissioned the *AARP 2005 New Hampshire Workforce Survey* among organizations in New Hampshire in the summer of 2005 to examine older worker issues. In the survey, older workers are defined as employees age 50 or older. The study was conducted with a random sample of listed organizations with three or more employees in New Hampshire. The survey measures the relative importance of employee qualities and the degree to which older employees possess these qualities. The survey also examines employer's perceptions of worker shortages and the loss of institutional knowledge. In addition, the study gauges the extent to which employers have implemented approaches to keep older workers and where employers go for information on issues affecting older workers. Key findings from the survey include:

- Sixty-six percent of businesses say it is extremely or very important to retain institutional knowledge that might be lost when employees retire or leave, but only twenty-one percent of businesses have a formal process that enables employees who retire or leave to share the knowledge they have obtained on the job.
- Six in ten employers believe their business is likely to face a shortage of qualified workers within the next five years; however, only twelve percent have taken steps to prepare for the possibility of boomers retiring at the traditional age.
- When asked whether they use any of the eight strategies presented in the survey as ways companies might help older workers work past traditional retirement age, fifty-three percent of employers currently use at least one strategy while forty-seven percent use none of the strategies presented. The most common strategies are: providing training to upgrade skills, reducing work schedules to allow employees to ease into retirement, hiring retired employees as consultants or temporary workers, and providing part-time work without benefits.
- Among employers not using at least one strategy presented in the survey as ways to help older workers work past traditional retirement, three in ten plan to use at least one strategy within the next five years to help older workers work past traditional retirement age, while seven in ten do not plan to use any of the strategies presented.
- Commitment to doing quality work is the top-rated quality of importance for all employees as well as the top-rated quality possessed by older workers.

¹ Toossi, Mitra. (2004). "Labor Force Projections to 2012: The Graying of the U.S. Workforce." *Monthly Labor Review* (February 2004). Retrieved November 23, 2004 from <http://www.bls.gov/opub/mlr/2004/02/art3full.pdf>.

- Retaining and recruiting skilled employees are the most important issues for New Hampshire businesses. However, addressing the needs of an aging workforce is very important to just three in ten New Hampshire organizations.

Most of the qualities that older workers already possess are the top qualities that the surveyed New Hampshire businesses believe employees should have to meet the needs and culture of their organizations. There is great overlap and, therefore, great opportunity. Given their desire to keep skilled workers and their positive evaluation of older workers' solid experience in the job or industry, New Hampshire businesses should be considering strategies to keep older workers.

When workers retire or otherwise leave a job, they take the knowledge related to the job with them. More than six in ten employers say it is extremely or very important to retain the institutional knowledge lost when an employee retires or leaves a job; however, only one in five actually have a formal process that enables employees to share information obtained on the job.

There is still time for employers to identify and evaluate policies, attitudes, and perceptions towards older workers that can negatively influence the bottom-line. Additionally, strategies such as conducting workforce planning and implementing mentoring programs in order to capture formal and informal institutional knowledge can address issues such as the potential shortage of qualified workers in the next five years and the loss of institutional knowledge.

Background

The nation's 76 million baby boomers are changing the workplace. According to the Bureau of Labor Statistics (Toossi, 2004), the projected annual growth rate between 2002 and 2012 of the baby boom generation, persons born between 1946 and 1964, will be nearly four times the rate of growth of the overall labor force. The share of the 55-plus age group will increase from 14.3 percent in 2002 to 19.1 percent of the labor force in 2012 (Toossi, 2004). The participation rates of the 55-plus are expected to increase too. The Bureau of Labor Statistics projects participation in the workforce among people age 55 or older to increase from 34.5 percent in 2002 to 39.7 percent in 2012 (Toossi, 2004). Presently in New Hampshire, people age 45 or older make up fifty-eight percent of the total workforce (Choi, 2005). Men and women who traditionally might be considered retirement-age will more likely remain in the labor force.²

Older workers cite multiple reasons for postponing retirement. While financial necessity is the primary reason older workers continue to stay in the workforce, non-financial benefits of employment such as the wish to work for enjoyment, the desire to stay physically and mentally active, and the need to have something to do are important as well (Brown, 2003). In a 2003 study conducted by AARP, 73 percent of workers age 50 to 70 who have not yet retired report they plan to work into their retirement years or never retire (Brown, 2003). As today's older worker delays retirement due to changes in attitudes toward work and retirement, employers must recognize and address the emerging aging workforce. This trend in older worker participation in the labor force will require employers to identify and evaluate policies, attitudes, and perceptions towards older workers.

AARP New Hampshire commissioned a survey among a random sample of organizations in New Hampshire with three or more employees to examine older worker issues. In the survey, older workers are defined as employees age 50 or older. The survey measures the relative importance of certain employee qualities and the degree to which older employees possess these qualities. The survey also examines employer's perceptions of potential worker shortages and the loss of institutional knowledge. In addition, the study gauges the extent to which employers implement approaches to keep older workers. It also examines where employers go for information on issues affecting older workers.

The AARP 2005 *New Hampshire Workforce Survey* was conducted from July 25, 2005 to September 26, 2005. Survey Sampling Inc. provided AARP with random samples of businesses in New Hampshire with three or more employees. See the methodology for a full description of the sampling technique. An annotated questionnaire in Appendix A includes all survey questions and responses.

² Several portions of the background are drawn from Nelson and Cummins, 2004.

Detailed Findings

Perceptions of Older Employees

Among the 18 employee qualities examined in this survey, employees age 50 or older receive high ratings on each of the top five qualities employers in the survey deem most essential in employees of any age. These five employee qualities rated as most important by employers are: commitment to doing quality work, someone you can count on in a crisis, loyalty and dedication to the company, ability to get along with co-workers, and ability to interact well with customers and the public. In fact of these five most desirable employee qualities, all are also among the top ten qualities of employees ages 50-plus.

Top Employee Qualities ³ (n=826)		Top Older Worker Qualities ⁴ (n=826)	
Rank	Quality	Rank	Quality
1	Commitment to doing quality work	1	Commitment to doing quality work
2	Someone you can count on in a crisis	2	Loyalty and dedication to the company
3	Loyalty and dedication to the company	3	Basic skills in reading, writing, and arithmetic
4	Ability to get along with co-workers	4	Someone you can count on in a crisis
5	Ability to interact well with customers and the public	5	Ability to get along with co-workers

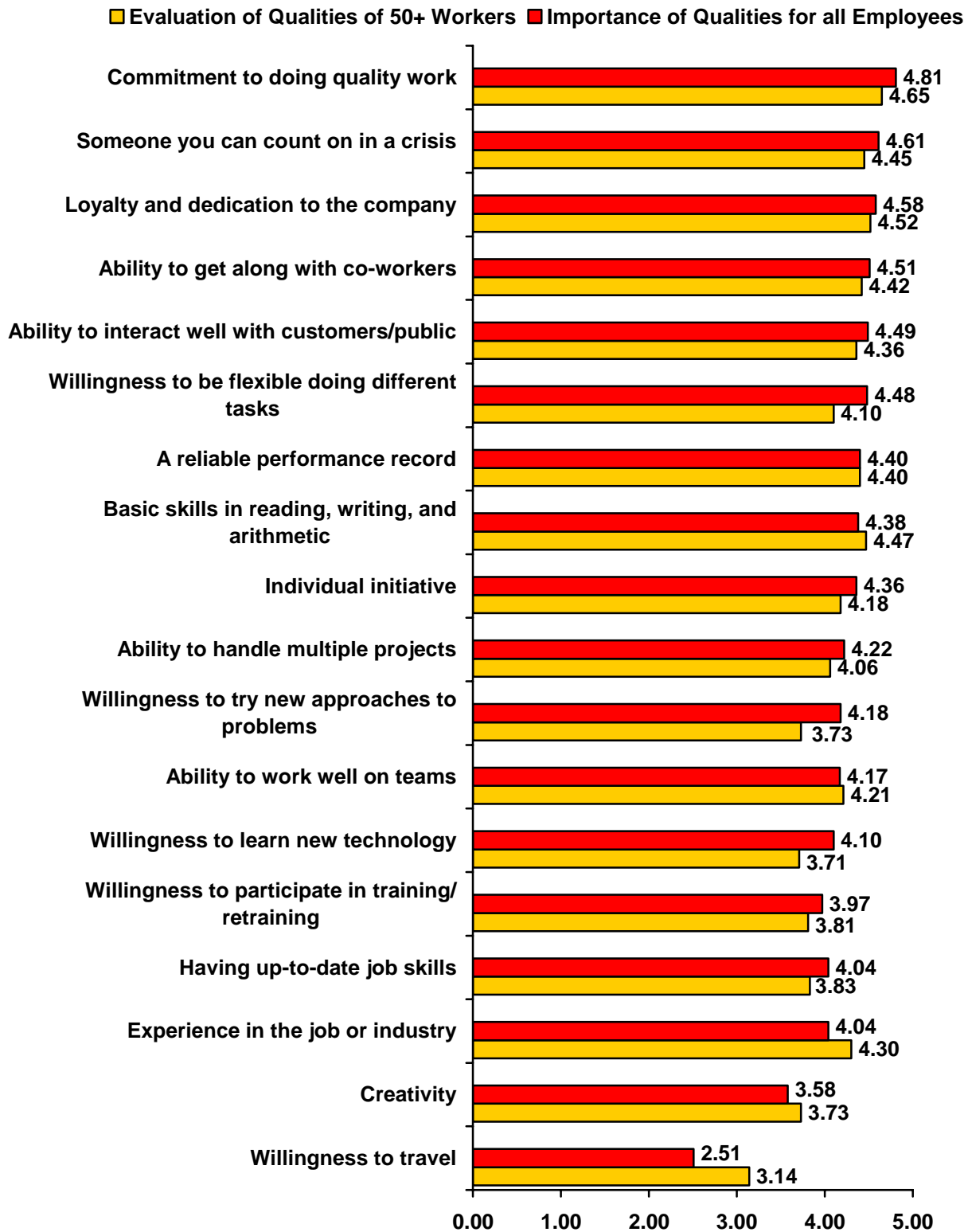
Specifically, on a scale of 1 to 5 with “1” being very poor and “5” being very good, employees 50-plus received an average rating of 4.0 or higher on 12 of the 18 qualities that employers examined in the survey. Employees 50-plus received ratings of 3.0 or higher on the other six important qualities, suggesting that employers feel that 50-plus workers possess the qualities that they view as particularly important.

The following chart illustrates New Hampshire employers’ ratings of the importance of all 18 employee qualities as well as their evaluation of employees age 50-plus on each of these qualities.

³ Based on the average response to a 5-point importance scale where 5 is extremely important and 1 is not at all important.

⁴ Based on the average response to a 5-point quality scale where 5 is very good and 1 is very poor.

Average Rating of Importance of Employee Qualities and Evaluation of 50+ Employees (n=826)



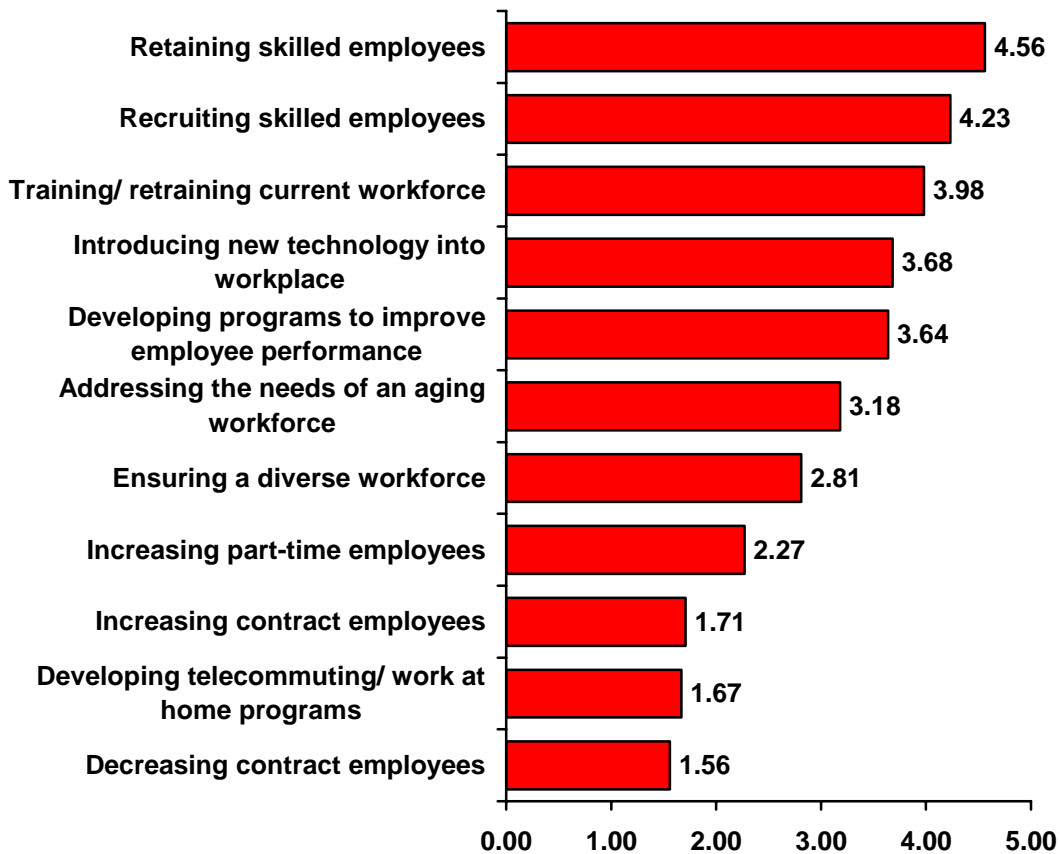
Importance ratings based on the average response to 5-point importance scale where 5 is extremely important and 1 is not at all important. Evaluation ratings based on the average response to a 5-point quality scale where 5 is very good and 1 is very poor.

Important Workforce Issues

Of the eleven organizational issues addressed in the survey, employers consider retaining skilled employees to be the most important issue facing their organization today. Specifically, over six in ten say this is extremely important and gave this an average rating of 4.5 on a scale from 1 to 5 where 5 is extremely important and 1 is not at all important. Recruiting skilled employees (4.2) is viewed as the second most important issue, followed by training or retraining the current workforce (3.9), introducing new technology into the workplace (3.6) and developing programs to improve employee performance (3.6). Addressing the needs of an aging workforce received an average importance rating of only 3.1 and was viewed as only moderately important.

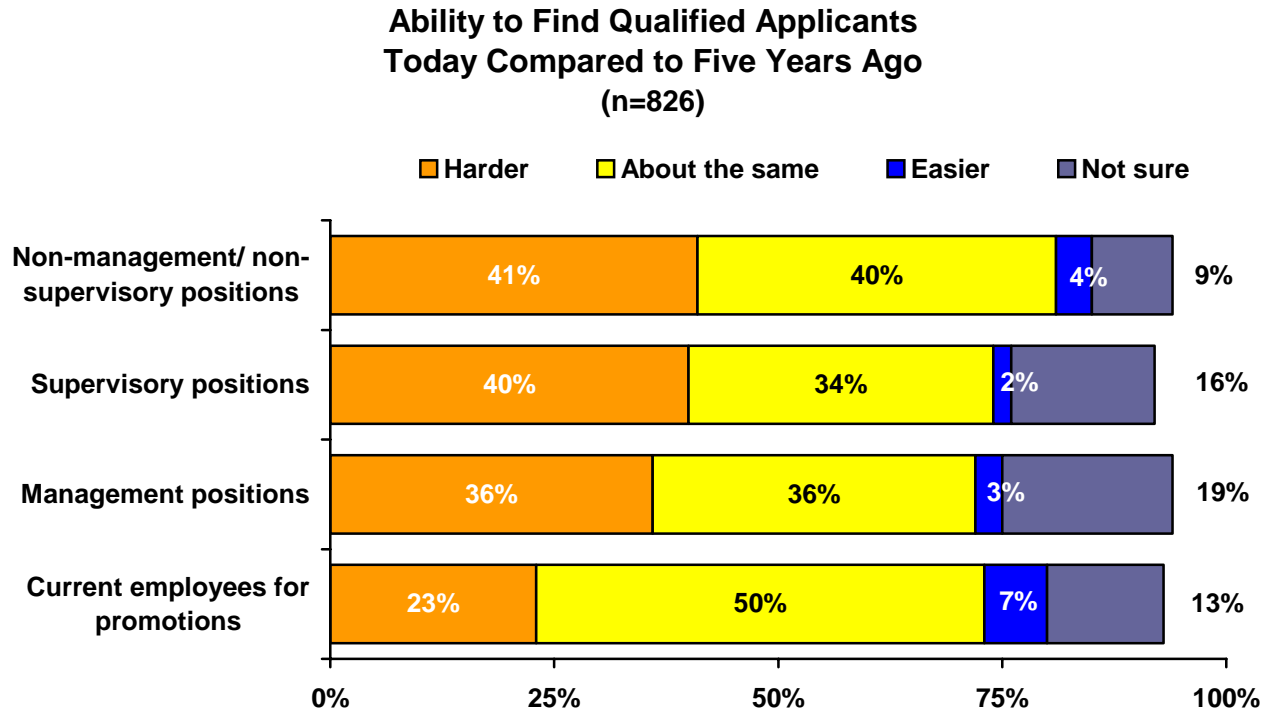
- Organizations preparing for the potential shortage of workers due to boomer retirement rate addressing the needs of an aging workforce as slightly more important (3.3) than those that have not done any preparation for a potential worker shortage (3.0).

Average Rating of Important Issues to Organizations (n=826)



Availability of Qualified Workers

About four in ten of all employers say that it's harder today than it was five years ago to find qualified applicants for management, supervisory, and even non-management, non-supervisory positions. Less than ten percent of respondents indicate that it is easier to find qualified applicants today compared to five years ago.



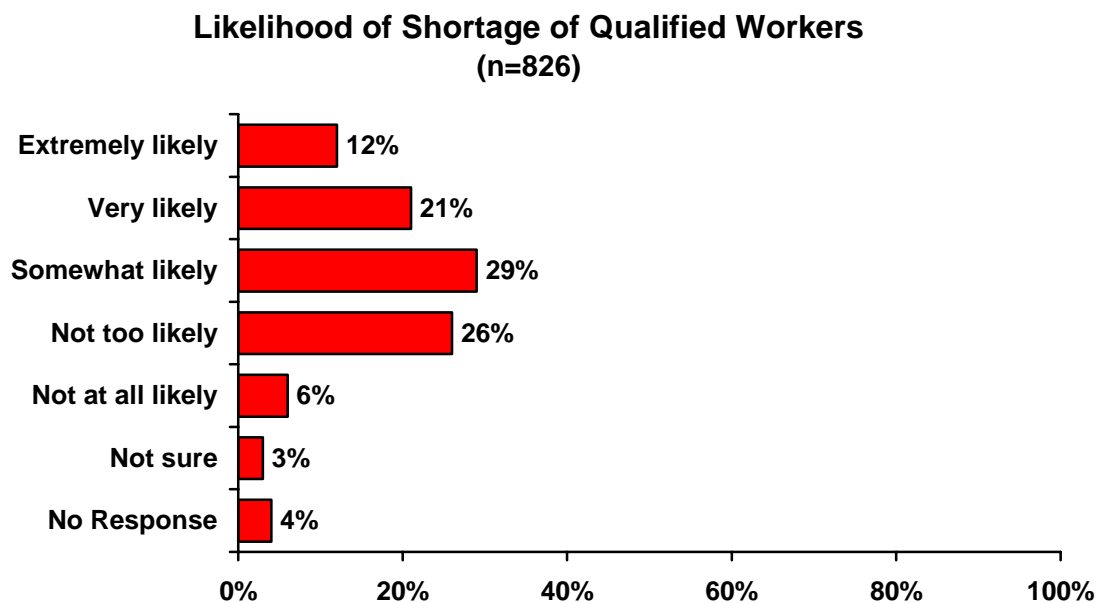
Organizations that say it is likely their company will face a shortage of qualified workers in the next five years are finding it harder than organizations that say it is unlikely their company will face a shortage of workers to find qualified applicants for **all** types of positions today compared to five years ago.

Organizations Finding it Harder to Find Qualified Applicants by Likelihood of Worker Shortage		
Harder to Find	Likely Shortage (N=273)	Unlikely Shortage (N=261)
Management positions	58%	23%
Supervisory positions	63%	25%
Non-management/ non-supervisory positions	66%	21%
Current employees qualified for promotions	41%	11%

Likelihood of a Shortage of Qualified Workers

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 (Cummins, 2004). Nearly two-thirds (62%) of New Hampshire employers believe that their business is at least somewhat likely to face a shortage of qualified workers within the next five years.

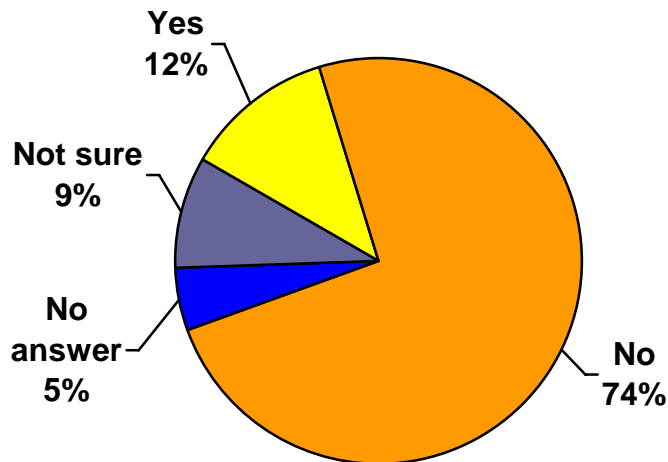
Mid-size employers are more likely than smaller employers to anticipate a shortage of qualified workers within the next five years. Companies with 20-99 employees (43%) are more likely than companies with less than 20 employees (29%) to report their company is extremely or very likely to face a shortage of qualified workers.



Preparing for a Potential Worker Shortage

While the likelihood of a worker shortage may have potentially devastating ramifications on many businesses, only twelve percent of New Hampshire employers say they have taken steps to prepare for the possibility of a worker shortage due to boomers retiring at the traditional retirement age. It is noteworthy that nine percent of respondents are not sure if their organization is taking steps to prepare for boomer retirement.

Organizations Taking Steps to Prepare for Boomer Retirement (n= 826)



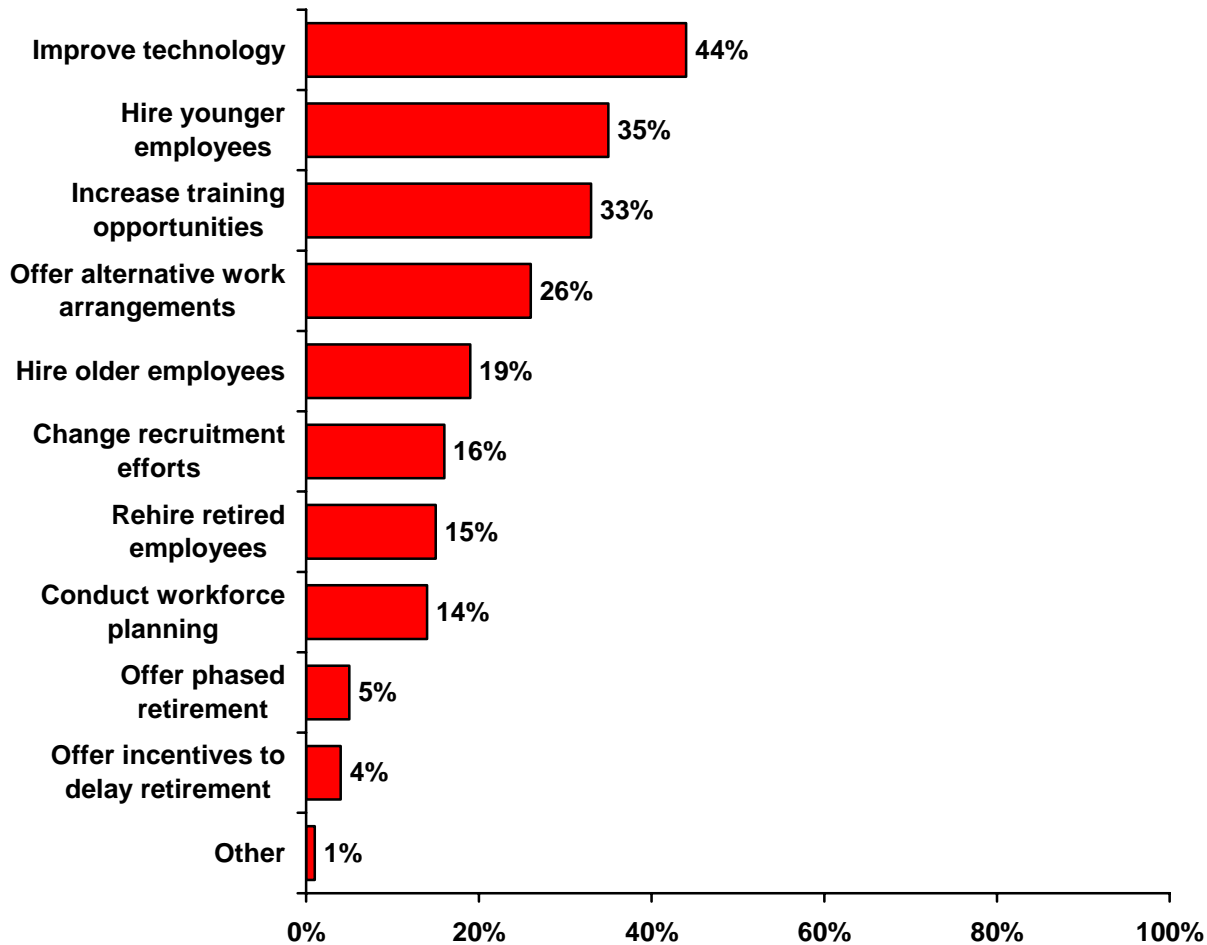
Mid-size and larger organizations and those that say it is important to ensure a diverse workforce are more likely to have taken steps to prepare for boomer retirement. Thirty percent of organizations with 100 or more workers and 20 percent of organizations with 20-99 employees say they have taken steps to prepare for this possibility, compared to 8 percent of organization with less than 20 workers. Additionally, 19 percent of organizations that say it is important to ensure a diverse workforce have taken steps to prepare for the possibility of boomer retirement compared to 9 percent of organizations that say it is not important to ensure a diverse workforce.

- Employers with half or more full-time workers age 50-plus are no more likely to be taking steps to prepare for a potential worker shortage (9%) than employers with less than half of employees age 50-plus (17%).
- Employers who say it is likely they will experience a shortage of qualified workers in the next five years (15%) are no more likely to be taking steps to prepare for a potential shortage due to boomer retirement than employers who say it is unlikely they will experience a worker shortage (9%).⁵

⁵ Depending on the number of organizations responding to the question, the percentage point differences required to reach significance may vary.

While a majority of employers have taken at least one step to prepare for the possibility of boomers retiring, many have not implemented strategies to delay this possibility. Less than one in ten offer phased retirement (5%) or other incentives to delay retirement (4%).

**Strategies Organizations Currently Use to Prepare for
Potential Worker Shortage
(n=826)**

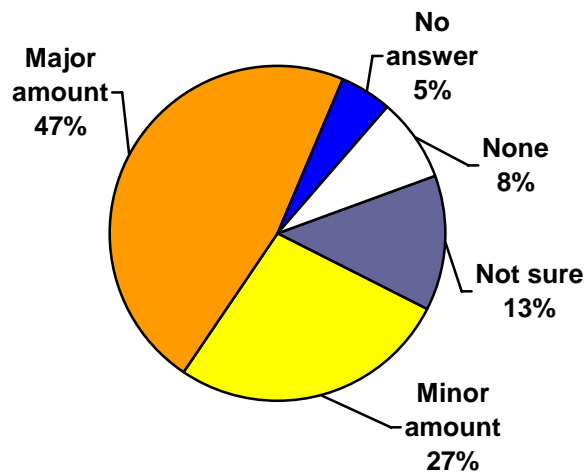


While the percentage of older workers a business employs does not predict their use of strategies to prepare for a worker shortage, businesses that say it is extremely or very likely they will experience a worker shortage are more likely to implement most of the strategies listed to prepare for a potential worker shortage. The exceptions are increasing training programs, improving technology, and offering alternative work arrangements.

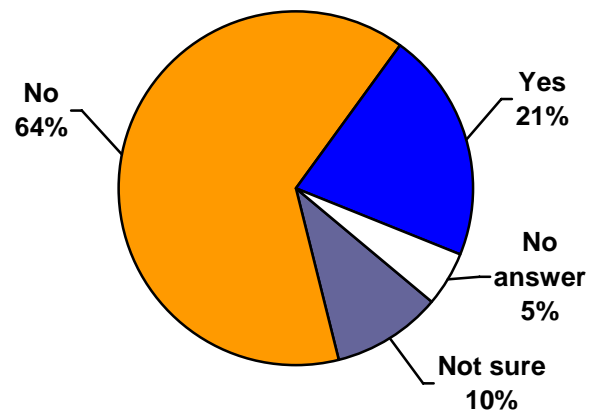
Institutional Knowledge

While more than six in ten employers (66%) say that it is extremely or very important to retain the institutional knowledge that might be lost when employees retire, only one in five (21%) businesses actually have a formal process that enables employees who retire or otherwise leave to share the knowledge they have obtained on the job.

Amount of Knowledge Loss Occurring When Employees Retire or Leave
(n=826)



Whether Organizations Have Formal Processes that Enables Employees who Retire or Leave to Share Knowledge
(n=826)



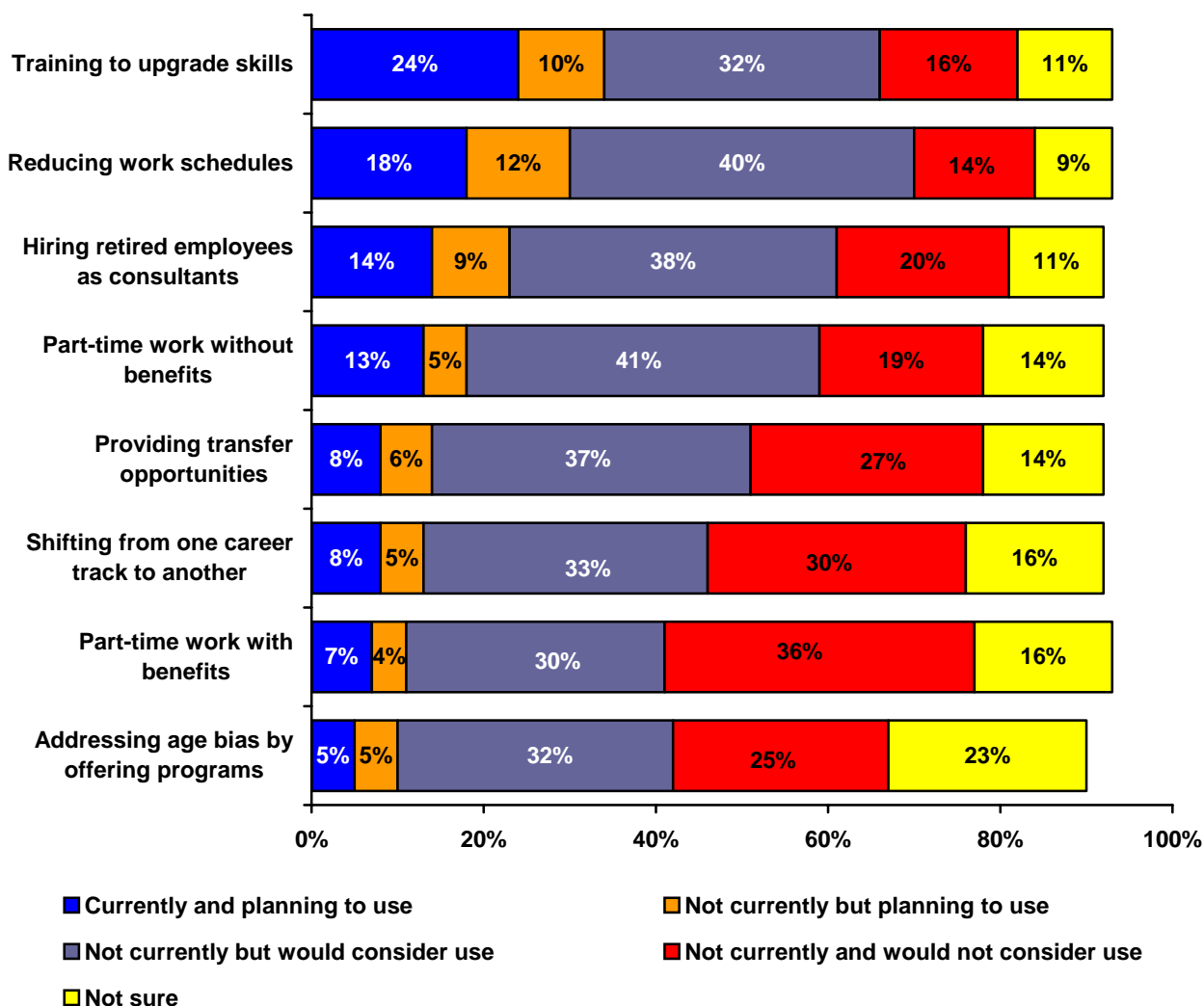
When asked, “How much knowledge loss do you think occurs when employees retire or otherwise leave the organization?” more than four in ten organizations say a major amount of knowledge is lost.

- Businesses that say it is likely they will experience a shortage of qualified workers in the next five years (57%) are more likely to acknowledge the “brain drain” that occurs within the organization when knowledgeable people retire or leave a job (41%). Surprisingly, the size of the organization did not relate to perceptions of organizational knowledge loss.
- Businesses that say there is a major amount of knowledge loss that occurs when an individual retires from their organization (27%) are no more likely than businesses that say there is only a minor amount of knowledge loss to have formal processes in place for retirees to share institutional knowledge (20%).

Preparing for an Aging Workforce

In less than a decade, the first wave of baby boomers will turn 65, the traditional retirement age (Brown, 2003). While many boomers plan to work beyond traditional retirement age, many employers have not yet implemented strategies to encourage their older workers to stay or to attract workers age 50-plus to begin work in their companies. When presented with a list of eight strategies that companies might use to allow older workers to continue to contribute in the workplace past traditional retirement age, forty-seven percent of employers say they currently do not utilize any of the older-worker targeted strategies.

**Strategies to Help Employees
Work Past Traditional Retirement Age
(n=826)**



The most common strategies used to accommodate employees who want to work past traditional retirement age are: providing training to upgrade skills, enabling employees to ease into retirement by reducing their work schedules, hiring retired employees as consultants or temporary employees, and providing part-time work arrangements without continuation of benefits.

Many organizations have not adopted strategies that are beneficial to older workers such as shifting career tracks while still providing employment. Forty percent are using up to three of the eight strategies measured by the survey (20% one strategy; 11% two strategies; 9% three strategies). Thirteen percent are using four to eight of the strategies measured (5% four strategies; 4% five strategies; 3% six strategies; 1% seven strategies; .5% all eight strategies).

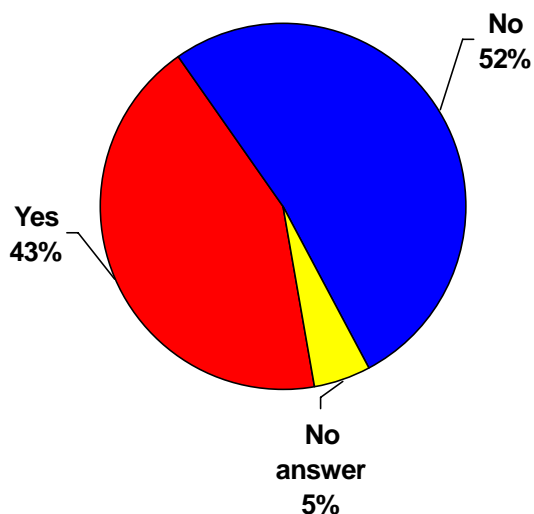
When asked about future plans for accommodating employees who want to work past traditional retirement age, many employers do not plan to use any assistive strategies within the next five years. Seventy-one percent are not planning to use any of the strategies in the next five years. Twenty-seven percent of employers are planning to use up to three strategies over the next five years (16% one strategy; 8% two strategies; 4% three strategies). Only two percent plan to use four to eight of the strategies measured.

Mid-size and larger businesses are more likely than small businesses to use all eight strategies to accommodate employees who want to work past traditional retirement age.

Strategies Used to Help Employees Work Past Traditional Retirement Age by Business Size			
	100 or more employees (N=41)	20-99 employees (N=75)	1-19 employees (N=571)
Providing training to upgrade skills	48%	37%	20%
Enabling employees to ease into retirement by reducing their work schedules	39%	33%	15%
Hiring retired employees as consultants or temporary employees	38%	21%	11%
Providing part-time work arrangements without continuation of benefits	34%	26%	10%
Providing opportunities for employees to transfer to jobs with reduced pay and responsibilities	22%	14%	5%
Addressing age bias issues in the workplace by offering programs such as mentoring or diversity training	19%	10%	3%
Providing part-time work arrangements with continuation of benefits	17%	14%	4%
Shifting employees from one career track to another career track	17%	13%	7%

Although many New Hampshire businesses are not taking action to address the needs of older workers, some are seeking information about issues related to older workers. More than 40 percent of employers have sought information on older worker issues from multiple organizations. Most employers seek information on older worker issues from government agencies such as the U.S. Department of Labor and state employment agencies.

Organizations That Have Sought Information on Older Worker Issues (n=826)



Where Organizations Have Sought Information on Older Worker Issues (n=826)

- 18% State employment agencies
- 16% U.S. Department of Labor
- 10% Chamber of Commerce
- 9% Equal Employment Opportunity Commission (EEOC)
- 8% Private employment agencies
- 7% AARP
- 5% Society for Human Resource Management (SHRM)
- 5% Management consulting firm
- 4% Other

Conclusions

Most of the qualities that older workers already possess are the top qualities that New Hampshire businesses believe employees should have to meet the needs and culture of their organizations. There is great overlap and, therefore, great opportunity. Given their desire to keep skilled workers and their positive evaluation of older workers' solid experience in the job or industry, New Hampshire businesses should be considering strategies to keep older workers.

Right now, about six in ten of all employees in New Hampshire are age 45 or older (Choi, 2005). While sixty-two percent of all New Hampshire employers surveyed believe their business is likely to face a shortage of qualified workers in the next five years, just twelve percent are taking steps to prepare for the baby boom generation to retire. Currently, fewer than one in ten businesses are using strategies, such as offering phased retirement or other incentives to delay retirement, in order to address a potential shortage of qualified workers. The most common strategies used to prepare for the potential worker shortage are improving technology and hiring younger employees.

Moreover, many employers are not currently using or developing strategies to address the needs of older workers who continue working beyond traditional retirement age. Less than one in four currently provide training to upgrade employee skills or allow for reduced work schedules. Most New Hampshire businesses are not planning to use these strategies either. For the most part, larger businesses are more likely than smaller businesses to use strategies to address older worker issues. As the baby boomers age and choose to retire or stay in the workforce, businesses should identify and implement strategies that will allow them to retain as well as recruit skilled workers, the most important issues for more than three in four New Hampshire businesses.

When workers retire or otherwise leave a job, they take the knowledge related to the job with them. More than six in ten employers say it is extremely or very important to retain institutional knowledge lost when an employee retires or leaves a job; however, only one in five actually have a formal process that enables employees to share information obtained on the job.

Given the impending demographic shifts in the workforce, the time is right for employers to identify and evaluate policies that can help them stay competitive as the baby boomers contemplate retirement. Strategies such as conducting workforce planning and implementing mentoring programs in order to capture formal and informal institutional knowledge can address issues such as the potential shortage of qualified workers in the next five years and the loss of institutional knowledge.

There are organizations that can help businesses address older worker issues. Four in ten New Hampshire businesses already turn to public sources, that is, federal and state government as well as private sources to obtain information on older worker issues. In the next decade, many more businesses will need to think of the aging of their workforce as a very important issue.

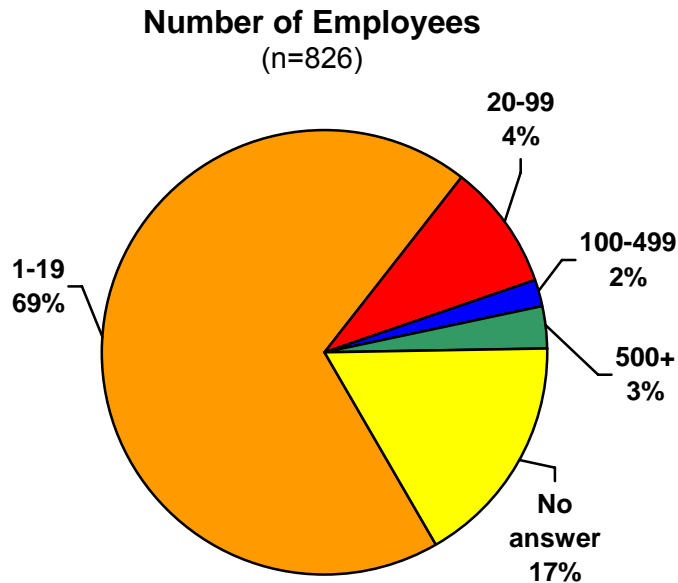
Methodology

Survey Sampling, Inc. provided a random sample of 4,000 businesses with three or more employees listed in New Hampshire. Out of 4,000 businesses, 448 surveys were undeliverable; however, 826 were returned for a twenty-three percent response rate. The sampling error was ± 3.0 . A pre-notification letter was sent to the attention of the Business Executive for each business. This was followed by the survey. Responses as well as undeliverable or ineligible⁶ mail were tracked. A reminder postcard, a second copy of the survey, and a third copy of the survey were mailed if the business did not respond.

⁶ Ineligible mail was those businesses that identified themselves as no longer in business or with no employees.

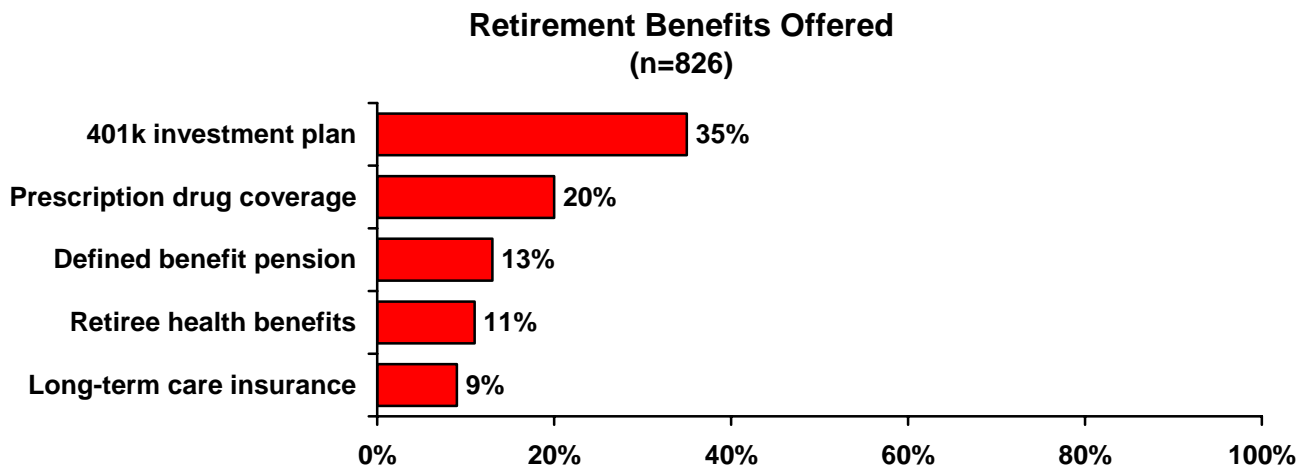
Survey Demographics

The target sample for this survey was businesses employing 3 or more people. The size of businesses reported in the survey range from 1 to 700,000 employees. According to the U.S. Small Business Administration, small businesses are those with less than 500 employees (U.S. Small Business Administration, 2005). In New Hampshire, of the firms with employees, 96.7% are small businesses. Consistent with these findings, the majority of businesses surveyed employ less than 500 people (97%).



Ninety-two percent of the organizations in the survey are headquartered in the State of New Hampshire.

Most organizations do not offer a defined pension plan. The most common type of benefit offered is a 401k investment plan.



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Appendix A Annotated Survey

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New Hampshire Workforce Survey

Statewide Company Sample: N=826; Margin of Error: ± 3.0%

1. In your opinion, how important are the following issues to your organization?

	Extremely Important ▼ %	Very Important ▼ %	Somewhat Important ▼ %	Not Very Important ▼ %	Not At All Important ▼ %	No Response ▼ %
a. Recruiting skilled employees.....	48	30	15	3	2	3
b. Retaining skilled employees.....	62	29	5	1	1	3
c. Training/retraining your current workforce	29	45	16	5	2	3
d. Introducing new technology into your workplace	18	41	29	7	2	3
e. Developing programs to improve employee performance	19	41	25	8	5	3
f. Addressing the needs of an aging workforce.....	9	31	35	14	9	3
g. Increasing the number of part- time employees	4	10	20	38	25	3
h. Developing programs for telecommuting or at-home workers	1	5	12	21	57	4
i. Increasing the number of contract employees	2	5	10	26	52	5
j. Decreasing the number of contract employees	1	3	6	28	57	5
k. Ensuring a diverse workforce	9	21	31	15	21	5

2. Thinking about the needs and culture of your organization, how important are each of the qualities listed below for all employees to have?

	Extremely Important	Very Important	Somewhat Important	Not Very Important	Not At All Important	No Response
	▼ %	▼ %	▼ %	▼ %	▼ %	▼ %
a. Commitment to doing quality work	81	16%	<.5	0	1	3
b. Ability to get along with co-workers	55	38	3	<.5	1	3
c. Willingness to be flexible about doing different tasks	54	37	5	1	1	3
d. Loyalty and dedication to the company.....	62	30	4	<.5	1	3
e. Someone you can count on in a crisis.....	65	27	3	1	1	4
f. Experience in the job or industry.....	34	36	24	2	1	3
g. Basic skills in reading, writing, and arithmetic	51	33	11	1	1	3
h. Ability to work well on teams	42	36	15	2	3	3
i. Ability to handle multiple projects ..	41	39	14	2	1	3
j. A reliable performance record	46	45	5	<.5	1	3
k. Individual initiative.....	46	42	9	<.5	1	3
l. Having up-to-date job skills.....	32	41	22	2	1	3
m. Willingness to learn new technology.....	36	41	16	4	1	3
n. Willingness to try new approaches to problems	37	43	15	1	1	3
o. Willingness to participate in training or retraining programs	30	40	20	4	1	4
p. Willingness to travel	11	12	23	21	30	4
q. Creativity	21	29	34	8	4	4
r. Ability to interact well with customers/ public	65	22	6	3	2	3

3. Based on your knowledge and experience, how would you evaluate employees age 50 or older on each of the qualities listed below?

	Very Good	Good	Fair	Poor	Very Poor	No Response
	▼	▼	▼	▼	▼	▼
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
a. Commitment to doing quality work.....	59	26	2	0	0	13
b. Ability to get along with co-employees	43	36	6	<.5	0	15
c. Willingness to be flexible about doing different tasks.....	32	34	19	2	<.5	14
d. Loyalty and dedication to the company	53	25	7	<.5	1	14
e. Someone you can count on in a crisis..	48	30	6	1	1	14
f. Experience in the job or industry	39	34	12	1	0	14
g. Basic skills in reading, writing, and arithmetic	47	34	6	<.5	0	14
h. Ability to work well on teams.....	34	38	13	2	<.5	14
i. Ability to handle multiple projects	31	33	19	3	0	14
j. A reliable performance record	43	36	7	1	0	14
k. Individual initiative.....	33	37	15	1	1	14
l. Having up-to-date job skills.....	19	37	26	3	1	14
m. Willingness to learn new technology...	17	32	30	5	1	15
n. Willingness to try new approaches to problems.....	18	33	29	6	<.5	14
o. Willingness to participate in training or retraining programs.....	17	39	26	4	<.5	14
p. Willingness to travel	8	24	29	13	8	18
q. Creativity.....	15	37	29	3	1	15
r. Ability to interact well with customers/public	43	34	8	1	1	14

4. For the following, please indicate whether finding qualified applicants is easier, harder, or about the same as it was five years ago.

	Easier	About the Same	Harder	Not Sure	No Response
	▼	▼	▼	▼	▼
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
a. Qualified applicants for management positions.....	3	36	36	19	7
b. Qualified applicants for supervisory positions	2	34	40	16	8
c. Qualified applicants for non-management and non-supervisory positions	4	40	41	9	7
d. Current employees qualified for promotion to jobs of higher grade or responsibility	7	50	23	13	7

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

<u>%</u>	
12	Extremely likely
21	Very likely
29	Somewhat likely
26	Not too likely
6	Not at all likely
3	Not sure
4	No Response

6. 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>	
12	Yes
74	No
9	Not sure
5	No Response

7. Has your organization done any of the following to prepare for the potential shortage of workers as a result of baby boomers retiring?

	Yes ▼ %	No ▼ %	Not Sure ▼ %	No Response ▼ %
a. Hire younger employees	35	53	4	7
b. Hire older employees	19	65	8	8
c. Increase training opportunities.....	33	54	6	7
d. Change recruitment efforts	16	70	7	7
e. Conduct workforce planning.....	14	70	8	8
f. Improve technology	44	45	4	7
g. Rehire our retired employees	15	70	7	7
h. Offer incentives to delay retirement	4	80	9	8
i. Offer alternative work arrangements such as part-time work, job sharing, or telecommuting	26	62	6	7
j. Offer phased retirement	5	81	7	8
k. Other [SPECIFY]_____	1	26	7	66

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

%

- 47 A major amount
- 27 A minor amount
- 8 None
- 13 Not sure
- 5 No Response

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

%

- 26 Extremely important
- 40 Very important
- 19 Somewhat important
- 6 Not too important
- 1 Not at all important
- 0 Not sure
- 4 No Response

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

<u>%</u>	
21	Yes
64	No
10	Not sure
5	No Response

11. Organizations use different approaches to accommodate employees who want to work past traditional retirement age. For EACH of the following strategies, please indicate whether your organization is...

- a. currently using it and planning to use it in the next five years**
- b. not currently using but planning to use it in the next five years**
- c. not currently using but would consider using it in the next five years**
- d. not currently using and would not consider using it in the next five years**

	Currently and Planning to Use	Not Currently but Planning to Use	Not Currently but Would Consider Use	Not Currently & Would Not Consider Use	Not Sure	No Response
	▼ <u>%</u>	▼ <u>%</u>	▼ <u>%</u>	▼ <u>%</u>	▼ <u>%</u>	▼ <u>%</u>
a. Enabling employees to ease into retirement by reducing their work schedules	18	12	40	14	9	7
b. Shifting employees from one career track to another career track	8	5	33	30	16	9
c. Providing training to upgrade skills of employees	24	10	32	16	11	8
d. Hiring retired employees as consultants or temporary employees	14	9	38	20	11	8
e. Providing opportunities for employees to transfer to jobs with reduced pay and responsibilities	8	6	37	27	14	8
f. Providing part-time work arrangements <u>without</u> continuation of benefits	13	5	41	19	14	8
g. Providing part-time work arrangements <u>with</u> continuation of benefits	7	4	30	36	16	9
h. Addressing age bias issues in the workplace by offering programs such as mentoring or diversity training	5	5	32	25	23	10
i. Other [SPECIFY] _____	<.5	<.5	2	5	8	85

12. Have you ever sought any information on the following issues for employees age 50 or older?

	Yes ▼	No ▼	No Response ▼
	<u>%</u>	<u>%</u>	<u>%</u>
a. Phased retirement.....	8	85	7
b. Alternative career tracks	6	86	8
c. Retraining.....	11	82	7
d. Age discrimination.....	10	82	8
e. Retirement planning.....	26	66	8
f. Part-time work with benefits.....	16	77	8
g. Knowledge sharing.....	18	74	8
h. Other [SPECIFY] _____	1	35	65

13. Have you sought information on any of the issues listed above from the following organizations?

	Yes ▼	No ▼	No Response ▼
	<u>%</u>	<u>%</u>	<u>%</u>
a. Private employment agencies	8	83	9
b. U.S. Department of Labor	16	75	9
c. State employment agencies.....	18	74	9
d. Chamber of Commerce.....	10	81	9
e. AARP.....	7	85	9
f. Equal Employment Opportunity Commission (EEOC)	9	82	9
g. Management consulting firm.....	5	85	10
h. Society for Human Resource Management (SHRM).....	5	85	10
i. Other [SPECIFY] _____	4	40	56

About Your Organization

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

14. Is your organization headquartered in New Hampshire?

- %
92 Yes ► GO TO QUESTION 18
6 No
2 No Response

15. If your organization is not headquartered in New Hampshire, where is your organization's headquarters?

[WRITE IN CITY, STATE, AND ZIPCODE]

16. Where in New Hampshire are you personally located?

[WRITE IN CITY, COUNTY, AND ZIPCODE]

17. Which of the following best describes the primary nature of your organization's business in New Hampshire?

- %
0 Business/Professional Services
0 Telecommunications
0 High Tech/Computers
1 Financial/Insurance/Real Estate
0 Health Services
1 Retail
1 Manufacturing
0 Education
0 Publishing
0 Nonprofit
1 Hospitality/Entertainment
0 Construction
0 Other [SPECIFY] _____
96 No Response

18. Currently, how many people work permanently, either full-time or part-time, and temporarily as seasonal or contract employees for your organization in New Hampshire?

FULL-TIME, PERMANENT EMPLOYEES

<u>%</u>	
57	1-5
16	6-14
4	15-24
4	25-49
4	50-99
1	100-199
3	200 or more
11	No Response

PART-TIME, PERMANENT EMPLOYEES

<u>%</u>	
6	0
35	1 - 2
16	3 - 10
2	11-20
4	More than 20
10	No Response

TEMPORARY SEASONAL OR CONTRACT EMPLOYEES

<u>%</u>	
9	0
16	1 - 3
4	4 - 10
5	More than 10
66	No Response

GRAND TOTAL NUMBER OF EMPLOYEES

(MUST ADD UP TO PREVIOUS THREE NUMBERS)

<u>%</u>	
43	1 - 4
17	5 - 9
10	10 - 19
9	20 - 99
2	100 - 499
3	500+
17	No Response

19. As a percentage of your permanent workforce, what was your organization's turnover rate in New Hampshire for 2004?

<u>%</u>	
38	0%
36	1%-20%
9	21%-40%
4	41%-60%
1	61%-80%
2	81%-100%
<.5	More than 100%
7	Not sure
5	No Response

20. In the past year, what percentage of your employees in the New Hampshire age 50 years or older worked:

	0%	1% - 49%	50% - 100%	Not sure	No Response
	▼	▼	▼	▼	▼
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Full-time, permanent?	22	34	26	5	14
Part-time, permanent?	33	22	10	5	29
Temporary, seasonal or contract work?	39	8	3	8	43

21. Does your organization offer any of the following retirement benefits?

	Yes	No	No Response
	▼	▼	▼
	<u>%</u>	<u>%</u>	<u>%</u>
a. Retiree health benefits.....	11	82	8
b. Defined benefit pension	13	80	8
c. 401K investment plan	35	60	5
d. Prescription drug coverage.....	20	73	7
e. Long-term care insurance.....	9	84	8

22. **What percentage of your employees in New Hampshire is currently eligible for retirement benefits through your company?**

<u>%</u>	
47	0%
9	1%-20%
3	21%-40%
3	41%-60%
2	61%-80%
8	81%-100%
16	No retirement benefits offered
5	Not sure
7	No Response

About You

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

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

<u>%</u>	
58	Key Executive/President/CEO/Chairman/Owner
10	Human Resources Professional/ Human Resources Manager or Director
24	Other Manager/Director/Officer
4	Other [SPECIFY] _____

24. **What is your age?**

<u>%</u>	
3	Under 30
40	30-49
46	50-64
10	65 or older
2	No Response

Thank you for completing this survey. Please use the postage-paid envelope and return it to State Member Research, AARP, 601 E Street, NW, Washington, DC 20049 by September 13, 2005.

AARP
Knowledge Management
For more information, contact
Kate Bridges (207) 899-2094 or email kbridges@aarp.org