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**The Boomer Factor:
Rethinking an
Underutilized Workforce
in Clark County, Nevada**

April 2009



The Boomer Factor: Rethinking an Underutilized Workforce in Clark County, Nevada

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In Brief: AARP in Nevada commissioned Woelfel Research, Inc. to explore the extent to which Nevada employers are adapting to the shifts in labor force demographics and an aging workforce. Specifically, this research examined employer approaches to retaining and recruiting the 50+ worker as well as retaining worker or institutional knowledge and experience. This survey of 200 employers in Clark County finds that many businesses recognize they will face a labor shortage over the next five years as well as challenges brought on by the retirement of 76 million baby boomers – those born between 1945 and 1964. Given the smaller cohort of workers behind the boomers, employers in Clark County may consider bridging the projected labor gap by focusing on the older worker. Undoubtedly, many employers are currently faced with challenges in maintaining business during a recession but during these challenging times, the 50+ worker could perhaps represent an asset to employers. As an important component of a multi-generational workforce, older workers may not only help business maintain productivity through this downturn, they may also help firms avoid a potential shortage of skilled workers as boomers approach retirement. As other studies indicate, the 50+ worker is open to flexible work arrangements, schedules, and part-time work, and so employers could consider utilizing corresponding approaches to attract and retain the very workers that possess the valued and desired worker qualities they report in this survey. This survey was fielded in December 2008 and completed by 600 employers in Nevada with 200 in Clark County. The margin of error Clark County is 6.9 percent (see Methodology on page 11).

Key Findings:

- Looking ahead over *the next five years* (as the economy recovers or begins to recover), most employers in Clark County report it *is* likely they will face a shortage qualified workers (86%) and a unique workforce challenge as Baby Boomers retire (86%). Data from this survey suggest that more Clark County employers should consider programs that appeal to older workers such as alternative or flexible work schedules, part-time work options, etc. to perhaps both expand the job candidate pool and help bridge a pending labor force gap.
- The current economic downturn is not likely to be the only impetus behind Clark County employers finding and recruiting skilled workers. Data from this survey show that while these employers indicate their top challenge is finding workers with right skills and qualifications, many also indicate they have experienced increasing difficulty finding qualified applicants for a variety of job positions over the *past 5 years*.
- Clark County employers are divided with respect to the importance of retaining worker knowledge and putting a process in place that allows the organization to replace or transfer the knowledge and experience of retirees or employees otherwise leaving the organization. Moreover, more than half (59%) do not consider employee turnover in human resource costs. Neglecting these in regular business operations could cost an organization greatly in productivity, efficiency, strategy, competitiveness, and success.
- Turning to the 50+ worker may also help employers in Clark County find qualified and skilled workers and bridge the labor force gap. Employers in Clark County identify top desired worker qualities that 50+ workers possess such as commitment to doing quality work; committed to deadlines; reliable performance record; and customer service oriented.

For more information about this survey or the data, please contact Jennifer H. Sauer at AARP at jsauer@aarpp.org or Deborah Moore Jaquith at dmoore@aarpp.org. Also, please visit the AARP research and policy site for a copy of the full report and survey or other information on this topic and more at www.aarpp.org/research/policy.

Labor Force Shifts and the Older Worker

For decades now, the U.S. Bureau of Labor Statistics (BLS) has projected a major shift in workforce demographics that will present American businesses with unique challenges – an increasing number of older workers and an ensuing cohort of fewer younger workers.¹ While the proportion of workers ages 25 to 44 decreased by about seven percent between 1998 and 2008, workers ages 45 and older actually increased by seven percent, from 33 to 40 percent, during the same time period. These older workers, born between 1945 and 1964 and commonly referred to as the Baby Boomers, are fifty percent larger than the generation preceding it and represent nearly 19 percent of the total employed population. Furthermore, the annual growth rate of the 55 and older group is projected to be 4 times that of the overall labor force. The enormity of the Boomer's projected retirement from the labor force and the subsequent gap they could create has concerned many experts. In fact, recent studies out of the McKinsey Global Institute show how this cohort may actually influence the US GDP – since entering the workforce, their participation rate contributed to the favorable 3.2 average annual real GDP growth rate for the four decades between 1965 and 2006. These researchers argue that a slowdown in labor force participation by the Boomers could cause a critical and negative structural shift in the US economy.² Still, the BLS points out that the sheer size of the older workforce and their increasing participation in the labor force since the 1980's might somewhat offset a workforce gap.³

Economic Impacts on Labor Force Shifts

Demographic shifts in the labor force can be intensified by economic conditions such as the current recession.⁴ The Economic Policy Institute (EPI) notes that while the employment rate among workers in the US ages 55 and older has decreased since December 2007, their labor force participation has actually increased by one percentage point during that time. Correspondingly, labor force participation rates for younger workers actually declined in mid 2008, most notably among those ages 16 to 24. While EPI presumes the current economic downturn (of dwindling retirement savings, increasing health care costs, falling home values, and persisting stock market losses) has been the impetus behind older workers decisions to stay in their jobs or return to the workforce rather than retire, fewer jobs available over the past year could explain the decreased participation by younger workers. Still, while the labor force rate of older workers may be on the rise, EPI maintains that the decreasing employment rate among this group is troublesome. In other words, they are likely to be displaced workers – those who are actively looking but are either not finding a job or are underemployed.

Employers and Labor Force Shifts

Economic recessions are difficult times for business and workers. Just keeping the business in business can become the top concern of the day. Most employers will explore every possible way of staying in business before considering a reduction in workforce including implementing shorter work weeks, part-time work options, flexible work schedules, furloughs, or salary or benefit reductions. Retaining skilled and knowledgeable workers is key to keeping business running and staying competitive in the marketplace in good or bad economic times.

¹ Toossi, M. *Labor Force Projections to 2014: Retiring Boomers*, Monthly Labor Review, November 2005.

² Beinhocker, E.D., Farrell, D., Greenberg, E. *Why Baby Boomer Will Need to Work Longer*, McKinsey Quarterly, November, 2008.

³ Ibid. Toossi, M., 2005.

⁴ Garr, E. *Older American in the Recession: More Are Staying in the Workforce, More are Losing Their Jobs*, Economic Policy Institute, Issue Brief #251, February 4, 2009.

Nevada

Over one-quarter (28.5%) of Nevada's total population is age 50 or older and over a third (35%) of them are working. Moreover, about one in six (16%) Nevadan's ages 65 to 69 are still working, and the U.S. Census Bureau projects that by 2030, nearly 19 percent of the states population will be age 65 and older compared to 11 percent in 2000. Considering the projected demographic shifts in labor force and the current economic situation, it may be that many Nevadans age 50 or older will not retire or will return to the workforce.^{5,6} However, working Nevadans are going to face many challenges. Nevada's unemployment rate exceeds the national rate – 9.4 to 8.1 respectively – and while not all industries in the state experienced declines in jobs growth from 2007 to 2008, such as leisure and hospitality, government, and education jobs, bankruptcies and state budget shortfalls are now expected to negatively impact these job sectors.⁷ Still, Nevada is an ideal home for business. There is no corporate income tax, no inventory tax, no franchise tax, no unitary tax, no special intangible tax, and no personal state income tax. Businesses should have strong motivation to succeed and keep operating even in economic downturns. A skilled and experienced workforce is necessary for business success and longevity, and in challenging economic times like these, employers and employees may want to consider utilizing creative and flexible approaches to retaining and recruiting a workforce as well as with respect to job placement.

Clark County

The largest employers in Clark County include elementary and secondary schools, casino related businesses or gaming, and state and local government. Clark County ranks first among all counties with about 373,000 residents ages 50 and older from which they could potentially tap for experience, skills, and knowledge.⁸ A skilled and experienced workforce is necessary for business success and longevity, and in challenging economic times like these, employers and employees may want to consider utilizing creative and flexible approaches to retaining and recruiting a workforce as well as with respect to job placement.

Purpose of the Survey

The purpose of this survey is better understand the extent to which employers in Nevada counties are adapting to shifting labor force demographics and a pending future labor shortage. This survey explores Nevada employers opinions regarding filling certain jobs or positions, retaining organizational or institutional knowledge of parting employees, desired worker qualities, work attributes possessed by the 50 or older worker, and inquires about the benefits and programs they offer workers. This report discusses the implications of employers adapting or not adapting to the projected workforce trends and offers expert insight from AARP and other organizations to better help Nevada employers recognize the trend, prepare for it, and fully tap the potential of valuable, experienced, and knowledgeable workers.

This survey of 600 employers in Nevada was fielded in December 2008 in three specific counties – Clark County, Douglas County, and Washoe County – as well as Carson City. This report describes the responses of 200 employers in Clark County. The margin of error for 600 completed interviews is ± 4.0 percent and the margin of error for 200 completes in Clark County is ± 6.9 percent. See the Methodology section on page 9 for complete details.

⁵ U.S. Census Bureau, Population Division, Interim State Population Projections, 2005.

⁶ AARP Public Policy Institute (2009)

⁷ Nevada Workforce, NDETR Research & Analysis Bureau, *Economy in Brief, Economic Summary*, November 2008; www.nevadaworkforce.com.

⁸ NVEnergy.com, calculated from demographics collected by Applied Geographic Solutions. Sources for other county demographics on this site include U.S. Census and the State of Nevada Demographer. <http://www.nvenergy.com/economicdevelopment/county/Clark/demographics.cfm>

Key Findings

Workforce Issues Facing Clark County Nevada Employers

Given the current economic downturn, employers many US employers are faced with the obvious of issues of tightened budgets or budget cuts, diminishing profits, organizational downsizing, and perhaps even closing company doors. Remaining afloat may be a struggle and recruiting new workers may seem improbable, nevertheless, companies need workers that can help keep the business running through a recession.

Recruiting qualified employees is foremost on Clark County employer's minds. In fact, slightly over half (53%) of all employers in Clark County identify this issue as their top challenge, and at least a third identify providing competitive benefits or compensation (40%) and recruiting for key positions as challenges (34%) (see Annotated Survey, Question 12). Additional analysis shows that most (88%) Clark businesses face anywhere from one up to six of the challenging issues addressed in this survey question and more than a third (36%) indicate facing five or more of them.^{9,10}

Workforce Challenges (n=200 Clark County, NV Employers)	
Rank	Workforce Issue
1	Finding employees with right skills and qualifications
2	Providing competitive benefits and/or compensation
3	Upgrading to new technologies in the workplace
4	Recruitment or filling key positions
5	Risk of losing employees to organizational downsizing
6	High or unwanted turnover
7	Providing Training/development opportunities to employees
8	Managing multi-generational workforce
9	Managing diverse workforce
10	Creating drug-free workplace
11	Developing flexible scheduling/telecommuting programs
12	Risk of losing large numbers of employees to retirement

⁹ Based on a count of 12 of 13 possible workforce challenges tested in the question. Question 12 'other' was not included – twenty-five percent of all employers in Clark county did provide another challenge that could not be coded or grouped.

¹⁰ Fifteen percent of Clark employers indicate experiencing none of the challenges tested in this question and so they are not counted in this analysis and not be coded as a new category.

Experiencing Labor Force Trends

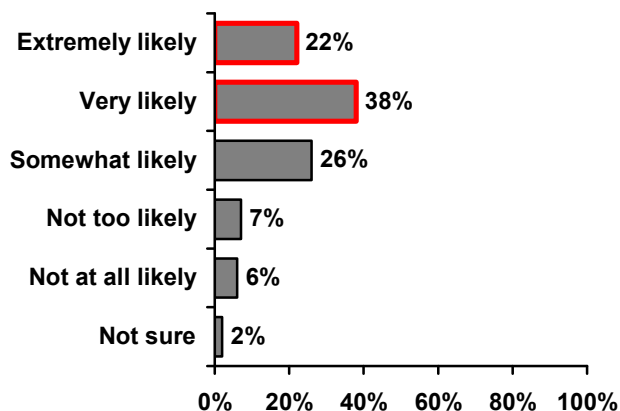
Employers in Clark County are likely experiencing the effects of current labor force trends as well as the impact of the recession. In fact, at least one in five Clark County employers actually report they currently find it more difficult to find qualified applicants for management, non-management, skilled labor, and technical positions than five years ago. While many feel there hasn't been much change compared to five years ago, fewer can say that it has become easier to find qualified applicants for various positions. This finding is particularly interesting, however, given that the survey was fielded during an economic recession and yet about half of Clark county employers say they experience little change in finding qualified applicants now as compared to a time when the state economy was stronger. Further research might yield a better understanding of the obstacles or challenges employers may be facing in finding and recruiting qualified applicants for various positions.

Finding Qualified Applicants Today Compared to Five Years Ago (n=200 Clark County, NV Employers)				
Position	Easier	More difficult	Not much change	Not sure
Management and Supervisory	12%	32%	51%	4%
Non-management and non-supervisory	20%	29%	50%	2%
Skilled labor	13%	22%	57%	4%
Technical positions	13%	20%	57%	7%
Retail or service	12%	9%	59%	10%

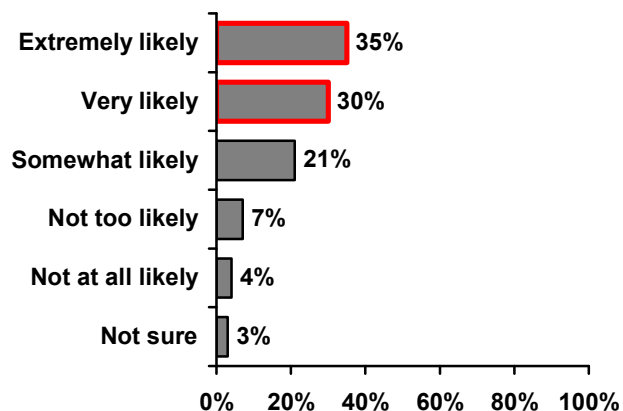
Data from this survey shows that Clark County employers primarily search for qualified workers through referrals from current employees (31%), posting job announcements in newspapers (42%), or utilizing their organizations human resource experts (25%). Four in ten (41%) indicate they use a variety of other methods to find qualified workers ranging from posting an announcement on *Craig's list*, 'word of mouth', walk-in's, to temp agencies, networking, or through a union (see Annotated Survey, Question 16).

Moreover, in thinking ahead over the next five years, most employers in Clark County think it is likely their organization will face a shortage of qualified workers in general, with over half feeling this is highly likely. And when considering the pending retirement of baby boomers, most indicate that their organization is likely to face certain challenges as a result of those workers leaving the labor force – in fact, nearly two-thirds say it highly likely their organization will be challenged.

Likelihood of Organization Facing Shortage of Qualified Workers Over Next Five Years
(n=200 Clark County, NV Employers)



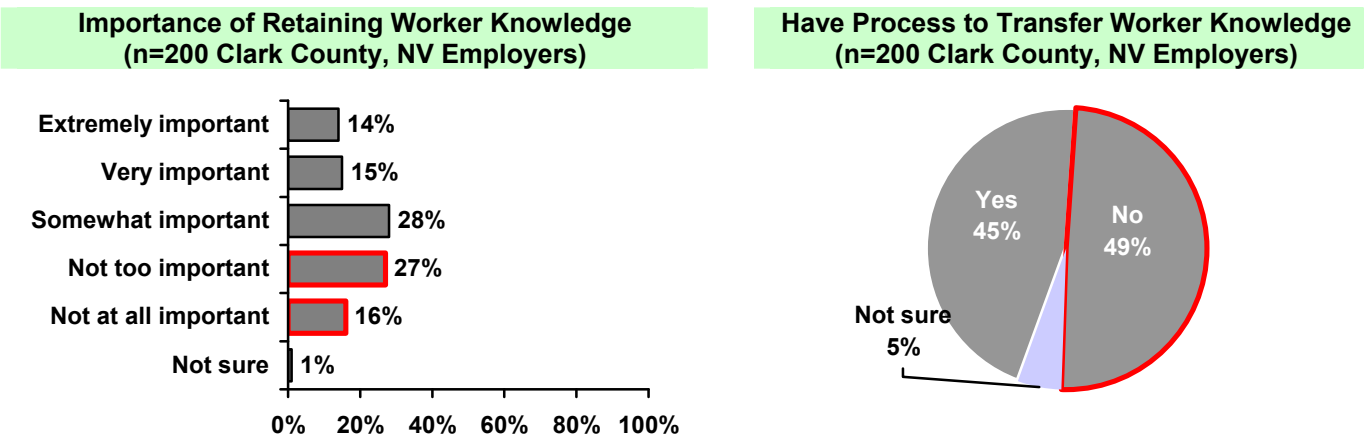
Likelihood of Organization Facing Challenges as Result of Baby Boom Retirements
(n=200 Clark County, NV Employers)



Retaining Organizational Knowledge and Experience

Many of today’s workers collaborate with clients and experts and operate within a variety of work environments while accumulating knowledge and “know-how” or best practices and processes, and sharing ideas with other workers and experts. Organizations that want to remain competitive and strategically positioned will consider processes or mechanisms to preserve and utilize the knowledge of experienced workers.

Many employers in Clark County understand this. Over half report that retaining the knowledge gained by employees before they leave the company is important, and just under half report that they have a process in place that makes it possible for their organization to replace or transfer that knowledge or experience to remaining employees.



Still, many businesses in Clark County indicate that retaining worker knowledge is not important and half do not have a process in place to transfer that knowledge to other workers and the organization at large. The labor force shift created by the retirements of Baby Boomers could not only create a shortage of skilled workers but could also create a “brain drain” – a loss of worker knowledge and information that could negatively impact an organizations’ operations, reduce its capacity to innovate, threaten growth strategies, harm client or partner relationships, and increase company vulnerability to the competition.¹¹

Employee Turnover

While employee turnover is expected in business, it is costly. When employees leave an organization, not only do they take with them the skills and knowledge that contributed to the operations, goals, profits, and successes of the organization, their departure will cost the organization in processing replacement hiring, training new hires, and lost productivity.¹² In a 2005 report, Towers Perrin recognizes that as long term employees tend to become more proficient in their job they create more economic value to the company. Some experts project the cost of replacing an experienced worker of any age to be up to fifty percent or more of the workers annual salary.¹³ However, Ross Blake of Retention Associates explains that it can actually cost a company up to 150 percent of the annual salary of midlevel employees and up to 400 percent of the annual salaries of high level executive employees.¹⁴ For example, he explains, if a company is faced with replacing a supervisor whose annual salary is \$80,000, after calculating in costs of

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

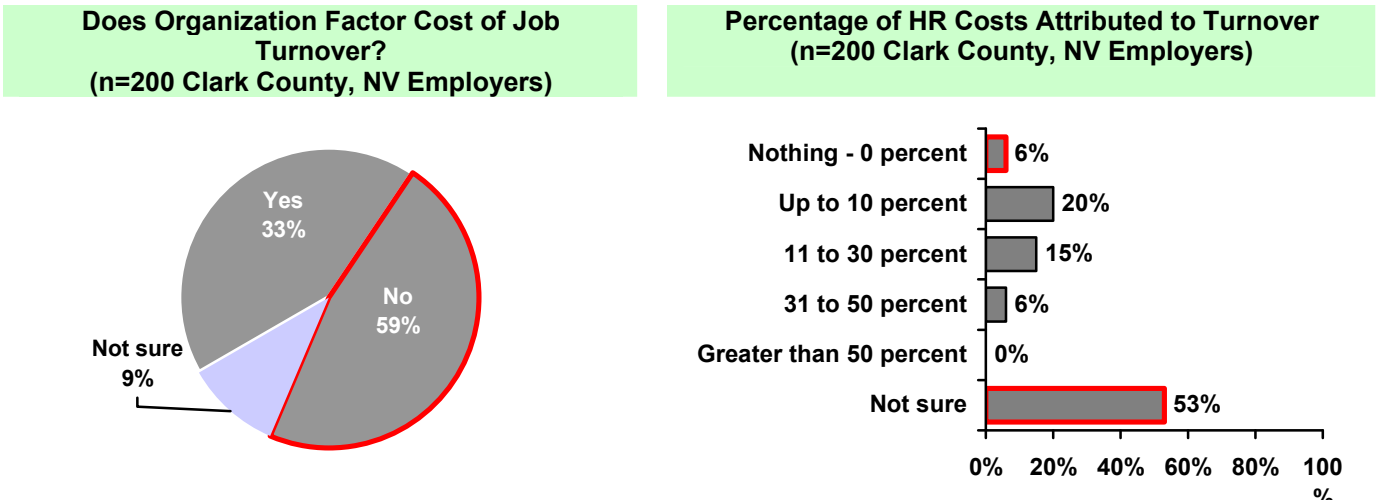
¹² Society for Human Resource Management, *Cost of Turnover*, SHRM Briefly State ROI Series, November 2005.

¹³ Towers Perrin, *A Business Case for Workers Age 50+*, December 2005.

¹⁴ Blake, R. “Employee Retention: What Employee Turnover Really Costs Your Company.” *Webpronews.com*. July 24, 2006. See also, <http://www.retainemployees.com/index.html> for more information on employee turnover and retention information.

recruiting, interviewing, hiring, training, and reduced productivity (to name a few cost variables), it could conceivably cost that company about \$100,000 to \$120,000 to replace just one supervisor.¹⁵

A third of employers in Clark County say their organization factors in the cost of job turnover into their human resources costs and one in ten are not even sure if their organization does this. And when asked about how much of human resources costs are attributed to turnover in their organization, well half say they are not sure, while one in five of them report costs to be greater than 10 percent.



According to Blake, many companies do not have a process or an adequate process to track turnover costs for several reasons: they don't see it as a costly problem, they don't know how to calculate it, they view the cost as an inherent part of doing business, or they view the task as a human resource department function.¹⁶ Each of these are issues and questions that businesses need to address if they are to effectively manage and contain the costs of turnover.

Experts recommend businesses conduct a comprehensive turnover assessment (that includes costs for exits, recruiting, interviewing, hiring, orientation, training, compensation and benefits while training, lost productivity, customer dissatisfaction, reduced or lost business, administrative costs, lost expertise, and temporary workers) and calculate the cost of this business element carefully. Not only will attention to the financial impact of turnover help assess the business impact but it could also help create cost effective solutions for reducing a costly organizational issue.^{17,18}

Addressing an Aging Workforce Could be Key to Bridging Labor Force Gaps

Many organizations in Clark County could endure labor force changes and may perhaps curb employee turnover by turning to workers ages 50 and older – according to Towers Perrin, the median job tenure of 55+ worker is over three times that of workers ages 25 to 34 years old.¹⁹ Additionally, national and other state level research of employers has clearly shown that workers ages 50 and older are recognized for having characteristics employers generally view as valuable or desired.²⁰

¹⁵ Ibid. Blake, R. 2006. Author explains example by use of a multiplier of 125 percent of departing employee's annual salary.

¹⁶ Ibid. Blake, R. 2006.

¹⁷ Ibid. SHRM, 2005.

¹⁸ Ibid. Blake, R. 2006

¹⁹ Ibid. Towers Perrin, *The Business Case for Workers Age 50+*, December 2008.

²⁰ Please go to www.aarp.org/research/work/

Interestingly, the top characteristics that businesses in Clark County want in any employee closely match the top employee qualities older workers already possess. Employers say that older employees rank high in their commitment to doing quality work, can be counted on in a crisis, have a reliable performance record, and are customer service oriented (see Annotated Survey, Questions 13 and 20 for full list of employee qualities).

Top Employee Characteristics Desired ²¹ (n=200 Clark County, NV Employers)		Top Older Employee Characteristics ²² (n=189 Clark County, NV Employers)	
Rank	Quality	Rank	Quality
1	Commitment to doing quality work	1	Commitment to doing quality work
2	Can count on in crisis	2	Commitment to deadlines
3	Has reliable performance record	3	Can count on in crisis
4	Is customer service oriented	4	Has reliable performance record
5	Ability to get along with co-workers	5	Ability to pass drug testing
6	Able to multi-task	6	Is customer service oriented

Employees Who Want to Work Past Traditional Retirement Age

Recent national and state data shows that many of the older workers approaching traditional retirement age may actually choose to stay in the workforce. A 2003 AARP Survey of workers ages 50 to 70 found that 68 percent say they plan to work in some capacity during the traditional retirement years.²³ Another AARP survey reports that two thirds of American workers ages 45 and older say they will delay retirement and work longer if the economy does not improve significantly. Interestingly, over two thirds of those workers in that study ages 50 and 59 and half of those ages 60 or older say they will delay retirement and work.²⁴ Similarly, a 2006 survey of AARP members in Nevada revealed that over half of those working thought it was likely they would work beyond traditional retirement age.²⁵

What can businesses do to attract and retain the 50+ worker? Experts and research suggest that certain benefits and employee programs such as health coverage, training and development, and retirement savings plans will be particularly attractive recruitment and retaining benefits to these skilled and experienced workers.²⁶ Additionally, AARP has found that flexible work arrangements and part-time schedules are viewed by the 50+ worker as attractive employer programs and therefore companies may want to consider such options as means for retaining and recruiting skilled workers.²⁷

²¹ Based on the response to a 5-point importance scale where 5 is extremely important and 1 is not at all important. Points 5 and 4 were combined.

²² Based on the response to a 5-point scale where 5 is excellent and 1 is very poor. Points 5 and 4 were combined.

²³ Ibid. AARP Staying Ahead of the Curve, 2003.

²⁴ Thayer, C. Retirement Security or Insecurity? The Experience of Workers aged 45 and Older, AARP, 2008.

²⁵ AARP Staying Ahead of the Curve: The AARP Working in Retirement Study, 2003.

²⁶ Ibid. AARP, 2007.

²⁷ Ibid. AARP, 2003.

Data from this survey shows that many businesses in Clark County are already committed to supporting and retaining employees who want to work past traditional retirement age. For example, when asked what strategies they employ to support employees who want to work past traditional retirement age, half say they hire retired, temporary, or contract employees, and offer alternative work arrangements like tele-working, telecommuting, or flexible schedules as well as part-time work without benefits. Four in ten offer opportunities to stay with the organization with reduced pay and responsibilities or increased professional development opportunities for workers. Addressing age bias in the workplace is also an approach used by over a third of Clark County businesses. Most (73%) employers indicate they use at three or more of the twelve approaches tested in the survey to accommodate employees wanting to work beyond traditional retirement age, and half (50%) utilize at least five of them.²⁸

Top Approaches Businesses Use To Accommodate Workers Who Want to Work Past Traditional Retirement Age (n=200 Clark County, NV Employers)			
Approach	Yes	No	Not sure
Hire retired, temporary, contract employees	52%	43%	4%
Offer alternative work arrangements	50%	46%	2%
Provide part-time work arrangement without benefits	47%	47%	6%
Opportunities to stay with organization with reduced pay and responsibilities	39%	56%	5%
Increase professional development/training opportunities	39%	58%	3%
Address age bias in the workplace	37%	54%	5%

Still, sixteen percent of all businesses in Clark County do *not* utilize any of the twelve approaches tested in the survey question. It is reasonable to expect that these strategies to retain workers ages 50 and older may also help recruit the younger workers who over time will move through the labor force and seek to work or remain working for a company that offers and maintains attractive employee programs.

Furthermore, a recent AARP Public Policy Institute report highly recommends that companies seek to incorporate flexible work arrangements and schedules as the American family (and hence, workers) are increasingly faced with managing health, retirement and dependent care obligations.²⁹ AARP notes that for the most part, American business has not changed much in terms of work in time and place, yet many companies are recognizing that flexible work arrangements or schedules are imperative to retaining employees. Subsequently, businesses are likely to be better strategically positioned and more competitive when workers are satisfied, engaged, and productive because a work-life balance has been achieved with the assistance of flexible work arrangements. Further research would certainly be warranted to better understand why these Nevada employers do not use strategies like flexible work arrangements as well as the other approaches tested in the survey question to retain or accommodate the 50+ worker.

²⁸ Based on a count of 11 of 12 possible workforce challenges tested in the question. Eleven percent did not identify any of the strategies in the survey question as ones they use.

²⁹ Hardy, M.A., *Making Work More Flexible: Opportunities and Evidence*, AARP Public Policy Institute, Insight on the Issues 11, November 2009.

Just as certain benefits and programs can *attract* new employees, they can also help retain valued employees. Employers in Clark County currently offer benefits and programs that would be considered attractive to employees ages 50 and older. Most offer health and prescription drug coverage, and over a third offer a 401k investment savings plan. Interestingly, over a quarter say they offer long-term care insurance. Moreover, most Clark employers offer attractive employee programs like flexible schedules, part-time status, and personal family leave options. Over a third say they offer a retirement package, and one in ten offers a phased retirement program where workers can gradually reduce their work hours and responsibilities up to the time of retirement. Given 2004 Treasury Department regulations, businesses who offer defined pension benefit programs can now also offer a formal phased retirement program. Hopefully more Clark County employers will consider this. Among the few businesses in Clark County who do not offer health coverage to their employees (n=51), cost and affordability are their top reasons – the organization cannot afford it, their employees cannot afford it, or the organizations revenues are too uncertain to commit to offering a plan (see Annotated Survey, Question 5).

Employee Benefits Offered (n=200 Clark County, NV Employers)			Employee Programs Offered (n=200 Clark County, NV Employers)		
Benefit	Yes	No	Employee Program	Yes	No
Health insurance	75%	26%	Paid time off (vacation/sick)	79%	20%
Prescription drug coverage	64%	35%	Part-time status	71%	29%
401k plan	38%	62%	Flexible hour/flex-schedules	70%	30%
Long-term care insurance	29%	67%	Professional development	54%	46%
Defined Pension	15%	81%	Personal or family leave	50%	49%
IRA accounts	10%	88%	Retirement package (unspecified)	36%	63%
Elder care benefit or leave	12%	83%	Tuition reimbursement/assistance	28%	70%
Retiree prescription drug coverage	10%	83%	Phased retirement	11%	85%

Summary of Survey Findings

Employers in Clark County are not only facing serious business and workforce issues attributed to the current economic recession, they are also at the forefront of a historical labor force shift initiated by about 76 million retiring baby boomers. The data from this survey show that many businesses found it difficult to find qualified workers over the *past* five years and many think it is likely they will face a shortage of qualified workers in the *next* five years as well as face challenges presented by retiring baby boomers. Moreover, the data show that many are not prepared for this loss, neither financially or in terms of retaining valuable worker knowledge and experience. Given the economic downturn, it is understandable that businesses are simply trying to stay afloat and it may seem difficult to implement new recruitment and retentions strategies during these times. However, employers may want to utilize the approaches addressed in this survey to attract and retain the very workers that possess the valued and desired worker qualities they report in this survey.

Finally, Clark County employers may want to evaluate the effectiveness of their recruiting methods. If so many are not experiencing much change in finding qualified employees over *past* five years, then the economic recession or any economic shift is likely not a contributor to the problem.

Profile of Responding Nevada Employers

Employee size	1 – 99	99 - 499	500 or more
Full-time	83% 13	%	7%
Part-time	89% 5%		1%

Organization Type	Non-Profit	For Profit, Publicly Traded	For Profit, Privately held	Government agency
	5% 10	%	80%	5%

Percentage of Workforce age 50+	None	50 percent or less of workforce is age 50+	More than 50 percent of workforce is age 50+	Not sure
	13% 75	%	10%	3%

Industries Represented
Education
Finance
Insurance
Real estate
Health care
Manufacturing
Professional services (bookkeeping, marketing, engineering)
Retail
Agriculture/forestry/fishing
Construction
Pharmaceutical
Information services
Gaming
Government
Transportation
Leisure and Hospitality
Telecommunications
Utilities
Wholesale trade

Methodology

The questionnaire was developed by AARP staff. In order to improve the quality of the data, the questionnaire was pre-tested with a small number of respondents. The pretest interviews were monitored by WRI and AARP staff. The AARP Business Survey of Human Resource Personnel in Nevada obtained telephone interviews with 600 Nevada Businesses drawn at random from four regions of the state. The sample of Nevada Businesses was drawn at random from the population of Nevada Businesses in each of the four regions. The sample was compiled by InfoUSA. The four regions and their final sample sizes were as follows:

- Clark County (N=200, sampling error = $\pm 6.9\%$)
- Douglas County (N= 125, sampling error = $\pm 8.8\%$)
- Carson City (N= 74, sampling error = $\pm 11.4\%$)
- Washoe County (N= 201, sampling error = $\pm 6.9\%$)

The interviews were conducted in English by Woelfel Research, Inc. from December 2 to December 30, 2008. The results from the study were weighted. The margin of sampling error for the complete set of 600 responses is $\pm 4.0\%$.

The companies were screened to include companies that had at least 3 full time or 3 part time employees. In addition, only non-farm businesses were included in the sample. Respondents within the company were screened to insure that they had a primary responsibility for at least one of the following human resource functions:

- Recruiting and/or hiring employees
- Managing employee benefits and compensation
- Conducting and/or supervising training and development programs for employees
- Managing or conducting dispute resolution between employees, management, and/or unions

Contact Procedures

Prior to conducting the telephone interview, a post card announcement on behalf of the survey was sent to businesses in Washoe County **only** as requested by AARP and their partners. As many as 10 attempts were made to contact every sampled telephone number. Calls were staggered over times of day and days of the week to maximize the chance of making contact with potential respondents. Voice mail announcements requesting the respondent to call back to Woelfel Research, Inc. were never utilized.

Weighting and AAPOR Response Rates and Cooperation Rates

The results which are presented separately for any of the four regions were not weighted. The results presented for the total sample were weighted by the number of businesses in the regions. The response rate for this study was measured using AAPOR's response rate 3 method. The cooperation rate was measured using AAPOR's cooperation rate 3 method. The refusal rate was measured using AAPOR's refusal rate 3 method. The table below contains these rates overall and for each region.

	Response Rate	Cooperation Rate	Refusal Rate
Total	19%	85%	8%
Clark County	18%	85%	7%
Douglas County	22%	85%	8%
Carson City	22%	87%	10%
Washoe County	15%	82%	9%

Source: AAPOR Outcome Rate Calculator Version 2.1 May 2003

2009 AARP Survey of Nevada Employers

ANNOTATED SURVEY

N=600; Sampling Error = ±4.0%;

Clark County n=200; Sampling Error = ±6.9%.

Screening

- S1. Are you the senior level executive responsible for making human resources decisions at your organization? [DO NOT READ RESPONSE SCALE]
1. Yes → [SKIP TO S2]
 2. No
 3. DON'T KNOW / REFUSED
- S1a. Are you a Manager of Compensation, HR Specialist, OR HR Generalist for your organization? [DO NOT READ RESPONSE SCALE]
1. Yes → [SKIP TO S2]
 2. No
 3. DON'T KNOW / REFUSED
- S1b. Are you responsible for any of the following human resource functions at your organization...[RECORD ANSWER FOR EACH – DO NOT READ RESPONSE SCALE]
- a. recruiting and/or hiring employees
 - b. managing employee benefits and compensation
 - c. conducting and/or supervising training and development programs for employees
 - d. managing or conducting dispute resolution between employees, management, and/or unions
1. Yes
 2. No [TERMINATE]
 3. DON'T KNOW [TERMINATE]
 4. REFUSED [TERMINATE]
- S2. Excluding contract or contingent employees, approximately how many full-time employees does your organization have in all locations in Nevada? [DO NOT READ RESPONSE ITEMS]

Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
66		4	Less than 3
42		50	3-9
17	19	19	10- 19
4		6	20-24
6		9	25-49
8	5	5	50 – 99
9	6	6	100 – 249
4	1	2	250 – 499
2	3	2	500 – 999
5	1	1	1,000 or more
-	-	-	NOT SURE / REFUSED

S3. Excluding contract or contingent employees, approximately how many part-time employees does your organization have in all locations in Nevada? [DO NOT READ RESPONSE ITEMS]

Clark (N=200) %	Douglas/ Carson City (N=199) %	Washoe (N=201) %	Base: Total Respondents
54	58	68	Less than 3
16	21	12	3-9
8	6	5	10-19
3	3	1	20-24
5	4	4	25-49
3	1	1	50 – 99
4	3	2	100 – 249
1	1	1	250 – 499
1	-	1	500 – 999
1	-	-	1,000 or more
7	4	7	NOT SURE / REFUSED

TERMINATE THE FOLLOWING RESPONDENTS FROM THE SURVEY: IF S2=1 & S3=1; IF S2=1 & S3=11; IF S2=11 & S3=1; IF S2=11 & S3=11

Employer Characteristics

1. Is your organization

Clark (N=200) %	Douglas/ Carson City (N=199) %	Washoe (N=201) %	Base: Total Respondents
5	8	12	A non-profit organization
10	4	6	A Publicly traded, for profit organization
80	79	76	A Privately held, for profit organization
5	8	4	A government agency
--		-	A farm [IF YES, THANK AND TERMINATE]
1	2	2	Refused

2. In what industry or type of business is your organization primarily involved? [**DO NOT READ - ACCEPT ONLY ONE**]

Clark (N=200) %	Douglas/ Carson City (N=199) %	Washoe (N=201) %	Base: Total Respondents
2 3		4	Education
4 5		6	Finance/insurance/real estate
10 7		9	Health care
4 8		6	Manufacturing
6	6	7	Professional and business services (professional and technical services for others, such as legal services, marketing, advertising, consulting, bookkeeping, engineering, etc.)
12 14		10	Retail trade
1 1		-	Agriculture/forestry/fishing
8 6		11	Construction
1 1		1	Pharmaceutical
- 1		-	Medical equipment/technology/research
1	-	1	Information and Information Services (publishing, software and Internet publishing, motion picture and sound recording, broadcasting, Internet Service providers)
7	9	3	Leisure and Hospitality (arts, entertainment, recreation, food services, lodging)
1 1		1	Gaming
- 1		-	Mining
2 1		2	Transportation
2 -		2	Telecommunications
1 2		1	Utilities
2 1		3	Wholesale trade
42	34	36	Other or Services, other than those named above
1	1	-	Not sure
- -		-	Refused

Employer programs and benefits

Now I'd like to ask you a few questions about your organization's programs....

3. Does your organization offer: [RECORD RESPONSE FOR EACH – RANDOMIZE]

Flexible hours or flex schedule			
Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
70 66		55	Yes
30 34		45	No
1 1		-	Not sure
- -		1	refused

Part time status			
Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
71 78		63	Yes
29 23		37	No
- -		-	Not sure
1 -		-	refused

Professional development an training programs			
Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
54 63		61	Yes
46 38		38	No
1 -		1	Not sure
1 -		-	refused

Retirement program/package			
Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
36 42		45	Yes
63 58		54	No
2 1		1	Not sure
- -		-	refused

Tuition reimbursement/educational assistance			
Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
28 32		36	Yes
70 66		62	No
2 2		2	Not sure
1 -		-	refused

Family leave program other than vacation or sick time			
Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
50 42		43	Yes
49 55		55	No
2 3		3	Not sure
1 -		-	refused

Time off like vacation or sick time			
Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
79 79		84	Yes
20 21		16	No
1 -		-	Not sure
1 -		-	refused

4. Does your organization offer or contribute to a health insurance program as a benefit to your employees?

Clark (N=200)	Douglas/ Carson City (N=199)	Washoe (N=201)	Base: Total Respondents
%	%	%	
75 67		75	Yes [GO TO QUESTION 6]
26 33		25	No
-	-	1	DON'T KNOW [DO NOT READ] [GO TO QUESTION 6]
-	-	-	REFUSED [DO NOT READ] [GO TO QUESTION 6]

5. There are many reasons why a organization does *not* offer health coverage to employees...as I read some possible reasons to you, please tell me whether or not they apply to your organization: **[READ EACH – RANDOMIZE a-i – READ J LAST EACH RESPONDENT– MULTIPLE RESPONSES ALLOWED]**

The organization cannot afford it			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
77 76		68	Yes
22 18		26	No
- 4		6	Not sure
2 1		-	Refused

Employees cannot afford it			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
55 68		54	Yes
37 24		34	No
4 5		10	Not sure
4 3		2	Refused

The organization's revenues are too uncertain to commit to offering a plan			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
65 54		50	Yes
31 41		42	No
4 3		8	Not sure
- 1		-	Refused

The organization does not really need to offer it in order to attract good employees			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
65 46		38	Yes
31 48		56	No
2 3		6	Not sure
2 3		-	Refused

Competitors do not offer it either			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
33	32	36	Yes
51	46	38	No
14	20	24	Not sure
2	3	2	Refused

It is too complicated to set up			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
8	14	10	Yes
86	79	80	No
4	6	10	Not sure
2	1	-	Refused

It is too complicated to administer			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
14	14	6	Yes
80	74	80	No
4	9	14	Not sure
2	3	-	Refused

Too few of the organization's employees want it			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
59	37	48	Yes
29	59	40	No
10	3	12	Not sure
2	1	-	Refused

Employees would rather have higher wages so they can pay for insurance on their own			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
49	34	38	Yes
39	47	52	No
10	16	10	Not sure
2	3	-	Refused

Is there a reason I haven't read that describes why your organization is not offering employee health coverage – could you specify:			
Clark N=51 %	Douglas/ Carson City N=66 %	Washoe N=50 %	Base: Organization does not offer or contribute to a health insurance program
12 15		26	Yes
86 84		68	No
2 -		6	Not sure
- 1		-	Refused

- 6 Thinking of other employee benefits or programs, does your organization offer employees....
[RANDOMIZE AND RECORD RESPONSE FOR EACH]

Prescription drug coverage			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
64 55		64	Yes
35 44		35	No
1 1		1	Not sure
--		-	Refused
Retiree prescription drug coverage			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
10 10		7	Yes
83 83		88	No
1 1		-	Not sure
7 7		5	Refused
Long-term care insurance/coverage			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
29 25		18	Yes
67 71		78	No
4 5		4	Not sure
--		-	Refused
Elder care benefits/leave			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
12 13		8	Yes
83 84		89	No
6 4		4	Not sure
--		-	Refused

Defined benefit pension			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
15	14	14	Yes
81	79	83	No
1	2	-	Not sure
3	5	4	Refused

401(k) plan			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
38	30	35	Yes
62	69	64	No
1	1	1	Not sure
-	-	-	Refused

7. **IF Q8f=YES, ASK:** and does your organizations 401(k) plan include automatic enrollment?

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
29	24	27	Yes
69	73	73	No [GO TO Q9]
-	-	-	Never heard of this [DO NOT READ] [GO TO Q9]
1	3	-	Not sure [DO NOT READ] [GO TO Q9]
-	-	-	Refused [DO NOT READ] [GO TO Q9]

8. and does your organization offer an other savings plan like an IRA - an Individual Retirement Account

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
10	12	13	Yes
88	87	86	No
-	-	-	Never heard of this [DO NOT READ]
3	2	1	Not sure [DO NOT READ]
-	-	-	Refused [DO NOT READ]

9. Does your organization offer phased retirement – that is, allowing employees to ease into retirement by gradually reducing their work schedule up to the time of actual retirement?

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
11 14		11	Yes
85 81		86	No
-	1	-	Never heard of this [DO NOT READ]
5	5	3	Not sure [DO NOT READ]
1	-	-	Refused [DO NOT READ]

10. Does your organization regularly factor in the cost of job turnover into your human resource costs?

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
33 36		29	Yes
59 56		62	No [GO TO QUESTION 12]
8	8	9	Not sure [DO NOT READ] [GO TO QUESTION 12]
1	-	1	Refused [DO NOT READ] [GO TO QUESTION 12]

11. What percentage of your human resource costs can be attributed to turnover?

Clark N=66 %	Douglas/ Carson City N=72 %	Washoe N=58 %	Organization factors in the cost of job turnover
6 11		7	0%
20 22		29	1%-10%
9 15		14	11%-20%
6 4		3	21%-30%
3 3		-	31%-40%
3 3		3	41%-50%
- -		3	51%-60%
- -		2	71%-80%
- 3		-	100%
53 39		38	Don't know

Future of Workforce

12. Next I'd like you to tell me which of the following workforce issues you consider to be a challenge for your organization. [RANDOMIZE ITEMS - READ EACH ITEM – MULTIPLE RESPONSES ALLOWED]

The risk of losing large numbers of employees to retirement			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
4 5		3	Yes
96 95		97	No
1 -		-	Not sure
1 -		-	Refused
The risk of losing employees to organizational downsizing			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
34 24		32	Yes
66 74		66	No
- 2		2	Not sure
1 -		-	Refused
Upgrading to new technologies in the workplace			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
35 30		28	Yes
65 69		71	No
1 -		1	Not sure
- 1		1	Refused
Providing training and development opportunities to employees			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
27 22		23	Yes
73 78		77	No
1 -		-	Not sure
1 -		-	Refused
Developing flexible scheduling or telecommuting programs			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
18 10		12	Yes
82 90		86	No
1 1		2	Not sure
- -		1	Refused

Finding employees with the right skills and qualifications			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
53 59		58	Yes
47 41		41	No
- -		1	Not sure
1 -		-	Refused
Managing a multi-generational workforce			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
23 23		22	Yes
75 76		78	No
3 1		-	Not sure
- 1		-	Refused
Managing a diverse workforce			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
22 21		21	Yes
78 79		79	No
1 -		1	Not sure
1 -		-	Refused
Providing competitive benefits and or compensation			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
40 40		38	Yes
59 59		61	No
1 1		1	Not sure
1 -		-	Refused
Recruitment or filling key positions			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
34 34		37	Yes
65 65		63	No
1 1		-	Not sure
- -		-	Refused

Creating drug-free workplace			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
18 19		19	Yes
82 81		81	No
--		-	Not sure
--		-	Refused
High or unwanted turnover			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
28 25		18	Yes
70 75		82	No
2 -		-	Not sure
1 -		-	Refused

Is there a challenge your organization is currently facing that I haven't mentioned? IF YES: could you tell me briefly what that is:			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
25 30		25	Yes
75 70		75	No
1 -		-	Not sure
--		-	Refused

13. Now I'd like you to rate how important certain employee characteristics are to you and your organization. Again, using a scale of 1 to 5, where 1 means not at all important and 5 means extremely important. The first/next employee characteristic is **[INSERT AND RANDOMIZE ITEMS]**how important is this employee characteristic to you or your organization [INTERVIEWERS: REPEAT THE FOLLOWING AS NECESSARY: "On a scale from 1 to 5, where 1 means the characteristic is *not at all important* and 5 means it is *extremely important*"]

Commitment to doing quality work			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
90	93	92	5 Extremely important
8 6		8	4
1 -		-	3
- 1		-	2
1	-	1	1 Not at all Important
1 -		-	Not sure
- -		-	Refused
Ability to get along with coworkers			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
72	75	70	5 Extremely important
19 20		23	4
6 5		7	3
2 1		-	2
2	-	1	1 Not at all Important
1 -		-	Not sure
- -		-	Refused

Able to multitask when needed			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
65	64	64	5 Extremely important
23 23		21	4
10 10		12	3
1 3		2	2
1	-	1	1 Not at all Important
1 -		1	Not sure
--		-	Refused
Someone you can count on in crisis			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
80	70	73	5 Extremely important
15 19		21	4
5 7		5	3
- 2		1	2
1	2	1	1 Not at all Important
1 -		-	Not sure
--		-	Refused
Ability to work well on teams			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
63	65	70	5 Extremely important
19 19		18	4
14 12		9	3
3 3		2	2
2	1	2	1 Not at all Important
1 1		-	Not sure
--		-	Refused
Has a reliable performance record			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
71	72	70	5 Extremely important
22 20		25	4
5 5		4	3
2 2		2	2
-	1	1	1 Not at all Important
1 -		-	Not sure
--		-	Refused

Willingness to learn and use new technology			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
57	53	51	5 Extremely important
23 30		30	4
16 10		14	3
3 3		3	2
2	5	2	1 Not at all Important
1 -		-	Not sure
1 1		1	Refused
Comfort with non-traditional work arrangements like contract work, consulting, project by project basis			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
22	13	28	5 Extremely important
13 17		16	4
27 25		21	3
12 13		10	2
23	27	21	1 Not at all Important
3 3		4	Not sure
1 3		2	Refused
Willingness to participate in training programs			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
46	45	47	5 Extremely important
22 28		27	4
20 16		16	3
7 5		5	2
6	6	5	1 Not at all Important
1 -		-	Not sure
--		-	Refused
Is customer-service oriented			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
83	83	80	5 Extremely important
11 7		13	4
5 5		6	3
1 1		1	2
1	3	2	1 Not at all Important
1 1		-	Not sure
--		-	Refused

Commitment to deadlines			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
67	55	68	5 Extremely important
21 24		19	4
9 11		8	3
2 4		2	2
2	6	3	1 Not at all Important
1 1		1	Not sure
--		-	Refused
Ability to pass drug testing			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
73	69	72	5 Extremely important
5 5		5	4
8 8		6	3
4 4		3	2
10	11	14	1 Not at all Important
1 1		1	Not sure
- 2		-	Refused

14. Compared to 5 years ago, would you say it has become [**easier** or **more difficult** – ALTERNATE with each respondent] to find qualified applicants for [INSERT ITEM], or hasn't there been much change? [RANDOMIZE ORDER OF A & B]

Management and Supervisory positions			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
12 14		11	Easier
32 25		23	More difficult
51	56	56	There hasn't been much change
4 5		6	Not sure
2 1		4	Refused
Non-management and non-supervisory positions in general? [IF NECESSARY, PROMPT...has it become easier or more difficult or....]			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
20 20		16	Easier
29 27		26	More difficult
50	51	52	There hasn't been much change
2 3		5	Not sure
1 -		1	Refused

Skilled labor positions?			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
13	17	17	Easier
22	29	24	More difficult
57	48	50	There hasn't been much change
4	3	6	Not sure
6	3	4	Refused
Technical positions			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
13	13	11	Easier
20	20	23	More difficult
57	53	56	There hasn't been much change
7	6	6	Not sure
4	8	5	Refused
Retail or service positions			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
12	15	9	Easier
9	8	5	More difficult
59	54	58	There hasn't been much change
10	10	18	Not sure
12	13	10	Refused

15. In your opinion, **over the next 5 years**, how likely is it that your organization will face a shortage of qualified workers? *Would you say it is Extremely likely, very likely, somewhat likely, not too likely, or not at all likely?*

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
22	21	20	Extremely likely
38	34	36	Very likely
26	22	30	Somewhat likely
7	16	5	Not too likely
6	6	7	Not at all likely
2	-	2	Not sure [DO NOT READ]
1	-	-	Refused [DO NOT READ]

16. How does your organization typically search/find qualified workers for new or open positions: **[DO NOT READ MULTIPLE RESPONSES ALLOWED]**

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
31	26	27	Referrals from current employees
7	6	8	Referrals from current managers/executives
42	45	33	Classifieds/newspaper ad posting
4	4	4	College recruitment offices
25 17		26	Organization HR/job/career website or page
4	4	3	Government job or career agencies
5 4		6	Private head-hunting agencies
41 43		40	Other
1	-	1	Not sure [DO NOT READ]
2	1	1	Refused [DO NOT READ]

17. In your opinion, how important is it for your organization to retain the knowledge and experience of retirees or employees who are otherwise leaving the organization? *Would you say it is extremely important, very important, somewhat important, not too important, or not at all important to your organization?*

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
14 9		10	Extremely important
15 13		10	Very important
28 26		25	Somewhat important
27	30	29	Not too important
16	19	21	Not at all important
1	1	4	Not sure [DO NOT READ]
1	2	2	Refused [DO NOT READ]

18. Does your organization conduct any workforce planning or have a process in place that makes it possible for your organization to consider how to replace or transfer the experience and knowledge of employees who are retiring or otherwise leaving the organization?

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
45 47		47	Yes
49 48		48	No
5	4	4	Not sure [DO NOT READ]
1	1	1	Refused [DO NOT READ]

19. Many organizations plan for employees to retire at a particular age. At what age does your organization expect that most employees will retire? _____ age

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
1 1		1	Under 50
4 1		4	50-55
8 6		6	56-60
18 18		18	61-65
9 6		5	Over 65
45 48		53	No age planned or expected at my organization/can't say or project [DO NOT READ]
12 13		10	Not sure [DO NOT READ]
4 7		6	Refused [DO NOT READ]

20. Have you EVER worked with someone age 50 and older?

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
94	92	94	YES, Respondent has worked with someone 50+ [CONTINUE]
6	6	6	NO, Respondent has NEVER worked with someone 50+ [SKIP TO Q21]
1	2	-	Not Asked – QUESTION WAS ADDED DURING THE PRETEST AND 7 RESPONDENTS WERE NOT ASKED THIS QUESTION

21. Based on your experience and knowledge in the field, how would you generally evaluate employees age 50 or older on the following qualities? For each of the qualities I read, please use a scale of **1 to 5** again, where 1 means poor and 5 means excellent, and the other numbers represent levels in between. Let's begin. How would you evaluate employees ages 50 and older on [INSERT ITEM]...
[RANDOMIZE AND RECORD RESPONSE FOR EACH] [PROMPT IF NECESSARY – ‘on scale of 1 to 5 ...’ and confirm first few – “... you said 5 so you rate 50+ employees at your organization on [ITEM] as excellent]

Commitment to doing quality work			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
69	71	74	5 Excellent
25	22 22		4
4	3 3		3
1	1 1		2
-	-	-	1 Poor
1	1 -		Not sure
1	2 1		Refused
Ability to get along with coworkers			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
55	55	51	5 Excellent
23	28 30		4
19	13 15		3
2	2 2		2
-	-	-	1 Poor
1	1 1		Not sure
1	2 1		Refused
Able to multitask when needed			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
37	39	43	5 Excellent
34	35 31		4
23	18 22		3
3	4 2		2
2	1	-	1 Poor
1	1 2		Not sure
1	2 1		Refused

Someone you can count on in crisis			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
72	67	72	5 Excellent
20 24		21	4
4 5		4	3
2 1		2	2
1	1	-	1 Poor
1 1		-	Not sure
1 2		2	Refused
Ability to work well on teams			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
53	50	49	5 Excellent
30 30		34	4
14 15		11	3
2 1		3	2
1	-	1	1 Poor
1 2		1	Not sure
1 2		2	Refused
Has a reliable performance record			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
67	73	69	5 Excellent
25 20		23	4
6 3		7	3
1 1		-	2
1	-	-	1 Poor
1 1		-	Not sure
1 2		1	Refused
Willingness to learn and use new technology			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
21	26	26	5 Excellent
26 26		33	4
38 32		29	3
11 10		8	2
3	3	2	1 Poor
1 1		1	Not sure
1 2		2	Refused

Comfort with non-traditional work arrangements like contract work, consulting, project by project basis			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
20	29	29	5 Excellent
27 24		26	4
29 21		22	3
8 6		5	2
6	6	3	1 Poor
9 9		12	Not sure
2 6		4	Refused
Willingness to participate in training programs			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
38	45	40	5 Excellent
29 27		32	4
24 18		21	3
5 5		2	2
2	1	2	1 Poor
1 2		1	Not sure
1 3		2	Refused
Is customer-service oriented			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
65	62	58	5 Excellent
23 25		28	4
7 8		11	3
2 1		-	2
1	1	-	1 Poor
1 2		1	Not sure
1 2		3	Refused
Commitment to deadlines			
Clark N=189 %	Douglas/ Carson City N=188 %	Washoe N=188 %	Base: Have worked with someone 50+ (or not screened in q 20).
67	62	64	5 Excellent
26 27		26	4
4 6		7	3
2 1		1	2
-	-	-	1 Poor
2 1		-	Not sure
1 3		2	Refused

Ability to pass drug testing			
Clark N=189	Douglas/ Carson City N=188	Washoe N=188	Base: Have worked with someone 50+ (or not screened in q 20).
%	%	%	
84	78	84	5 Excellent
5 11		6	4
2 1		2	3
1 1		1	2
1	1	1	1 Poor
5 5		5	Not sure
2 3		2	Refused

22. People born between 1946 and 1964 are approaching retirement age and their retirement may create a shortage of employees as the generation following is expected to be smaller in number. How likely is it that your organization will face certain challenges as a result of the aging workforce? *Would you say it is extremely likely, very likely, somewhat likely, not very likely, or is it not at all likely?*

Clark N=200	Douglas/ Carson City N=199	Washoe N=201	Base: Total respondents
%	%	%	
35 27		32	Extremely likely
30 29		34	Very likely
21 25		19	Somewhat likely
7	12	10	Not too likely
4	5	4	Not at all likely
3	2	2	Not sure [DO NOT READ]
1	1	-	Refused [DO NOT READ]

23. 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. Does your organization? [RANDOMIZE ITEMS].

a. Increase professional development or skills training opportunities			
Clark N=200	Douglas/ Carson City N=199	Washoe N=201	Base: Total Respondents
%	%	%	
39 43		38	Yes
58 52		57	No
3	3	3	Not sure [DO NOT READ]
1	1	3	Refused [DO NOT READ]

b. Conduct workforce planning – plan for loss of talent or skills			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
29 33		22	Yes
65 63		71	No
5	4	5	Not sure [DO NOT READ]
1	1	2	Refused [DO NOT READ]
c. Hire retired employees, temporary employees, or consultants or contractors			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	<i>Base: Total Respondents</i>
52 57		46	Yes
43 41		49	No
4	2	3	Not sure [DO NOT READ]
2	1	2	Refused [DO NOT READ]
d. Offer alternative work arrangements like tele-working, telecommuting, or flexible work schedules			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
50 50		39	Yes
46 48		57	No
2	1	2	Not sure [DO NOT READ]
2	1	2	Refused [DO NOT READ]
e. Provide opportunities for employees to stay with organization with reduced pay and responsibilities			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
39 41		34	Yes
56 52		59	No
5	7	5	Not sure [DO NOT READ]
1	1	2	Refused [DO NOT READ]

f. Design or redesigned benefits packages targeted to older employees			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
13		10	Yes
82		85	No
4	3	3	Not sure [DO NOT READ]
2	2	2	Refused [DO NOT READ]

g. Provide part-time work arrangements with continuation of benefits			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
30		24	Yes
63		70	No
5	4	4	Not sure [DO NOT READ]
2	1	2	Refused [DO NOT READ]

h. Provide part-time work arrangements without continuation of benefits			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
47		37	Yes
47		56	No
6	5	5	Not sure [DO NOT READ]
2	2	2	Refused [DO NOT READ]

i. Address age bias issues in the workplace			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
37		35	Yes
54		58	No
5	7	3	Not sure [DO NOT READ]
5	2	4	Refused [DO NOT READ]

j. Offer incentives to delay retirement			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
10		10	Yes
85		82	No
5	8	6	Not sure [DO NOT READ]
1	1	3	Refused [DO NOT READ]

k. Offer phased retirement			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
18 24		14	Yes
76 70		79	No
6	5	4	Not sure [DO NOT READ]
2	1	3	Refused [DO NOT READ]
l. Create mentorship program			
Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
27 24		24	Yes
66 73		71	No
6	4	4	Not sure [DO NOT READ]
1	-	2	Refused [DO NOT READ]

About Your Organization and You

D1. Approximately how long has your organization been in business in Nevada? _____ # yrs

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
1 -		-	0
49 32		41	1-10
27 29		20	11-20
13 17		20	21-30
4 10		4	31-40
1 4		5	41-50
2 2		3	51-60
1 -		1	61-70
1 1		1	71-80
- -		1	81-90
- 1		-	91+
3 7		5	Don't know

D2. About what percentage of your workforce is age 50 or older? _____ %

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
13 12		16	0
28 23		29	1-10%
14 10		15	11-20%
15 13		10	21-30%
7 10		9	31-40%
12 13		10	41-50%
3 2		3	51-60%
1 3		2	61-70%
4 3		4	71-80%
- 1		-	81-90%
1 -		1	91%-99%
2 3		1	100%
3 8		3	Don't know

D3. Did we contact you at your organizations headquarters or at a branch or other state office? [DO NOT READ]

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
59 67		56	Headquarters
25	18	25	Other state/local office
16	15	19	Only office [volunteered]
1 1		-	Not sure

D4. What is the zip-code of the organization office at which we have contacted you today?

D5. Finally, which of the following best describes your key position in the organization: [DO NOT READ]

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
35 38		26	Key executive/president/CEO/Chairman/Owner
26	20	21	Human resource personnel
33 34		41	Other manager/director/officer
7	8	11	Other – specify:
			No answer

D6. What is your age: _____ [RECORD NUMBER]

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
47	40	48	Under 45
26	35	26	45-54
24	19	18	55-64
2	5	4	65+
2	3	4	Refused

D7. Gender [DO NOT ASK – RECORD BY VOICE OR IF GIVEN OBVIOUS NAME]

Clark N=200 %	Douglas/ Carson City N=199 %	Washoe N=201 %	Base: Total Respondents
32	40	30	Male
68	60	70	Female

Thank you for your thoughtful responses and time.



AARP

Knowledge Management

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