

A large, thin, light-brown arc curves from the top right towards the bottom right. A vertical grey line is positioned to the right of the arc's end, and a horizontal grey line is positioned below the arc's end. A small yellow square is located at the intersection of these two lines. Another small yellow square is located at the bottom right corner of a green rectangular area in the top left corner of the page.

**When the Boom Drops:  
A Survey of Virginia  
Businesses on Older  
Workers**

December 2004



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A Survey of Virginia Businesses  
on Older Workers**

**Report Prepared by Brittne Nelson and Rachelle Cummins**

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AARP is a nonprofit, nonpartisan membership organization dedicated to making life better for people 50 and over. We provide information and resources; engage in legislative, regulatory and legal advocacy; assist members in serving their communities; and offer a wide range of unique benefits, special products, and services for our members. These include *AARP The Magazine*, published bimonthly; *AARP Bulletin*, our monthly newspaper; *AARP Segunda Juventud*, our bi-monthly newspaper in Spanish; *NRTA Live & Learn*, our quarterly newsletter for 50+ educators; and our Web site, [www.aarp.org](http://www.aarp.org). We have staffed offices in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands.

### **Acknowledgements**

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## 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+ age group will increase from 14.3 percent in 2002 to 19.1 percent of the labor force (Toossi, 2004).<sup>1</sup> The participation rates of the 55+ are expected to increase too. The Bureau of Labor Statistics projects participation rates among the 55+ to increase from 34.5 percent in 2002 to 39.7 percent in 2012 with positive change in all age segments, 55-64, 65-74 and 75+ (Toossi, 2004). Men and women, who traditionally might be considered retirement-age, will more likely be in the labor force.

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. Virginia businesses should develop readiness tools for the changing demographics in the workplace as well as strategic plans to address a workforce shortage when these older workers retire.

AARP Virginia commissioned a survey among a random sample of organizations with two or more employees to examine aging workforce issues. The survey measures the relative importance of certain employee qualities and the degree to which older employees possess these qualities. 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 *2004 Virginia Workforce Survey* was conducted from July through October, 2004. Survey Sampling, Inc. provided AARP with four separate random samples of businesses with two or more employees. A statewide sample was of 3,125 businesses, and three samples in the Richmond, Roanoke, and Norfolk designated market areas were of 1,875 businesses each. Roughly 14 percent of the sampled businesses returned surveys by the due date, providing 1,056 useable surveys for analysis. An annotated questionnaire in Appendix A includes all survey questions and responses for each of the four samples.

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<sup>1</sup> The share of 55+ age Virginia workers was about 12 percent in 2002 up from about 10 percent in 1998. The number of people in Virginia's workforce age 65 and over increased by 24 percent from 1998 to 2002 (U.S. Census Bureau, 2004).

## Report Organization

The highlights section provides a brief overview of the major survey results for the statewide Virginia sample. The detailed findings section presents the survey data for the statewide Virginia sample. The results are reported as percentages.<sup>2</sup> The conclusion section follows the findings. The methodology section describes the survey's fielding procedures, response rate, and sampling error. An annotated questionnaire, appended to the report, discloses all survey responses for all four samples—statewide, Richmond, Roanoke, and Norfolk designated market areas. Finally, three sets of graphs, one for each designated market area, are also appended to this report.

## Highlights

- Keeping and finding skilled workers and training the workforce are the most important issues for Virginia businesses.
- Aging of the workforce is very important to just one in five Virginia businesses.
- Commitment to doing quality work is the top-rated quality for all employees as well as an excellent quality possessed by older workers.
- Among the top-ten qualities for older workers is solid experience in the job or industry.
- Just seven percent of Virginia businesses plan for employees to retire at a particular age. Likewise, only seven percent are planning for the baby boom to retire.
- Sixty percent of employers currently use strategies to help older workers work past traditional retirement age while about 40 percent use no strategies. The most common strategies are: providing training to upgrade skills, hiring retired employees as consultants or temporary workers, reducing work schedules to ease into retirement, and providing part-time work without benefits.
- Nearly half of employers plan to use strategies within the next five years to help older workers work past traditional retirement age while just over half do not plan to use any strategies. The most common strategies are: providing training to upgrade skills, hiring retired employees as consultants or temporary workers, reducing work schedules to ease into retirement, and providing part-time work without benefits.
- Nearly four in ten organizations have sought information on older worker issues, with most turning to the U.S. Department of Labor.

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<sup>2</sup> Percentages may not sum to 100% due to rounding or multiple response.

## Detailed Findings

### Important Employment Issues

Employers consider keeping and finding skilled workers the most important issues facing their organizations today. Businesses rated the issues on a scale of not at all important to very important. Nearly four of five employers identify finding skilled workers as very important to their organizations; however, 85 percent of employers rate keeping skilled workers as very important. Keeping skilled workers is more important than finding skilled workers.

After finding skilled employees, the next four important issues to businesses deal with maximizing contributions from current employees. Training and retraining the current workforce (69% and 43%), introducing new information technology (44%) and developing programs to retain workers (40%) round out the top six important issues to organizations. Most employers do not rate increasing part-time or contract workers (6% vs. 7%) as very important, and very few believe that developing telecommuting programs is very important (6%). The aging of the workforce is not as important with just 19 percent rating it very important, indicating employers are not yet concerned about this issue.

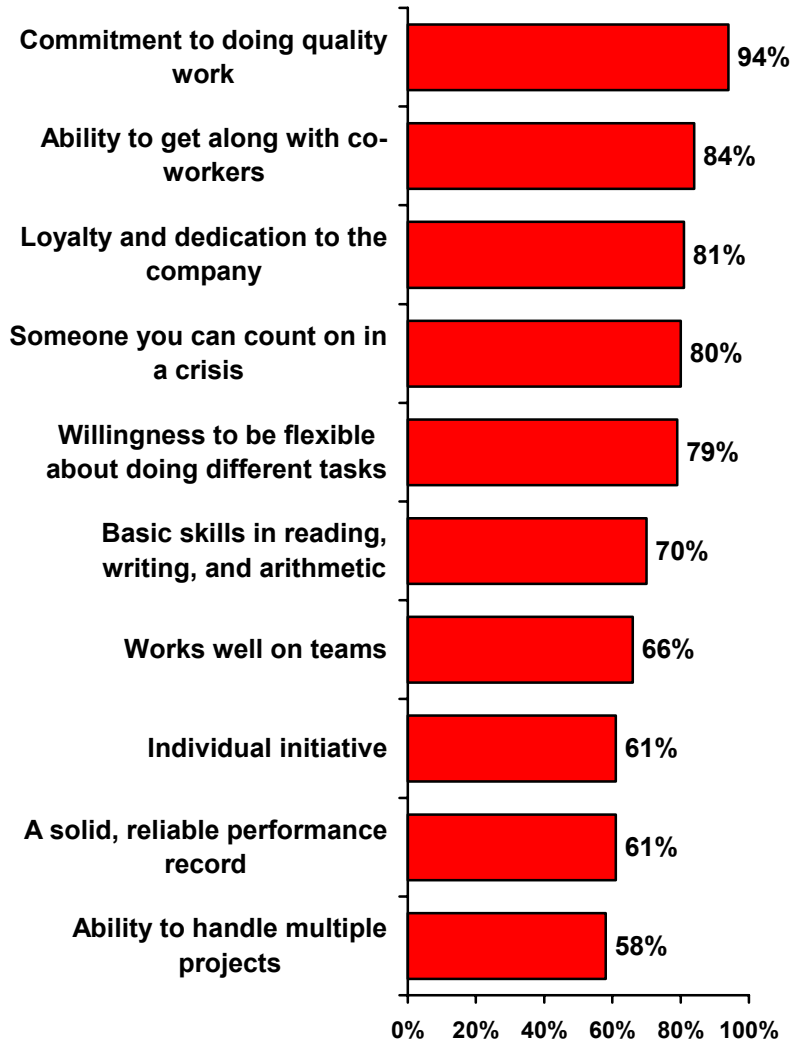
## Very Important Issues to Organizations (n=392)



### Qualities of Importance to Employers

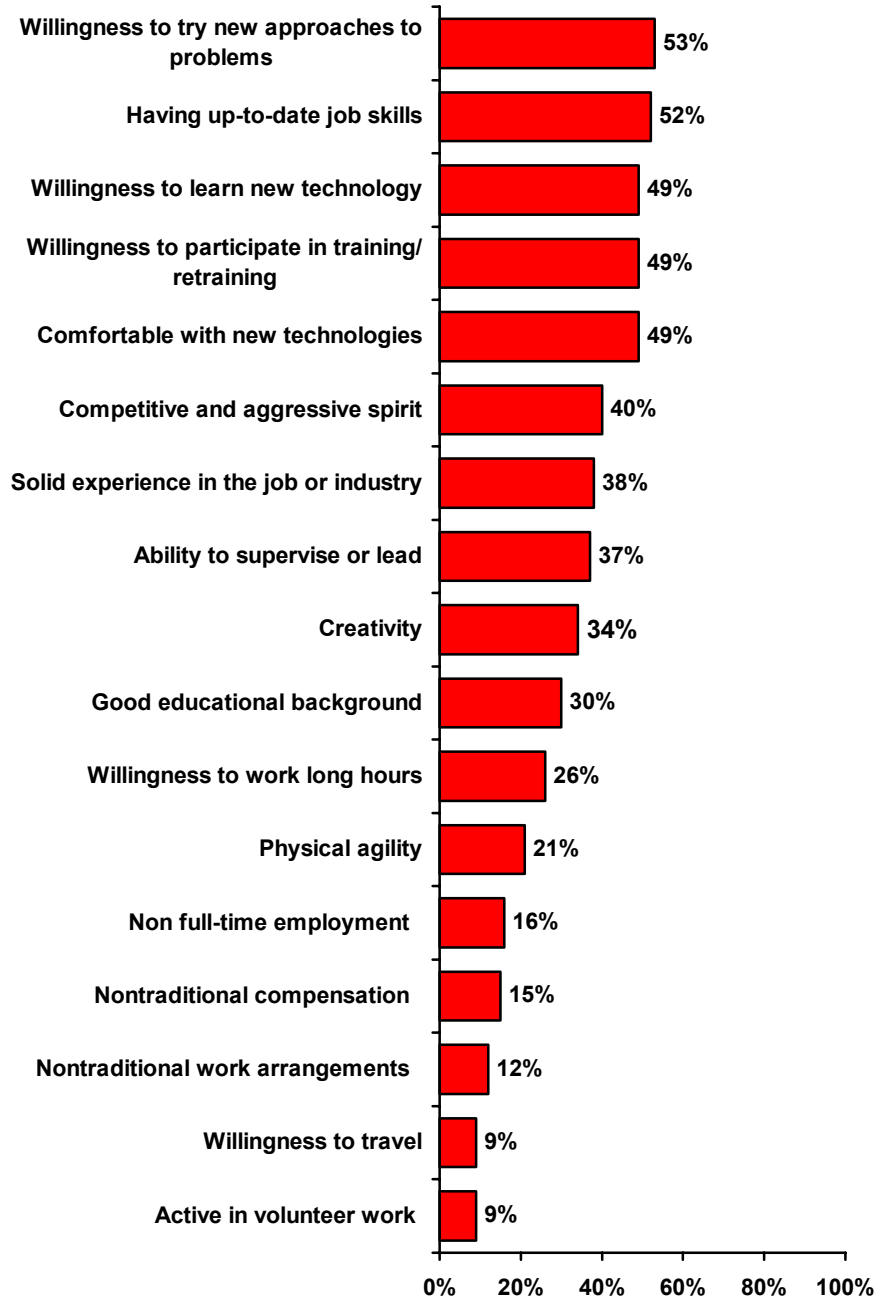
Overall, the top-rated qualities for employees to possess center on issues of work ethics rather than skill sets. Of a set of 27 characteristics, the top nine all relate to personal qualities. Commitment to doing quality work is the number one rated quality of importance with 94 percent of employers identifying it as very important; however, ability to get along with co-workers is 84 percent and loyalty and dedication to the company is 81 percent. About half of employers believe being comfortable with and willing to learn new technology are very important to their organizations. Employers are most interested in qualities and values that contributed appropriately to the success of the business. Behaviors such as participation in volunteer work (9%) or physical agility (21%) are not as important to meeting the needs of the organization.

**Top-Rated Qualities Very Important  
for All Employees  
(n=392)**





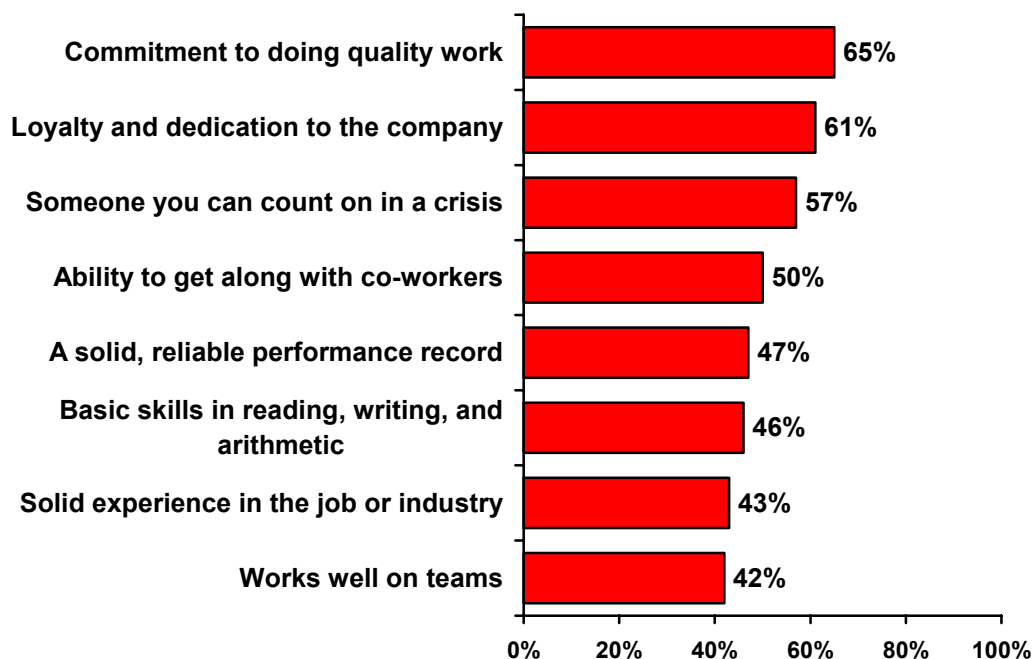
**Other Qualities Very Important  
for All Employees  
(n=392)**



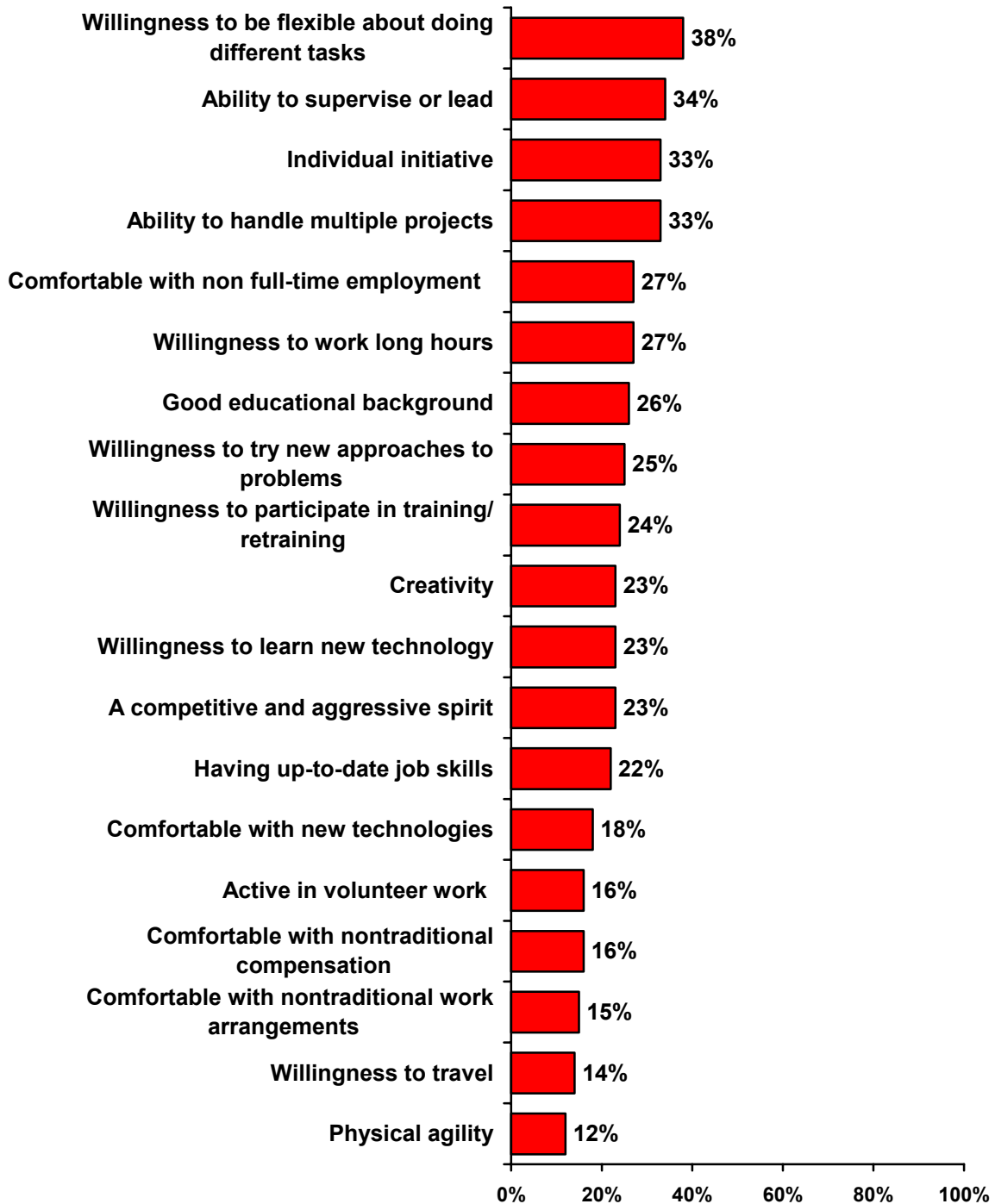
## Perceptions of Older Employees

In the survey, older workers, defined as people 45 years or older, are recognized for having a strong work ethic by being loyal, dependable, and committed to quality work. Employers believe that older workers provide experience, knowledge, and stability in the workplace. Older workers are also, however, characterized as being uncomfortable with nontraditional approaches to work and compensation. Additionally, only 18 percent of employers identify older workers as being comfortable with new technology, and only 23 percent of employers say older workers are excellent in their willingness to learn new technology.

### Top-Rated Qualities: Older Workers Rated Excellent (n=392)



## Other Qualities: Older Workers Rated Excellent (n=392)



Among the top ten highly desired qualities for all employees, Virginia businesses believe older workers possess nine of ten. While handling multiple projects appears in the top ten list for desired qualities in all employees, it does not appear in the top ten list for older workers; however, it is ranked 13<sup>th</sup> for older workers. Solid experience in the job or industry is an excellent quality of older workers that does not rank in the top ten qualities for all employees; it is ranked 17<sup>th</sup> for all employees. The table below lists, by rank based on average scores, the top ten qualities that employers desire in any employee, compared with the top ten qualities perceived in older workers.

<b>Top Employee Qualities<sup>3</sup> (n=392)</b>		<b>Top Older Worker Qualities<sup>4</sup> (n=392)</b>	
<b>Rank</b>	<b>Quality</b>	<b>Rank</b>	<b>Quality</b>
1	Commitment to doing quality work	1	Commitment to doing quality work
2	Ability to get along with co-workers	2	Loyalty and dedication to the company
3	Loyalty and dedication to the company	3	Someone you can count on in a crisis
4	Someone you can count on in a crisis	4	Ability to get along with co-workers
5	Willingness to be flexible about doing different tasks	5	A solid reliable performance record
6	Basic skills in reading, writing, and arithmetic	6	Basic skills in reading, writing, and arithmetic
7	Individual initiative	7	Solid experience in the job or industry
8	A solid, reliable performance record	8	Works well on teams
9	Works well on teams	9	Willingness to be flexible about doing different tasks
10	Ability to handle multiple projects	10	Individual initiative

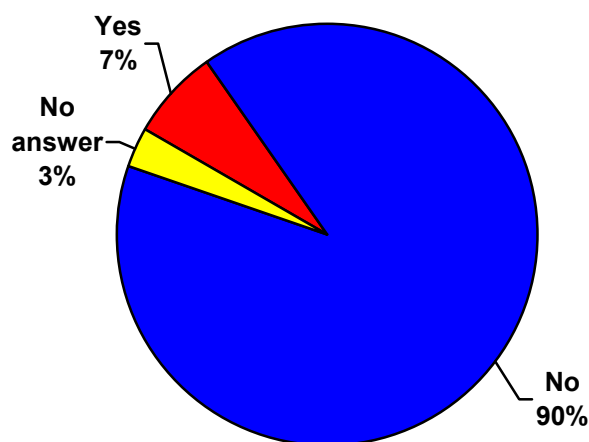
<sup>3</sup> Based on the average response to a 4-point importance scale where 4 is very important and 1 is not at all important.

<sup>4</sup> Based on the average response to a 4-point excellence scale where 4 is excellent and 1 is poor.

## Preparing for an Aging Workforce

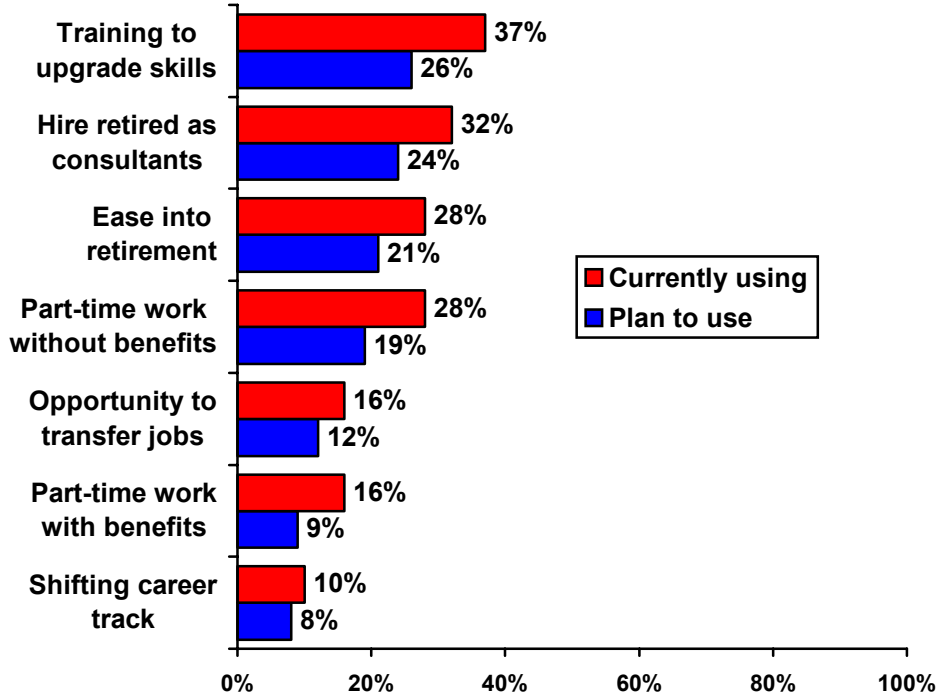
Only 19 percent of Virginia employers considered the aging of their workforce as very important. Virginia businesses do not yet regard the aging of the workforce and the potential worker shortage as a compelling business issue. This lack of concern is evident in the pie chart below which shows 90 percent of organizations do not plan for employees to retire at a particular age.

**Organizations Planning for Employees to Retire  
at a Particular Age  
(n=392)**



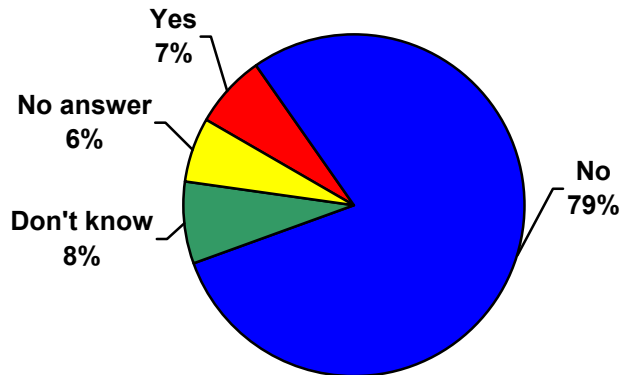
While a majority of employers do not plan for employees to retire at a certain age, many are also not facilitating older worker participation in the workforce by developing strategies to address the needs of older workers. Nearly 40 percent of employers currently do not utilize any older-worker targeted strategies to allow older workers to continue to contribute in the workplace past traditional retirement age. Forty-four percent are using up to three of the eight strategies measured by the survey (17% one strategy; 14% two strategies; 12% three strategies). Seventeen percent are using four to seven of the strategies measured. The most common strategies used are: providing training to upgrade skills (37%), hiring retired workers as consultants (32%), providing flexible scheduling to allow older workers to ease into retirement (28%), and providing part-time employment without benefits (28%). Many organizations have not adopted strategies that are beneficial to older workers such as shifting career tracks while still providing employment. Many do not plan to use any assistive strategy within the next five years: Just over 50 percent are not planning to use any of the strategies in the next five years. Thirty-four percent of employers are planning to use up to three strategies over the next five years (15% one strategy; 10% two strategies; 9% three strategies). Twelve percent plan to use four to seven of the strategies measured.

### Strategies to Help Employees Work Past Traditional Retirement Age (n=392)



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, the aging boomer workforce will inevitably retire, leading to a potential worker shortage. In spite of this fact, only a small percentage of companies (7%) have addressed the inevitable aging of the workforce by planning for the retirement of the 76 million baby boomers.

### Planning for Baby Boom Generation Retirement (n=392)



Although many Virginia businesses are not taking action to address the needs of older workers, some are seeking information about issues related to older workers. Almost 40 percent of employers seek information on older worker issues from multiple organizations. Most employers seek information on older worker issues from government agencies. One in five employers report the U.S. Department of Labor as their source for older worker information. It is noteworthy that employers seek information from AARP as frequently as state agencies.

**Organizations That Have Sought Information  
on Older Worker Issues  
(n=392)**



**Where Organizations Go for Information on Older Worker Issues  
(n=392)**

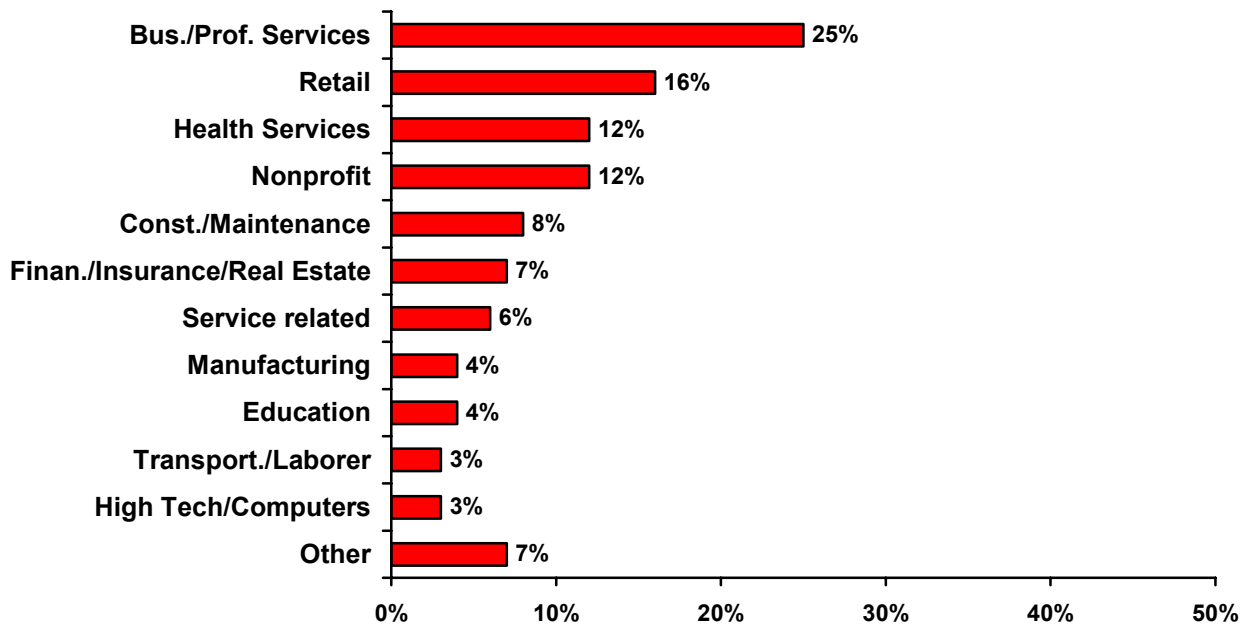
21%	U.S. Department of Labor
16%	State employment agencies
16%	AARP
12%	Equal Employment Opportunity Commission (EEOC)
8%	Chamber of Commerce
6%	Society for Human Resource Management (SHRM)
5%	Private employment agencies
4%	National Council on Aging
3%	Area Agency on Aging (AAA)
2%	National Institute on Aging (NIA)
1%	American Society on Aging (ASA)
1%	National Association of Area Agencies on Aging (NAAAA)
1%	National Association of Older Worker Employment Services
1%	Employee Benefit Research Institutes (EBRI)
1%	Federal Council on Aging (FCOA)
1%	Experience Works (formerly Green Thumb)
1%	National Older Worker Career Center (NOWCC)
1%	Financial advisor
1%	Labor/employment law attorney
4%	Other



## Organizational Demographics

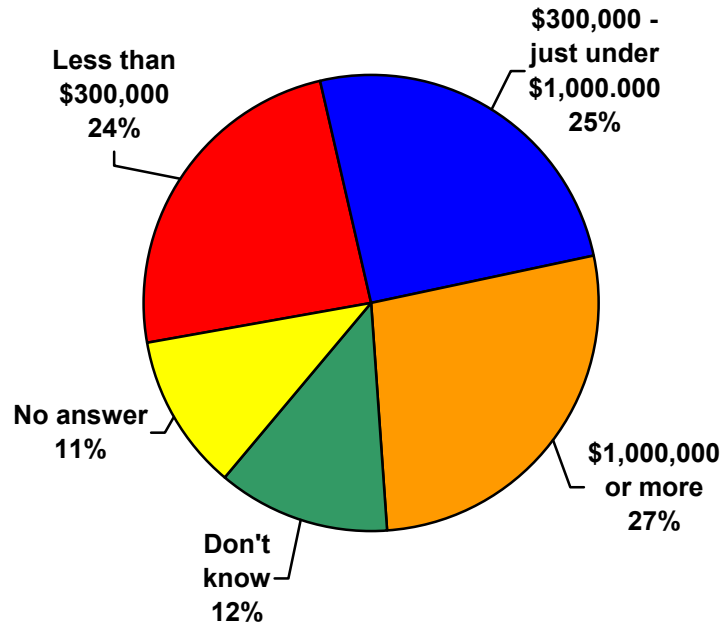
According to the U.S. Department of Commerce (U.S. SBA, 2003) the top five types of industry by firm size in Virginia are construction, professional services, retail, health-care, and other which would include non-profit organizations. The self-reported nature of business for the organizations in the survey reflects this list of industries: Twenty-five percent of respondent organizations are professional services; 16 percent are retail businesses; health services and non-profit organizations make up 12 percent each of the sample; and construction/maintenance is eight percent.

**Primary Nature of Organization's Business in Virginia  
(n=392)**



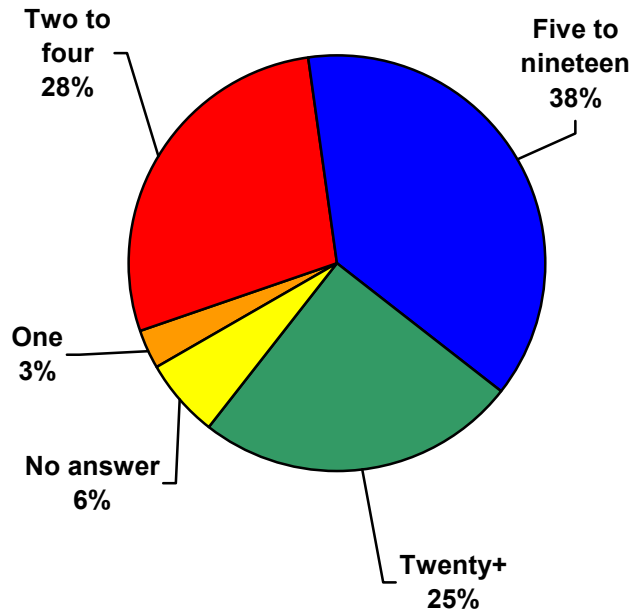
Organizational asset values range from less than \$300,000 to more than \$500,000,000. A quarter report assets of less than \$300,000; a quarter report assets of between \$300,000 and \$1,000,000; and another quarter report an asset value of \$1,000,000 or more.

### Organization's Asset Value (n=392)



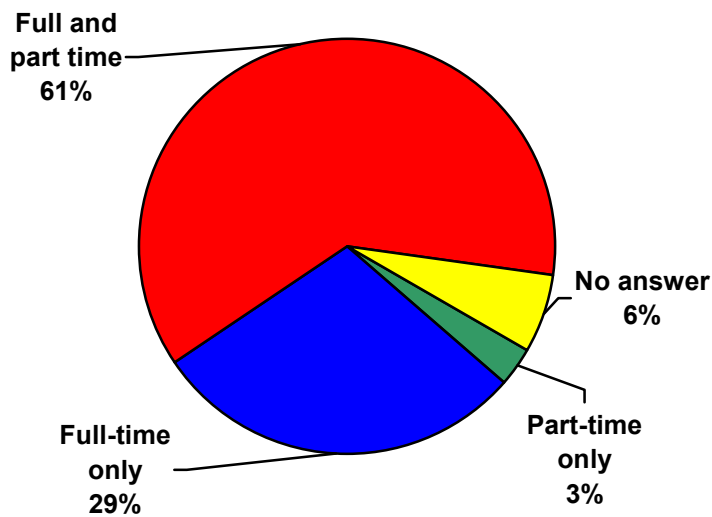
Additionally, the number of employees within each organization includes businesses with one employee (presumably this includes one owner, who is not considered an employee), up to businesses with 1000 or more employees. However, the majority of businesses surveyed are small businesses that employ less than 500 people (99%). This is consistent with reports that 98 percent of Virginia businesses are small businesses that employ 500 people or less (U.S. SBA, 2003). Virginia's small businesses are very important to the state as they account for 48 percent of the state's employment (U.S. SBA, 2003). More than three out of five businesses surveyed employ less than 20 people. The next pie chart provides a breakdown of the reported number of employees.

### Number of Employees (n=392)

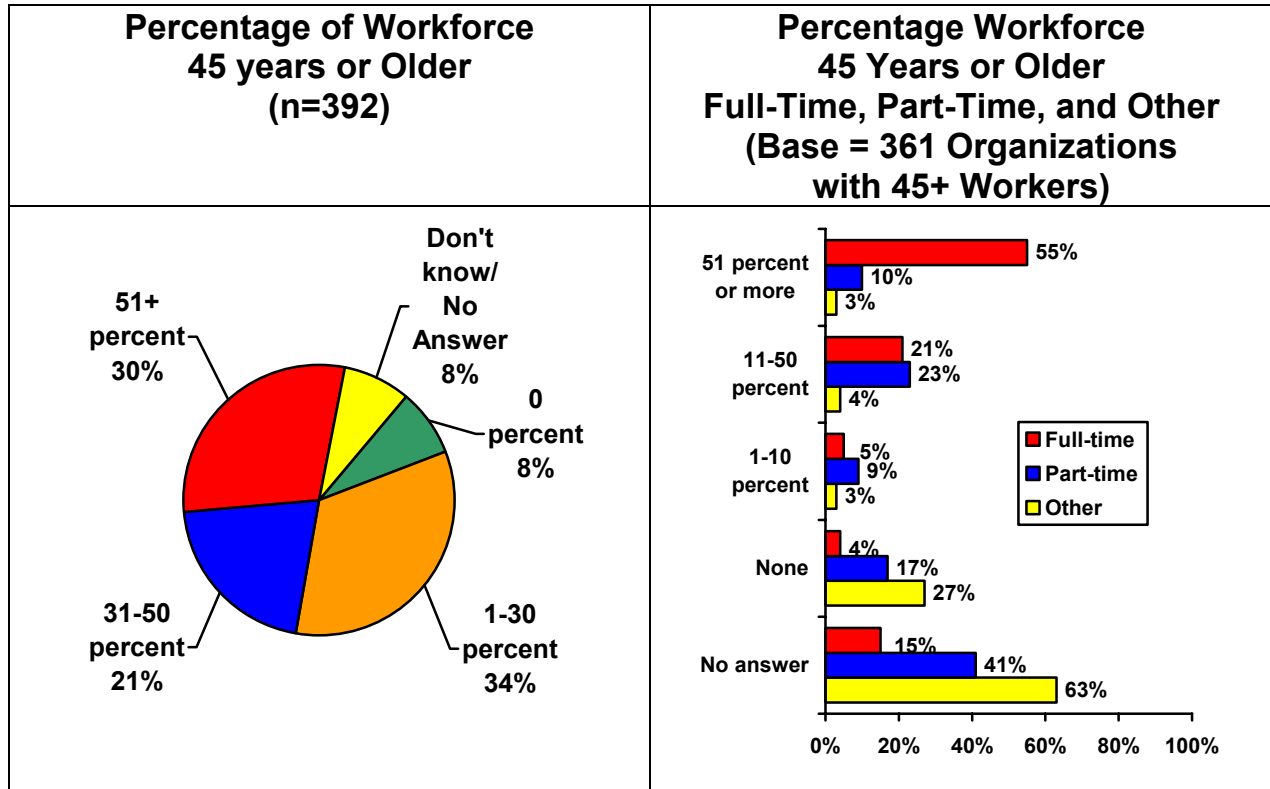


Sixty-one percent of the organizations in the survey utilize a mix of full-time and part-time employees. Only a small minority of businesses are full-time only or part-time only businesses.

### Type of Employees (n=392)

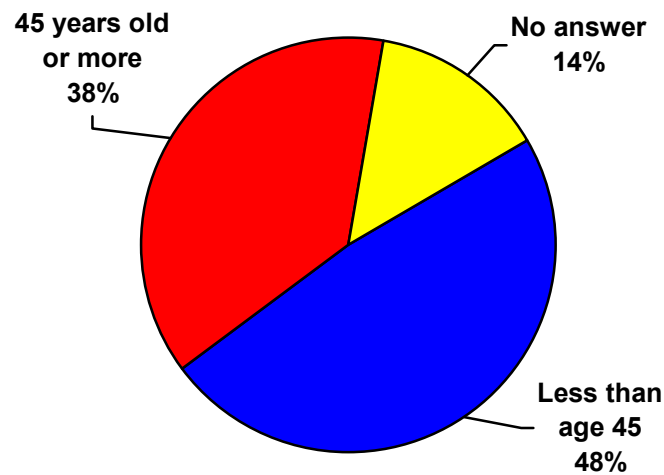


Examining the percentage of employees age 45 years or older within the Virginia workforce illustrates the tremendous importance of older workers to the workforce. Eighty-five percent of businesses employ at least one worker age 45 or older, and 30 percent of businesses employ a majority percentage (51 or more) of workers over age 45.



When looking at organizations that do employ workers age 45 or older, most of these workers are full-time. Within companies that employ 51 percent or more of workers age 45 or older, 55 percent are full-time. The highest percentage of full-time workers age 45 or older is within businesses that employ the largest number of older workers. In order to avoid workforce depletion and embrace long-term survival, organizations must begin to address issues related to the employment of the older worker, as well as begin preparation for their eventual retirement. While the average employee age in 48 percent of the businesses is less than age 45; within the next decade, the presence of the older worker is projected to increase nationwide by nearly 50 percent (Toossi, 2004). Older worker issues will become more important to organizations as the 45+ labor force quickly increases in numbers.

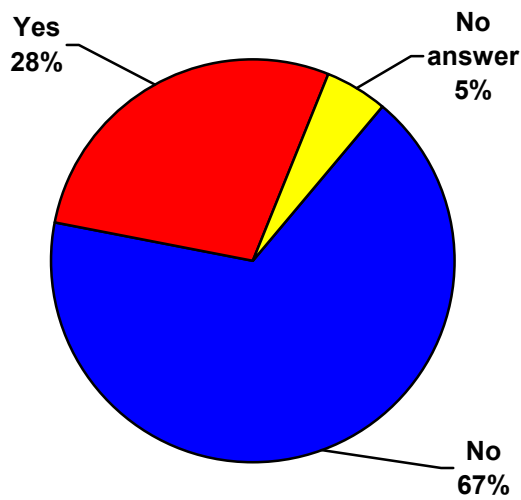
### Average Age in the Organization (n=392)



The Virginia Chamber of Commerce is the largest, most influential general business organization in Virginia devoted to advocating public policies that ensure a vibrant economy and a positive business climate; protecting members' interests on a broad range of issues; building effective coalitions that unite the Virginia business community on key issues; providing opportunities for members to connect with people and organizations that will help grow their businesses; and providing members with valuable information and business tools (Virginia Chamber of Commerce, 2001).

While the Virginia Chamber of Commerce can serve as an effective tool for Virginia businesses, only 28 percent of Virginia businesses that participated in the survey are members. When comparing ratings of issues of importance, Chamber of Commerce members identify a higher number of workplace issues as being more important to them than non-members. The issue of the aging of the workforce was an exception to this trend. Seventeen percent of Chamber of Commerce members report aging of the workforce as a very important issue compared with 20 percent of non-members. The Virginia Chamber of Commerce provides information and resources for a number of workplace related issues. Based on the availability of information, it is possible Chamber of Commerce members are just slightly more informed, and therefore more confident in their organization's ability to address the issue of older workers.

## Organization Member of the Chamber of Commerce (n=392)



### Conclusions

Most of the qualities that older workers already possess are the top qualities that Virginia 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, Virginia businesses should be considering strategies to keep older workers.

Right now, while three in ten businesses say that 51 percent or more of their workforce is age 45 or older, just seven percent of Virginia businesses are planning for employees to retire at a particular age or for the baby boom generation to retire. Currently, fewer than four in ten Virginia businesses are using strategies such as training older workers to upgrade their skills. Moreover, just about three in ten hires retired employees as consultants or temporary workers, reduces older workers' schedules to help them ease into retirement, or provides part-time work without benefits. Most Virginia businesses are not planning to use these strategies either. 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 keep skilled workers or find skilled workers, the most important issues for more than three in four Virginia businesses.

There are organizations that can help. Nearly four in ten Virginia businesses already turn to public sources, that is, federal and state government as well as private sources such as AARP and the Chamber of Commerce. Many more businesses will need to think of the aging of their workforce as a very important issue. When they do, these and other public and private resources will need to be ready with information.

## Methodology

Survey Sampling, Inc. provided four separate random samples of businesses with two or more employees listed in the Dun & Bradstreet directory for the state of Virginia and three designated market areas (DMA)—Richmond, Roanoke, and Norfolk—with only Virginia cities and counties. The statewide sample was of 3,125 businesses while each DMA was of 1,875 businesses.

Location	Sample Size	Undeliverable/Ineligible Size	Response Size	Response Rate	Sampling Error
Virginia Statewide	3,125	475	392	14.8%	± 5.1%
Norfolk DMA	1,875	224	218	13.2%	± 6.8%
Richmond DMA	1,875	244	206	12.6%	± 7.0%
Roanoke DMA	1,875	202	240	14.3%	± 6.5%

A pre-notification letter was then sent to the attention of the Senior Human Resources Officer of each business. This was followed by the survey. Responses as well as undeliverable or ineligible<sup>5</sup> 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. Response rates varied slightly across the four samples: On average, 14 percent of the businesses contacted responded to the survey. The statewide sample has a sampling error of plus or minus 5.1 percent while the DMA samples have a sampling error ranging from plus or minus 6.5 percent to 7.0 percent.

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<sup>5</sup> Ineligible mail were those businesses who identified themselves as no longer in business or with no employees.

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## **Appendix A**

### **Annotated Survey**

## 2004 Virginia Workforce Survey

Sample	Sample Size	Responses	Response Rate	Sampling Error
Virginia Statewide	n=3,125	n=392	14.8%	+/- 5.1%
Norfolk DMA <sup>6</sup>	n=1,875	n=218	13.2%	+/- 6.8%
Roanoke DMA	n=1,875	n=240	14.3%	+/- 6.5%
Richmond DMA	n=1,875	n=206	12.6%	+/- 7.0%

**(Percentages may not add to 100 percent due to rounding or multiple responses.)**

Directions: this survey should be completed by the senior human resources officer or the person responsible for managing the human resources function in your organization. Please take a few minutes to complete and return this survey in the postage-paid envelope by August 31, 2004.

For each survey item below, check the box that best represents your opinion.

For the purposes of this survey, "older workers" refers to workers age 45 or older.

Q1. In your opinion, how important are the following issues to your organization?

a. Finding skilled workers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
79%	81% <sup>7</sup>	71%	71%	Very important
15	14	23	24	Somewhat important
2	2	3	3	Not very important
3	2	1	1	Not at all important
1	1	2	1	No Response

<sup>6</sup> The designated market area (DMA) includes only those counties/cities in Virginia.

<sup>7</sup> Norfolk respondents are significantly more likely to say finding skilled workers is very important compared to Roanoke and Richmond respondents.

b. Keeping skilled workers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
85%	86%	83%	86%	Very important
11	10	14	10	Somewhat important
1	1	1	2	Not very important
2	2	<.5	0	Not at all important
2	1	2	2	No Response

c. Training your current workforce

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
69%	67%	65%	61%	Very important
23	25	28	33	Somewhat important
4	5	5	5	Not very important
3	3	<.5	0	Not at all important
2	1	3	2	No Response

d. Introducing new information technology into your workplace

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
44%	39%	40%	39%	Very important
40	47	42	46	Somewhat important
11	8	14	12	Not very important
3	3	2	2	Not at all important
2	2	2	1	No Response

e. Developing programs to retain workers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
40%	40%	41%	40%	Very important
38	38	37	35	Somewhat important
14	14	16	19	Not very important
5	6	4	5	Not at all important
3	2	2	2	No Response

f. Introducing new technology into the workplace

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
37%	36%	33%	35%	Very important
44	50	47	48	Somewhat important
14	9	15	15	Not very important
3	4	3	2	Not at all important
3	2	2	2	No Response

g. Retraining your workforce

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
43%	45%	45%	45%	Very important
30	31	33	32	Somewhat important
18	16	18	17	Not very important
5	6	4	5	Not at all important
3	2	2	2	No Response

h. The aging of your workforce

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
19%	16%	21%	14%	Very important
32	38	34	37	Somewhat important
36	30	34	38	Not very important
11	12	10	10	Not at all important
3	4	2	2	No Response

i. Increasing the number of part-time workers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
6%	8%	6%	3%	Very important
21	23	25	20	Somewhat important
40	38	40	44	Not very important
31	28	27	32	Not at all important
2	4	3	2	No Response

j. Developing programs for telecommuting

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
6%	6%	5%	7%	Very important
20	16	17	18	Somewhat important
30	33	32	28	Not very important
42	41	45	46	Not at all important
3	3	2	2	No Response

k. Increasing the number of contract workers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
7%	6%	5%	3%	Very important
11	13	12	13	Somewhat important
28	28	28	30	Not very important
51	51	52	52	Not at all important
3	3	2	2	No Response

Q2. Below is a list of qualities for all employees. Thinking about the needs and culture of your organization, how important do you believe each quality is with respect to the kind of people your organization values and likes to have as employees?

a. Commitment to doing quality work

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
94%	96%	97%	97%	Very important
4	3	2	2	Somewhat important
1	0	0	0	Not very important
1	1	<.5	1	Not at all important
2	1	1	1	No Response

b. Ability to get along with co-workers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
84%	80%	85%	81%	Very important
13	17	13	19	Somewhat important
1	1	<.5	0	Not very important
1	1	1	0	Not at all important
2	1	<.5	1	No Response

c. Willingness to be flexible about doing different tasks

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
79%	73%	79%	75%	Very important
18	24	20	24	Somewhat important
1	2	<.5	1	Not very important
1	1	<.5	0	Not at all important
2	1	<.5	1	No Response

d. Feeling comfortable with new technologies, such as computers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
49%	45%	43%	48%	Very important
34	38	37	33	Somewhat important
11	12	15	14	Not very important
4	5	6	5	Not at all important
2	1	<.5	1	No Response

e. Ability to supervise or lead

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
37%	45%	38%	34%	Very important
48	42	49	52	Somewhat important
11	11	10	10	Not very important
2	2	3	3	Not at all important
2	1	<.5	1	No Response

f. Loyalty and dedication to the company

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
81%	84%	84%	84%	Very important
17	13	13	14	Somewhat important
1	1	2	2	Not very important
1	1	1	0	Not at all important
2	1	<.5	1	No Response

g. A competitive and aggressive spirit

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
40%	43%	40%	37%	Very important
38	42	39	45	Somewhat important
17	8	16	15	Not very important
4	6	5	3	Not at all important
2	1	<.5	1	No Response

h. Someone you can count on in a crisis

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
80%	84%	81%	83%	Very important
15	13	16	16	Somewhat important
2	1	1	1	Not very important
1	1	1	0	Not at all important
2	1	<.5	1	No Response



i. Good educational background

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
30%	33%	30%	25%	Very important
54	52	55	56	Somewhat important
12	11	13	16	Not very important
2	3	3	2	Not at all important
2	1	<.5	1	No Response

j. Active in volunteer work

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
9%	7%	8%	8%	Very important
22	26	30	23	Somewhat important
43	41	42	40	Not very important
23	25	21	29	Not at all important
2	1	<.5	1	No Response

k. Creativity

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
34%	31%	28%	25%	Very important
46	51	49	49	Somewhat important
13	11	16	21	Not very important
5	5	5	4	Not at all important
3	2	2	1	No Response

l. Solid experience in the job or industry

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
38%	44%	38%	35%	Very important
46	41	46	46	Somewhat important
12	11	13	15	Not very important
3	3	3	4	Not at all important
2	1	<.5	1	No Response

m. Basic skills in reading, writing, and arithmetic

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
70%	75%	70%	71%	Very important
23	20	25	26	Somewhat important
4	4	3	2	Not very important
1	1	1	1	Not at all important
2	1	1	1	No Response

n. Works well on teams

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
66%	68%	65%	68%	Very important
26	23	28	26	Somewhat important
6	5	4	5	Not very important
2	3	3	2	Not at all important
2	1	<.5	1	No Response

o. Ability to handle multiple projects

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
58%	54%	59%	55%	Very important
33	39	36	40	Somewhat important
3	3	4	3	Not very important
1	3	<.5	1	Not at all important
4	2	<.5	1	No Response

p. Willingness to work long hours

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
26%	24%	28%	27%	Very important
48	50	51	50	Somewhat important
19	21	19	21	Not very important
3	4	2	2	Not at all important
4	2	<.5	1	No Response

q. Willingness to travel

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
9%	8%	11%	7%	Very important
19	19	22	23	Somewhat important
32	36	36	36	Not very important
35	35	30	33	Not at all important
5	2	<.5	1	No Response

- r. Comfortable with nontraditional work arrangements such as teams, flex time, or telecommuting

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
12%	11%	10%	8%	Very important
28	28	31	28	Somewhat important
31	35	35	37	Not very important
24	24	24	26	Not at all important
5	1	<.5	1	No Response

- s. A solid, reliable performance record

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
61%	68%	68%	67%	Very important
32	26	27	29	Somewhat important
2	3	4	4	Not very important
1	1	2	0	Not at all important
5	1	<.5	1	No Response

- t. Comfortable with nontraditional approach to compensation such as salary bands, benefit reductions, or lack of promotion opportunities

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
15%	14%	13%	11%	Very important
40	40	40	35	Somewhat important
26	25	33	31	Not very important
14	19	13	21	Not at all important
6	2	1	2	No Response

- u. Comfortable with non full-time employment arrangements such as part-time, contract, consultant, or project-by-project work

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
16%	17%	17%	14%	Very important
33	35	37	28	Somewhat important
26	23	29	36	Not very important
20	23	17	21	Not at all important
5	2	1	1	No Response

- v. Individual initiative

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
61%	65%	64%	60%	Very important
30	28	32	35	Somewhat important
2	3	3	5	Not very important
2	1	1	0	Not at all important
6	2	<.5	1	No Response

- w. Having up-to-date job skills

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
52%	56%	55%	54%	Very important
38	34	35	37	Somewhat important
5	6	7	8	Not very important
1	1	2	0	Not at all important
4	2	<.5	1	No Response

x. Willingness to learn new technology

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
49%	52%	50%	53%	Very important
35	37	38	35	Somewhat important
9	6	6	8	Not very important
2	4	5	2	Not at all important
5	1	1	1	No Response

y. Willingness to try new approaches to problems

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
53%	58%	56%	57%	Very important
38	36	37	40	Somewhat important
4	2	4	2	Not very important
1	1	2	1	Not at all important
5	3	1	1	No Response

z. Willingness to participate in training or retraining programs

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
49%	52%	44%	47%	Very important
37	31	45	39	Somewhat important
7	9	6	11	Not very important
2	5	3	2	Not at all important
5	3	2	1	No Response

aa. Physical agility

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
21%	28%	32%	31%	Very important
44	45	48	42	Somewhat important
21	15	15	21	Not very important
8	7	3	5	Not at all important
6	4	3	1	No Response

Q3. Now, based on your experience and knowledge, how would you evaluate older workers on each of the qualities?

a. Commitment to doing quality work

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
65%	69%	65%	67%	Excellent
27	26	31	29	Good
1	1	1	2	Fair
0	0	0	0	Poor
7	5	3	2	No Response

b. Ability to get along with co-workers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
50%	53%	53%	50%	Excellent
36	38	40	43	Good
6	4	3	6	Fair
<.5	0	<.5	0	Poor
7	5	3	2	No Response

c. Willingness to be flexible about doing different tasks

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
38%	40%	42%	34%	Excellent
40	40	40	44	Good
14	14	15	19	Fair
1	2	0	2	Poor
7	5	3	2	No Response

d. Feeling comfortable with new technologies, such as computers

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
18%	19%	15%	12%	Excellent
38	39	39	41	Good
28	29	33	35	Fair
7	8	8	9	Poor
8	5	5	2	No Response

e. Ability to supervise or lead

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
34%	35%	28%	28%	Excellent
45	45	54	55	Good
13	14	13	15	Fair
1	1	2	1	Poor
7	5	4	2	No Response



f. Loyalty and dedication to the company

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
61%	64%	60%	63%	Excellent
29	26	33	33	Good
3	3	4	2	Fair
<.5	1	0	0	Poor
7	5	4	2	No Response

g. A competitive and aggressive spirit

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
23%	28%	27%	20%	Excellent
46	46	45	51	Good
22	18	23	22	Fair
2	3	2	4	Poor
7	5	4	2	No Response

h. Someone you can count on in a crisis

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
57%	58%	59%	54%	Excellent
31	31	33	38	Good
5	5	5	5	Fair
1	1	<.5	1	Poor
7	5	3	2	No Response

i. Good educational background

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
26%	27%	21%	18%	Excellent
56	55	60	63	Good
14	13	14	17	Fair
<.5	1	1	1	Poor
4	4	4	2	No Response

j. Active in volunteer work

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
16%	17%	10%	15%	Excellent
41	39	48	43	Good
30	30	31	30	Fair
6	7	6	8	Poor
7	6	5	4	No Response

k. Creativity

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
23%	20%	17%	13%	Excellent
47	53	54	51	Good
22	21	22	30	Fair
2	1	2	3	Poor
7	6	5	3	No Response

1. Solid experience in the job or industry

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
43%	47%	40%	42%	Excellent
44	40	50	47	Good
7	7	6	9	Fair
1	0	<.5	0	Poor
5	5	4	2	No Response

m. Basic skills in reading, writing, and arithmetic

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
46%	52% <sup>8</sup>	40%	43%	Excellent
44	37	50	49	Good
5	6	7	6	Fair
1	1	0	0	Poor
5	4	4	2	No Response

n. Works well on teams

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
42%	42% <sup>9</sup>	33%	30%	Excellent
43	46	52	55	Good
9	7	11	11	Fair
1	1	<.5	1	Poor
5	4	4	2	No Response

<sup>8</sup> Norfolk respondents are significantly more likely to say basic skills in reading, writing, and arithmetic are very important compared to respondents in Roanoke.

<sup>9</sup> Norfolk respondents are significantly more likely to say works well on teams is very important compared to respondents in Richmond.

o. Ability to handle multiple projects

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
33%	34%	29%	25%	Excellent
42	45	45	46	Good
20	15	21	24	Fair
1	2	1	2	Poor
5	4	4	3	No Response

p. Willingness to work long hours

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
27%	24%	25%	24%	Excellent
39	44	41	38	Good
24	23	25	30	Fair
6	5	3	5	Poor
4	4	6	2	No Response

q. Willingness to travel

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
14%	15%	10%	6%	Excellent
28	30	33	36	Good
34	33	37	35	Fair
15	16	13	17	Poor
11	6	8	6	No Response

- r. Comfortable with nontraditional work arrangements such as teams, flex time, or telecommuting

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
15%	17%	12%	10%	Excellent
34	41	39	33	Good
30	25	34	39	Fair
9	11	8	12	Poor
11	6	7	6	No Response

- s. A solid, reliable performance record

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
47%	51%	51%	47%	Excellent
44	40	40	47	Good
4	3	4	4	Fair
1	1	0	0	Poor
5	5	4	3	No Response

- t. Comfortable with nontraditional approach to compensation such as salary bands, benefit reductions, or lack of promotion opportunities

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
16%	18%	12%	9%	Excellent
39	47	43	45	Good
28	20	30	33	Fair
6	9	6	7	Poor
11	6	9	6	No Response

- u. Comfortable with non full-time employment arrangements such as part-time, contract, consultant, or project-by-project work

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
27%	27%	23%	22%	Excellent
43	49	45	49	Good
16	15	21	20	Fair
5	4	3	4	Poor
10	6	8	5	No Response

- v. Individual initiative

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
33%	37%	30%	32%	Excellent
51	50	56	51	Good
11	8	9	15	Fair
1	1	<.5	1	Poor
5	5	5	2	No Response

- w. Having up-to-date job skills

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
22%	25%	22%	16%	Excellent
51	47	48	56	Good
21	21	25	26	Fair
2	1	1	1	Poor
5	6	4	2	No Response

x. Willingness to learn new technology

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
23%	22%	15%	12%	Excellent
39	41	46	49	Good
31	30	31	33	Fair
3	2	3	4	Poor
5	5	5	2	No Response

y. Willingness to try new approaches to problems

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
25%	26%	20%	17%	Excellent
43	44	44	49	Good
25	23	29	31	Fair
2	2	2	2	Poor
4	5	5	2	No Response

z. Willingness to participate in training or retraining programs

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
24%	27%	20%	20%	Excellent
49	45	49	46	Good
19	21	25	29	Fair
4	2	2	2	Poor
5	5	5	2	No Response

aa. Physical agility

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
12%	9%	9%	8%	Excellent
51	52	53	50	Good
29	32	32	35	Fair
3	2	2	4	Poor
5	4	4	3	No Response

Q4. Does your organization plan for employees to retire at a particular age?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
7%	9%	10%	11%	Yes, If yes → answer Q4a
90	84	87	85	No
3	6	3	4	No Response

Q4a. If yes, for planning purposes, at what age do you expect that your employees will retire?

(Base = Respondents whose organizations have plans for employees to retire at a particular age)

Base Statewide n=29	Base Norfolk n=20	Base Roanoke n=23	Base Richmond n=23	Age
35%	0%	4%	9%	45-60
52	85	83	83	61-65
7	15	13	4	66-70
7	0	0	4	70 or older
62	65	65	65	Mean



Q5. Organizations use different types of strategies for employees who want to work past traditional retirement age. For each of the following strategies, please indicate whether your organization is currently using it or is planning to use this strategy within the next 5 years.

a1. Enabling workers to ease into retirement by reducing their work schedules **Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
28%	24%	23%	28%	Yes
39	45	48	44	No
21	18	18	18	Don't know
12	13	12	10	No Response

a2. Enabling workers to ease into retirement by reducing their work schedules **Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
21%	19%	17%	21%	Yes
23	22	28	22	No
33	32	32	37	Don't know
24	28	24	20	No Response

b1. Shifting older workers from one career track to another career track **Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
10%	11%	7%	10%	Yes
59	57	62	61	No
18	17	18	18	Don't know
13	15	14	11	No Response

b2. Shifting older workers from one career track to another career track  
**Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
8%	8%	7%	7%	Yes
37	35	43	42	No
33	30	27	32	Don't know
22	27	23	19	No Response

c1. Providing training to upgrade skills of older workers  
**Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
37%	32%	29%	35%	Yes
36	40	44	42	No
16	13	13	14	Don't know
12	15	13	9	No Response

c2. Providing training to upgrade skills of older workers  
**Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
26%	23%	23%	24%	Yes
23	22	30	26	No
26	26	22	27	Don't know
25	29	25	23	No Response

d1. Hiring retired employees as consultants or temporary workers  
**Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
32%	29%	29%	32%	Yes
43	42	47	46	No
15	16	13	10	Don't know
11	13	12	12	No Response

d2. Hiring retired employees as consultants or temporary workers  
**Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
24%	20%	22%	30% <sup>10</sup>	Yes
21	19	27	23	No
30	33	26	27	Don't know
25	29	25	20	No Response

e1. Providing opportunities for workers to transfer to jobs with reduced pay and responsibilities. **Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
16%	14%	14%	17%	Yes
56	53	57	53	No
17	18	17	18	Don't know
11	15	13	12	No Response

<sup>10</sup> Richmond respondents are significantly more likely to say they plan to use hiring retired employees as consultants or temporary workers than respondents in Norfolk.

- e2. Providing opportunities for workers to transfer to jobs with reduced pay and responsibilities. **Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
12%	9%	11%	17%	Yes
35	28	37	32	No
30	34	29	34	Don't know
24	29	23	18	No Response

- f1. Providing part-time work arrangements without continuation of benefits **Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
28%	24%	20%	28%	Yes
44	47	49	42	No
17	14	18	18	Don't know
11	15	13	13	No Response

- f2. Providing part-time work arrangements without continuation of benefits **Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
19%	17%	13%	26%	Yes
26	23	30	21	No
30	31	33	34	Don't know
26	29	25	19	No Response

g1. Providing part-time work arrangements with continuation of benefits **Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
16%	16%	11%	9%	Yes
54	54	59	55	No
17	15	15	21	Don't know
13	16	15	15	No Response

g2. Providing part-time work arrangements with continuation of benefits **Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
9%	9%	8%	9%	Yes
34	31	37	35	No
32	33	31	37	Don't know
25	28	25	19	No Response

h1. Other **Currently Using**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
1%	1%	<.5%	1%	Yes
6	6	6	5	No
7	8	7	6	Don't know
86	85	87	88	No Response

h2. Other **Plan To Use**

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
<.5%	1%	<.5%	1%	Yes
4	1	5	4	No
12	13	9	8	Don't know
84	85	85	87	No Response

Q6. The baby boom generation is approaching retirement. Their retirement may create a shortage of workers since the generation following them is much smaller. Has your organization taken any steps to prepare for this possibility?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
7%	9%	2%	5%	Yes, If yes → <b>specify Q6a</b>
79	79	83	85	No
8	7	10	8	Don't know / not sure
6	6	5	2	No Response

Q6a. Please specify what your organization has done.

(Base = Respondents whose organizations have taken steps to prepare for a shortage of workers since the generation following the baby boomers is much smaller)

Base Statewide n=26	Base Norfolk n=19	Base Roanoke n=5	Base Richmond n=11	
23%	21%	0%	46%	Hire/train younger workers
12	11	20	9	Increase training programs
4	5	20	18	Extend employment past traditional retirement age
15	5	0	0	Hire older workers
8	5	20	0	More intense recruitment efforts
8	0	20	0	Workforce planning
4	0	20	0	Hire/rehire retired workers part-time
8	0	0	0	Improve technology
15	26	0	18	Other
4	26	0	9	No Response

Q7. Which organizations, if any, do you go to for information on older worker issues such as age discrimination, phased retirement, alternative career tracks, retraining, retirement planning, and part-time work with benefits?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
58%	59%	63%	63%	I have not sought information on older worker issues
21	20	19	22	US Department of Labor
16	17	14	16	State employment agencies
16	13	8	12	AARP
12	11	11	11	Equal Employment Opportunity Commission (EEOC)
8	8	7	3	Chamber of Commerce
6	4	6	5	Society for Human Resource Management (SHRM)
5	5	6	4	Private employment agencies
4	1	3	2	National Council on Aging
3	2	3	5	Area Agency on Aging (AAA)
2	1	1	0	National Institute on Aging (NIA)
1	0	1	1	American Society on Aging (ASA)
1	1	1	0	National Association of Area Agencies on Aging (NAAAA)
1	1	1	1	National Association of Older Worker Employment Services
1	2	<.5	0	Employee Benefit Research Institutes (EBRI)
1	0	1	0	Federal Council on Aging (FCOA)
1	0	2	1	Experience Works (formerly Green Thumb)
1	0	1	0	National Older Worker Career Center (NOWCC)
1	0	0	0	Financial advisor
1	1	<.5	1	Labor/employment law attorney
4	1	2	2	Other
4	4	4	2	No Response



**About your organization**

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

Q8. Is your organization headquartered in Virginia?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
93%	95%	95%	96%	Yes
4	4	4	3	No, If no → specify Q8a
3	1	1	1	No Response

Q8a. If no, where is your organization's headquarters?

(Base = Respondents whose organizations are not headquartered in Virginia)

Base Statewide n=16	Base Norfolk n=9	Base Roanoke n=9	Base Richmond n=6	
19%	0%	0%	0%	New York
6	11	0	17	Illinois
0	11	11	17	Ohio
0	11	22	0	Georgia
38	44	56	33	Other
38	22	11	33	No Response

Q9. What is the total number of locations your organization has in the US?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
73%	75%	80%	79%	One
8	11	7	7	Two
3	3	3	2	Three
9	7	7	11	Four or more
7	4	3	2	No Response

Q10a. Where in Virginia (zipcode) is your organization located?

Available upon request.

Q10b. Where in Virginia (county/city) is your organization located?

Available upon request.

Q11. Which of the following best describes the primary nature of your organization's business in Virginia?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
25%	28%	22%	25%	Business/professional services
16	20	15	18	Retail
12	12	9	12	Health services
12	8	12	8	Nonprofit
8	10	8	9	Construction/extraction/ maintenance
7	7	5	4	Financial/insurance/real estate
6	7	8	6	Service related
4	5	10	5	Manufacturing
4	6	4	2	Education
3	4	3	4	Transportation/material moving/laborer
3	1	3	1	High tech/computers
2	1	2	2	Utility
2	1	1	2	Telecommunications
1	1	3	2	Farming/fishing/forestry
1	1	4	3	Sales and office (non-retail)
1	1	<.5	1	Publishing
<.5	0	1	1	Other
5	2	<.5	1	No Response

Q12. What is the approximate asset value of your organization?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
24%	32%	31%	30%	Less than \$300,000
11	9	10	12	\$300,000 to just below \$500,000
14	15	15	12	\$500,000 to just below \$1,000,000
15	12	12	15	\$1,000,000 to just below \$10,000,000
1	1	3	1	\$10,000,000 to just below \$25,000,000
1	1	0	2	\$25,000,000 to just below \$50,000,000
1	1	<.5	1	\$50,000,000 to just below \$100,000,000
2	1	3	2	\$100,000,000 to just below \$250,000,000
3	2	2	2	\$250,000,000 to just below \$500,000,000
4	5	5	5	\$500,000,000 or more
12	13	12	12	Don't know
11	9	6	9	No Response

Q13. How many people work full-time in your organization in the state of Virginia?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
3%	4%	3%	4%	0
8	12	10	7	1
34	35	35	35	2-4
17	17	18	18	5-9
11	12	8	12	10-19
9	7	10	10	20-49
5	5	5	5	50-99
6	3	5	5	100-999
<.5	1	1	0	1000 or more
6	6	5	3	No Response

Q14. How many people work part-time in your organization in the state of Virginia?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
29%	26%	27%	29%	0
19	19	16	17	1
26	30	33	29	2-4
8	12	10	8	5-9
5	3	4	6	10-19
4	3	3	4	20-49
1	1	1	2	50-99
1	1	1	2	100-999
<.5	1	<.5	0	1000 or more
6	6	5	3	No Response

Q15. As a percentage of your workforce, what was your organization's turnover rate in Virginia for 2003?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
34%	33%	40%	30%	0%
22	24	25	27	1%-5%
9	8	7	8	6%-10%
5	3	5	6	11%-15%
5	7	5	8	16%-20%
11	11	9	13	More than 20%
9	11	7	7	Don't know
5	3	3	2	No Response

Q16. As a percentage of your workforce, what was your organization's turnover rate in Virginia 5 years ago in 1998?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
18%	17%	20%	17%	0%
24	23	25	26	1%-5%
9	8	10	6	6%-10%
4	2	3	4	11%-15%
4	4	4	4	16%-20%
11	8	8	10	More than 20%
8	13	9	11	Was not in business in VA in 1998
18	22	18	20	Don't know
3	2	3	2	No Response

Q17. Thinking about the turnover in your organization in Virginia in the past five years, what were the top characteristics?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
39%	41% <sup>11</sup>	31%	36%	Females
29	27	32	35	Males
6	9	7	8	Seasonal workers
22	28	25	27	Part-time workers
37	28	32	42 <sup>12</sup>	Full-time workers
4	6	4	3	Contract workers
45	45	44	51	Workers under 45 years old
11	8	8	9	Workers 45 years old or over
4	5	6	6	Workers over 55 years old
3	1	3	4	Workers over 65 years old
5	4	3	2	No turnover
13	17	24	13	No Response

<sup>11</sup> Norfolk respondents are significantly more likely to say females was a characteristic of turnover in the past five years compared to respondents in Roanoke.

<sup>12</sup> Richmond respondents are significantly more likely to say full-time workers was a characteristic of turnover in the past five years compared to respondents in Roanoke and Norfolk.

Q18. What percentage of your workforce in Virginia is female?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
9%	10%	8%	9%	0%
18	14	24 <sup>13</sup>	20	1-10%
6	4	4	3	11-20%
5	5	5	5	21-30%
4	5	6	5	31-40%
11	8	8	10	41-50%
6	9	5	7	51-60%
7	10	5	5	61-70%
29	29	28	29	71% or more
3	4	3	3	Don't know
3	2	4	2	No Response

Q19. What percentage of your workforce in Virginia are ethnic or racial minorities?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
34%	33%	50% <sup>14</sup>	33%	0%
21	17	18	20	1-10%
8	13	7	8	11-20%
10	4	4	6	21-30%
4	6	4	5	31-40%
5	8	3	7	41-50%
3	3	2	2	51-60%
1	0	2	2	61-70%
5	5	3	6	71% or more
5	6	4	6	Don't know
5	5	5	4	No Response

<sup>13</sup> Roanoke respondents are significantly more likely to say they have 1-10% females than respondents in Norfolk.

<sup>14</sup> Roanoke respondents are significantly more likely to say they have 0% ethnic or racial minorities than Norfolk and Richmond respondents.

Q20. What percentage of your workforce in Virginia is age 45 years or older?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
8%	6%	7%	6%	0% If 0% → GO TO Q22
16	17	17	18	1-10%
9	7	5	7	11-20%
9	11	7	11	21-30%
10	9	11	8	31-40%
11	11	16	13	41-50%
8	8	8	8	51-60%
6	9	5	6	61-70%
16	14	13	14	71% or more
3	4	5	4	Don't know
5	6	5	3	No Response

Q21a. What percentage of your workforce age 45 years or older in Virginia work full-time?

(Base = Respondents whose organizations have employees 45+ years old)

Base Statewide n=361	Base Norfolk n=204	Base Roanoke n=223	Base Richmond n=193	
4%	2%	5%	4%	0%
5	12	9	6	1-10%
3	3	4	3	11-20%
4	3	2	3	21-30%
4	2	3	3	31-40%
10	7	12	7	41-50%
2	3	3	2	51-60%
3	5	2	4	61-70%
50	43	40	54 <sup>15</sup>	71% or more
15	21	20	16	No Response

<sup>15</sup> Richmond respondents are significantly more likely to say 71% or more of the 45+ work full-time compared to Norfolk and Roanoke respondents.

Q21b. What percentage of your workforce age 45 years or older in Virginia work part-time?

(Base = Respondents whose organizations have employees 45+ years old)

Base Statewide n=361	Base Norfolk n=204	Base Roanoke n=223	Base Richmond n=193	
17%	14%	16%	27% <sup>16</sup>	0%
9	11	12	11	1-10%
6	7	4	5	11-20%
5	7	5	7	21-30%
4	3	4	2	31-40%
8	5	10	6	41-50%
1	2	<.5	1	51-60%
2	1	1	2	61-70%
7	5	8	7	71% or more
41	45	41	33	No Response

Q21c. What percentage of your workforce age 45 years or older in Virginia work Other (contract or temporary)?

(Base = Respondents whose organizations have employees 45+ years old)

Base Statewide n=361	Base Norfolk n=204	Base Roanoke n=223	Base Richmond n=193	
27%	21%	29%	44% <sup>17</sup>	0%
3	3	2	2	1-10%
1	2	3	2	11-20%
1	2	1	2	21-30%
1	2	<.5	1	31-40%
1	1	1	0	41-50%
1	1	<.5	0	51-60%
0	1	<.5	1	61-70%
2	2	3	3	71% or more
63	68	60	47	No Response

<sup>16</sup> Richmond respondents are significantly more likely to say that there are 0 percent 45+ working part-time compared to Roanoke and Norfolk respondents.

<sup>17</sup> Richmond respondents are significantly more likely to say that 0 percent 45+ work as contract or temporary compared to Roanoke and Norfolk.



Q22. What is the average age of your workforce in Virginia?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
48%	50%	48%	47%	Less than 45 years old
38	35	38	37	45 years old or more
14	15	14	16	No Response

Q23. What percentage of your workforce in Virginia belongs to a trade union?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
89%	83%	89%	89%	0%
1	2	<.5	1	1-10%
0	1	0	0	11-20%
<.5	1	<.5	0	21-30%
0	1	<.5	0	31-40%
0	0	1	0	41-50%
0	1	0	0	51-60%
0	1	0	1	61-70%
1	1	<.5	0	71% or more
5	7	5	7	Don't know
4	5	4	3	No Response

Q24. Is your organization a member of a chamber of commerce in Virginia?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
28%	27%	44% <sup>18</sup>	31%	Yes
67	65	52	65	No
5	8	4	4	No Response

<sup>18</sup> Roanoke respondents are significantly more likely to be a member of a Chamber of Commerce in Virginia compared to respondents in Richmond and Roanoke.

### About you

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

Q25. Which of the following best describes your position in the organization?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
24%	23%	23%	30%	Owner
14	15	17	18	Human Resources Director/Manager
11	17	13	20	President
8	10	5	6	Office Manager
6	5	4	4	Vice President of Human Resources
5	3	5	4	Director/Executive Director
5	4	3	4	Human Resources Staff
3	4	5	3	Secretary/Treasurer
2	2	5	2	Vice President/Executive Vice President
3	2	3	4	CEO/CFO
2	1	5	2	General Manager
3	2	4	1	Partner/Co-owner
15	13	10	9	Other
8	9	7	5	No Response

Q26. What is your age?

Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
5%	4%	2%	2%	Under 30
20	20	23	24	30-44
31	29	28	31	45-54
30	32	31	31	55-64
9	9	10	7	65-74
2	1	3	2	75 or older
2	4	3	3	No Response

Q27. Are you:

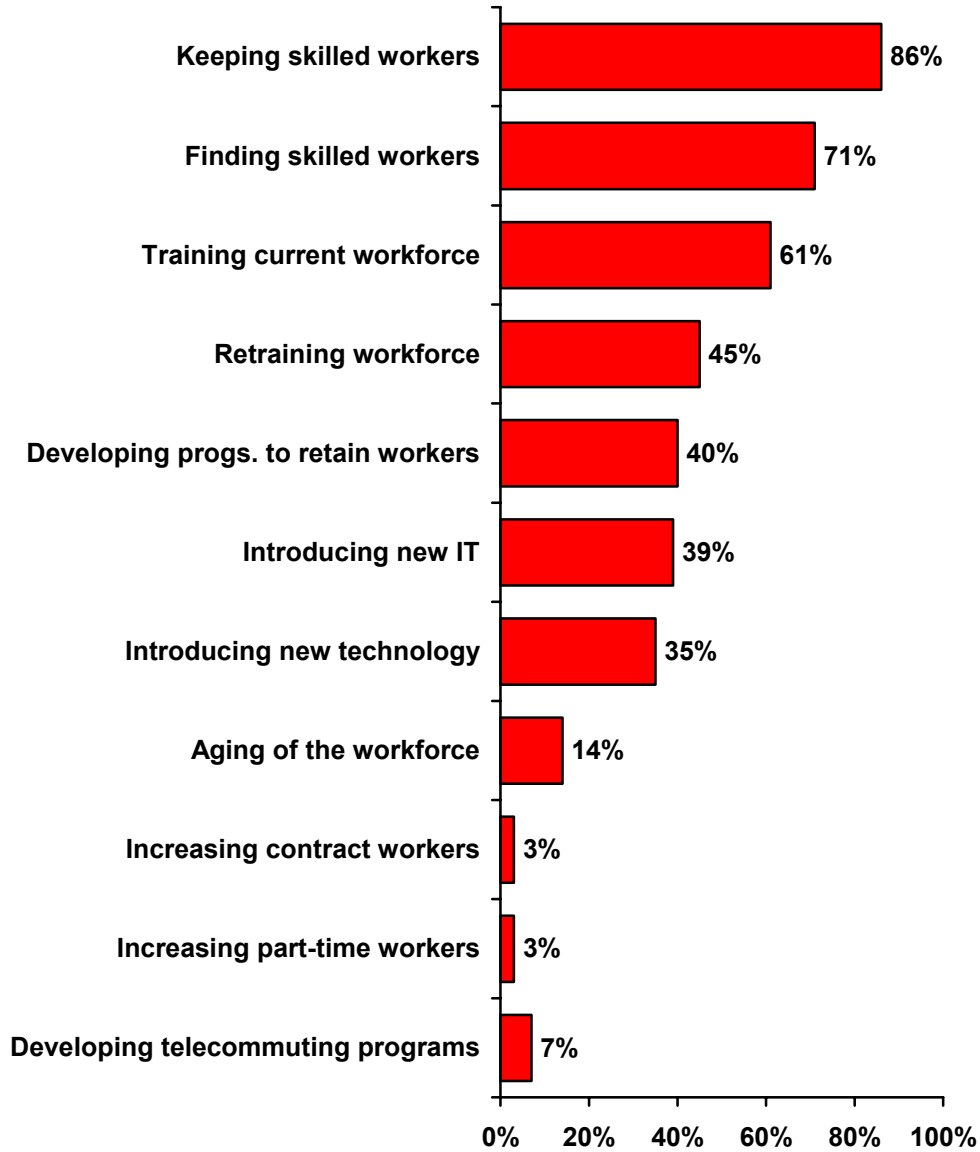
Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
41%	45%	48%	44%	Male
58	55	52	55	Female
1	1	<.5	1	No Response

Q28. How long have you been working for this organization in Virginia?

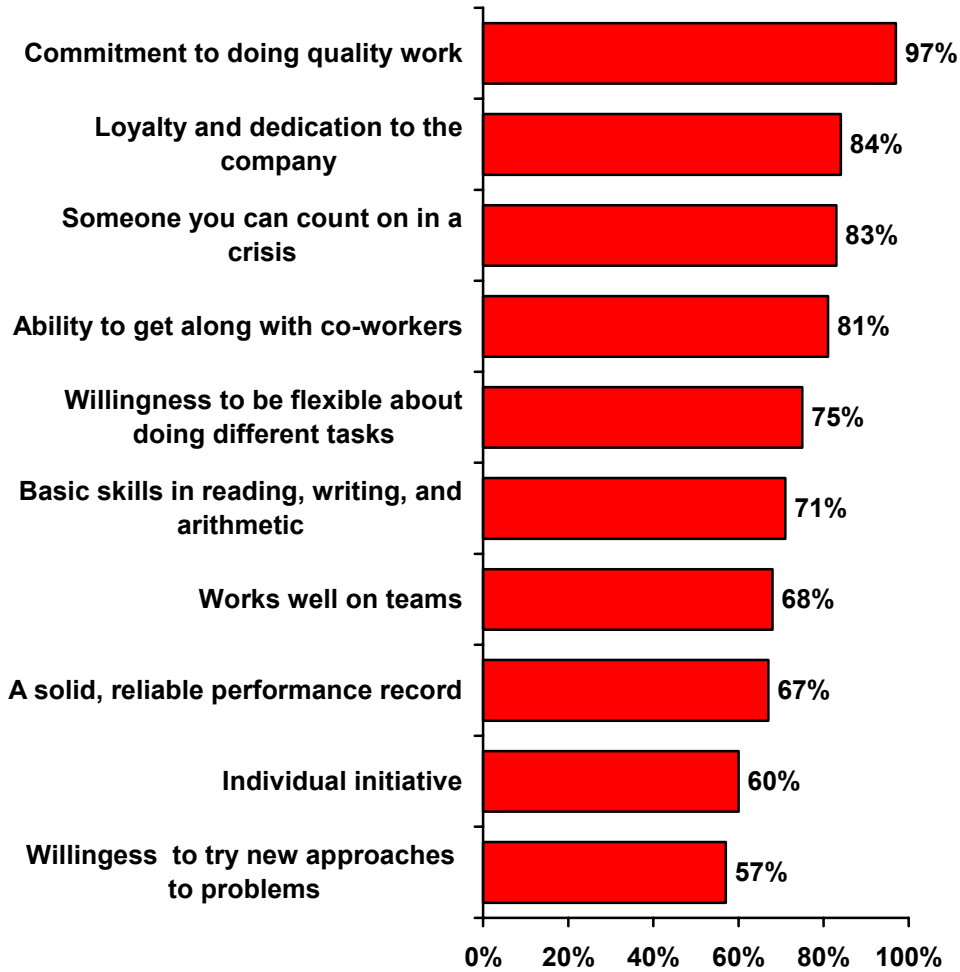
Statewide n=392	Norfolk n=218	Roanoke n=240	Richmond n=206	
18%	18%	17%	16%	1-3 years
18	23	19	20	4-7 years
12	10	9	9	8-10 years
15	13	10	11	11-15 years
9	6	7	9	16-19 years
8	9	13	14	20-24 years
19	18	24	19	25 years or more
2	3	<.5	2	No Response

**Appendix B**  
**Designated Market Area (DMA) Graphs and Tables**  
**Richmond-Petersburg DMA**

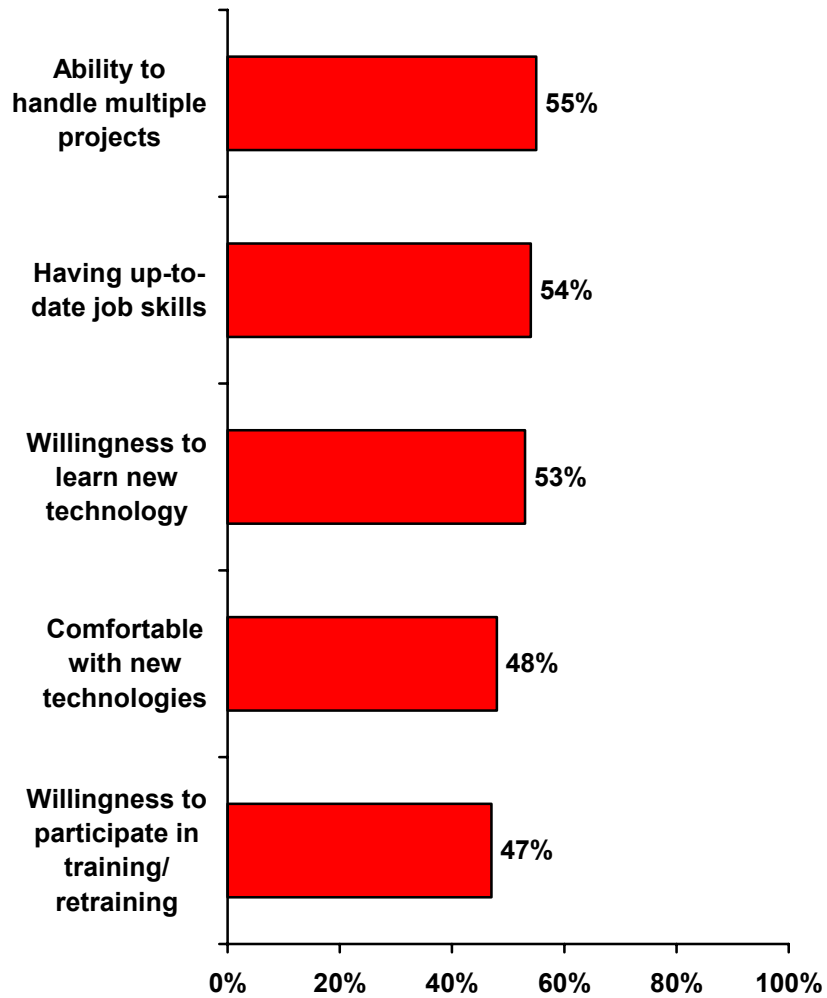
**Richmond DMA  
Very Important Issues to Organizations  
(n=206)**



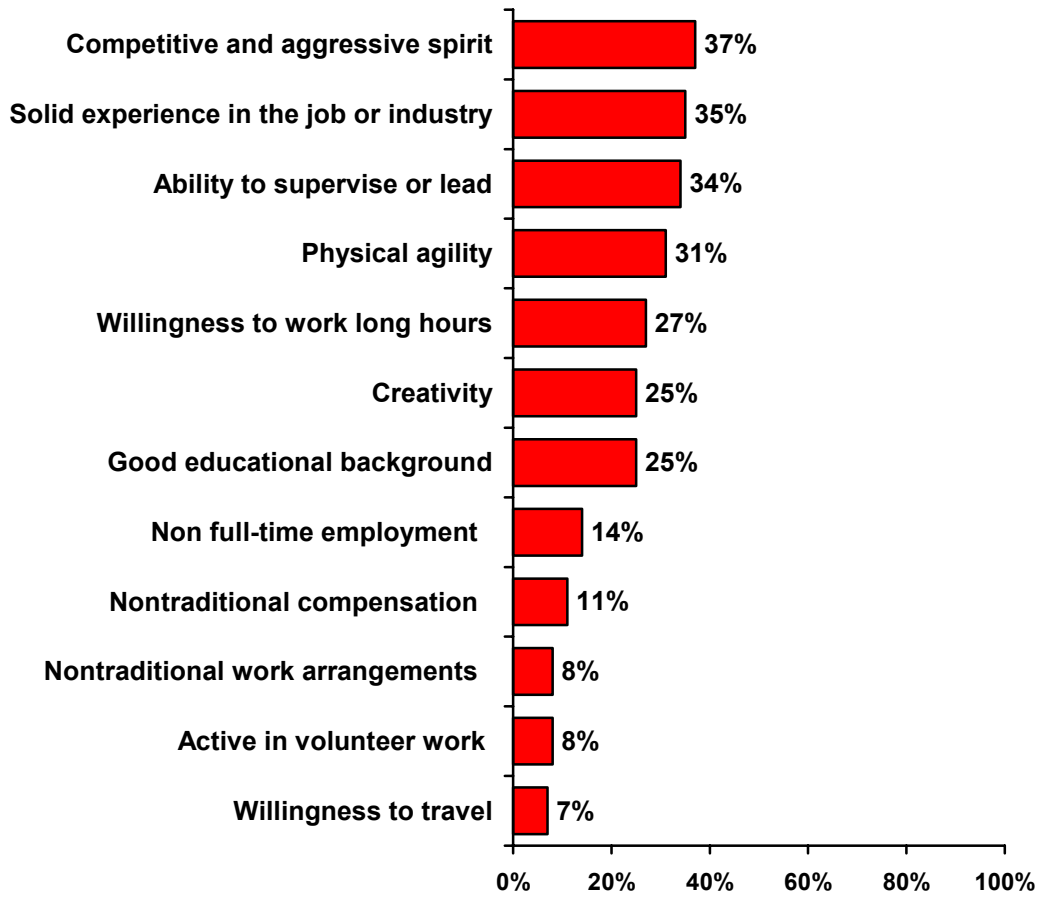
**Richmond DMA  
Top-Rated Qualities Very Important  
for All Employees  
(n=206)**



**Richmond DMA  
Mid-Rated Qualities Very Important  
for All Employees  
(n=206)**

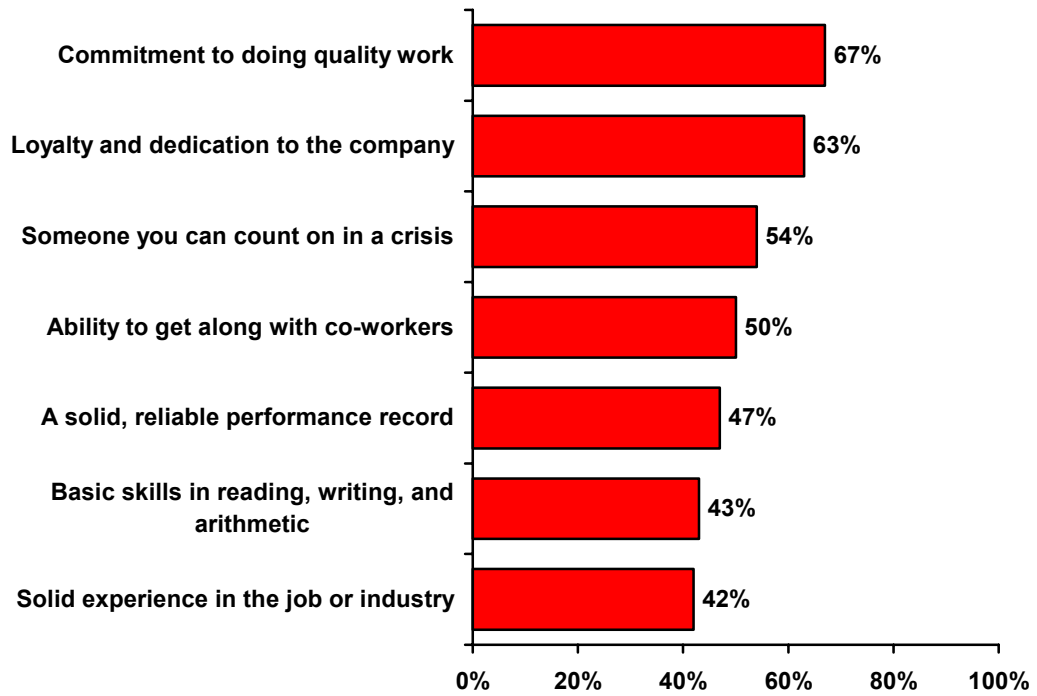


**Richmond DMA  
Lower-Rated Qualities Very Important  
for All Employees  
(n=206)**

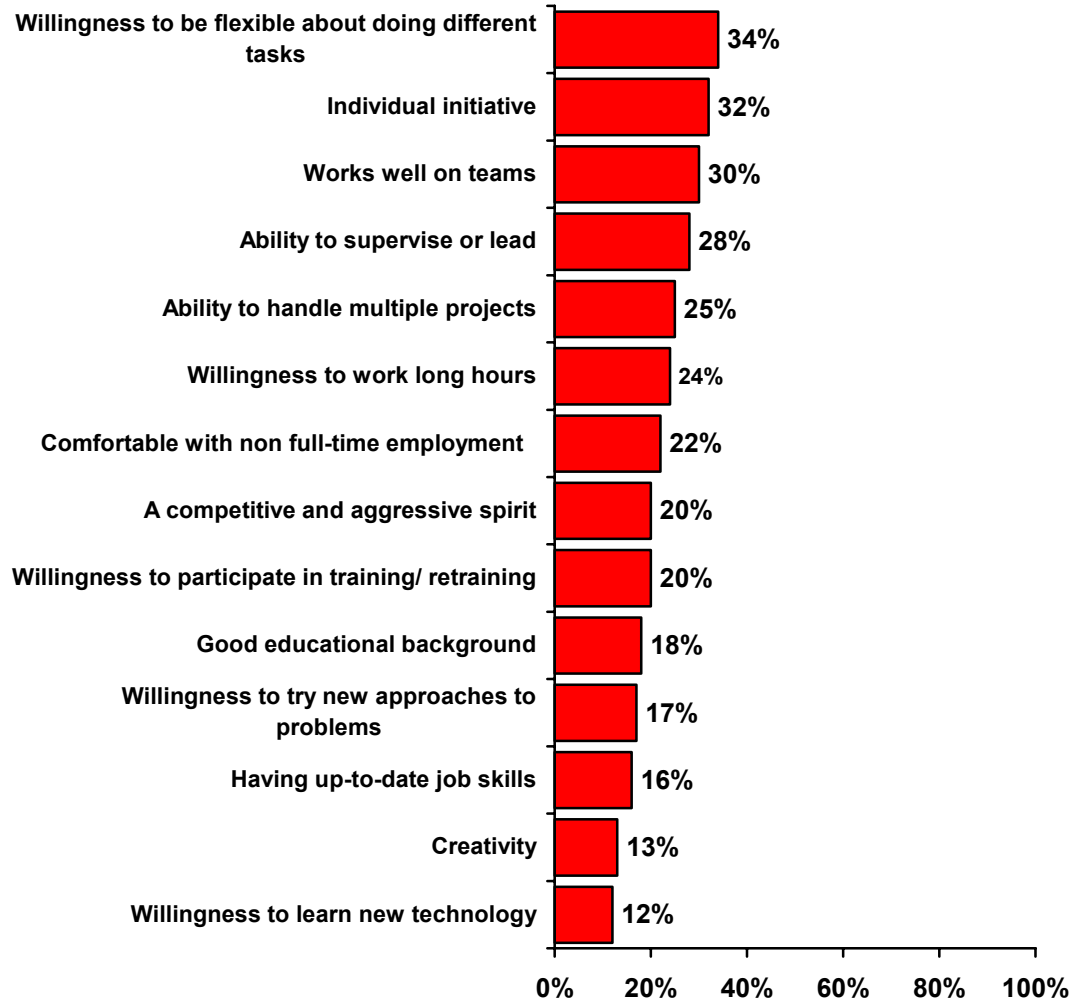




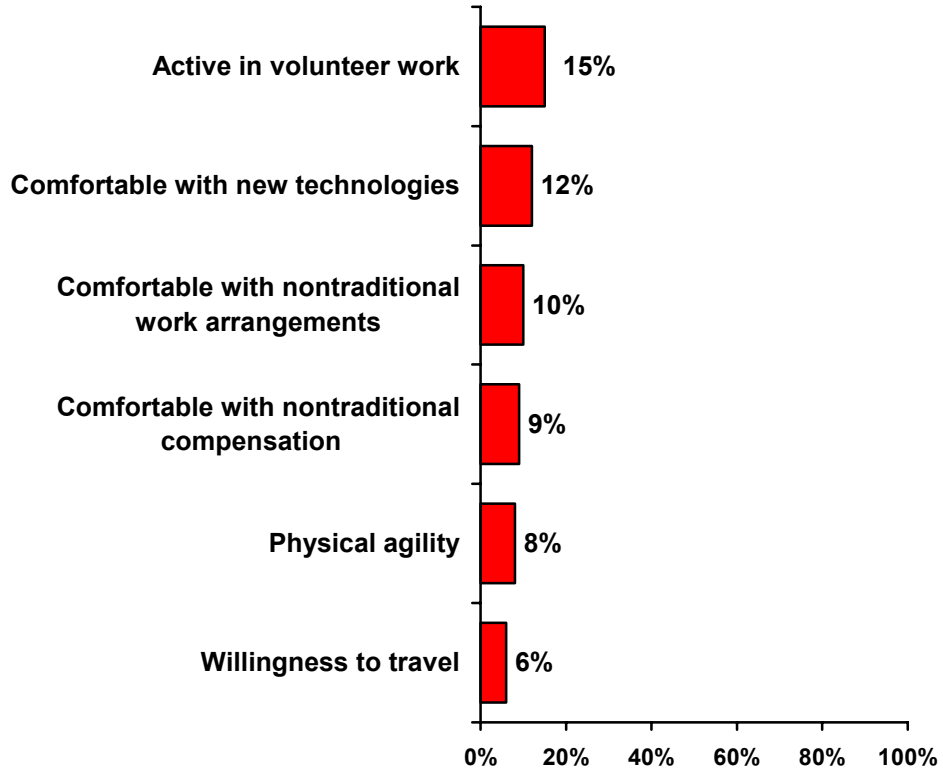
**Richmond DMA  
Top-Rated Qualities: Older Workers Rated Excellent  
(n=206)**



**Richmond DMA  
Mid-Level Qualities: Older Workers Rated Excellent  
(n= 206)**



**Richmond DMA  
Lower-Rated Qualities: Older Workers Rated Excellent  
(n=206)**



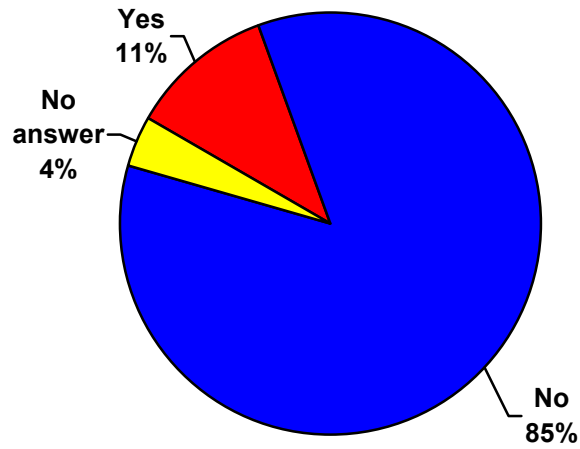
## Richmond DMA

Top Employee Qualities <sup>19</sup> (n=206)		Top Older Worker Qualities <sup>20</sup> (n=206)	
Rank	Quality	Rank	Quality
1	Commitment to doing quality work	1	Commitment to doing quality work
2	Loyalty and dedication to the company	2	Loyalty and dedication to the company
3	Someone you can count on in a crisis	3	Someone you can count on in a crisis
4	Ability to get along with co-workers	4	Ability to get along with co-workers
5	Willingness to be flexible about doing different tasks	5	A solid, reliable performance record
6	Basic skills in reading, writing, and arithmetic	6	Basic skills in reading, writing, and arithmetic
7	A solid, reliable performance record	7	Solid experience in the job or industry
8	Works well on teams	8	Works well on teams
9	Individual initiative	9	Individual initiative
10	Willingness to try new approaches to problems	10	Willingness to be flexible about doing different tasks

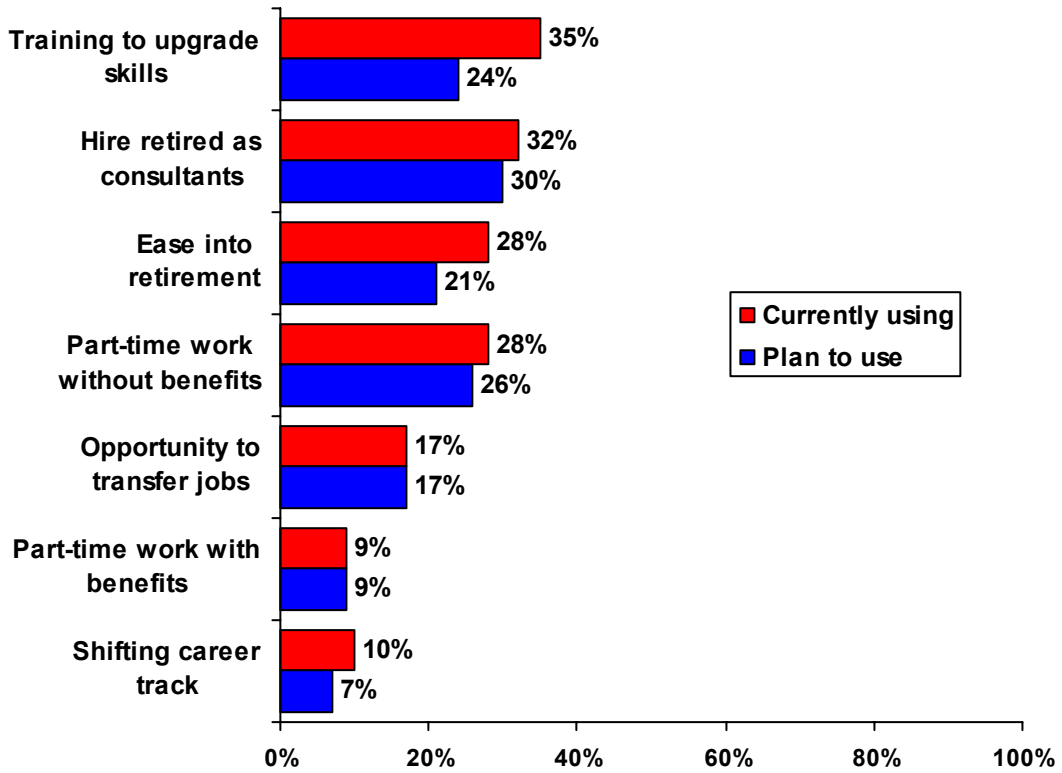
<sup>19</sup> Based on the average response to a 4-point importance scale where 4 is very important and 1 is not at all important.

<sup>20</sup> Based on the average response to a 4-point excellence scale where 4 is excellent and 1 is poor.

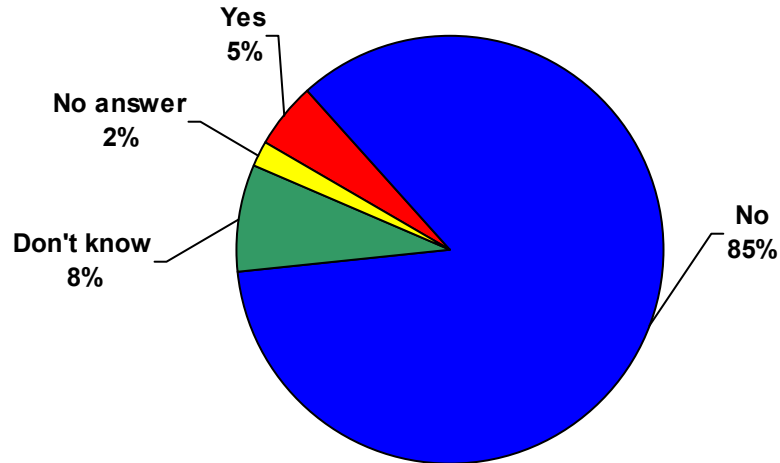
**Richmond DMA  
Organizations Planning for Employees to Retire  
at a Particular Age  
(n=206)**



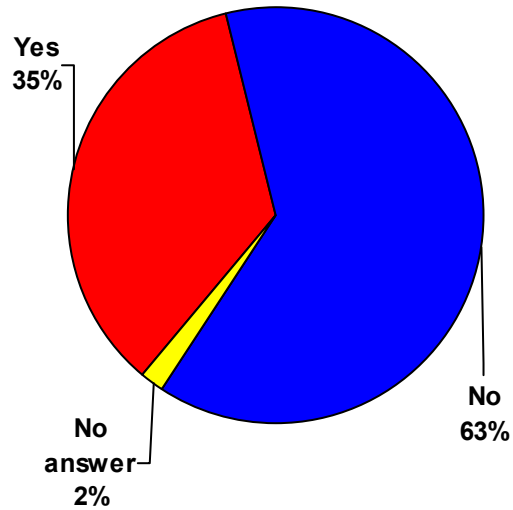
**Richmond DMA  
Strategies to Help Employees  
Work Past Traditional Retirement Age  
(n=206)**



**Richmond DMA  
Planning for Baby Boom Generation Retirement  
(n=206)**



**Richmond DMA  
Organizations That Have Sought Information  
on Older Worker Issues  
(n=206)**

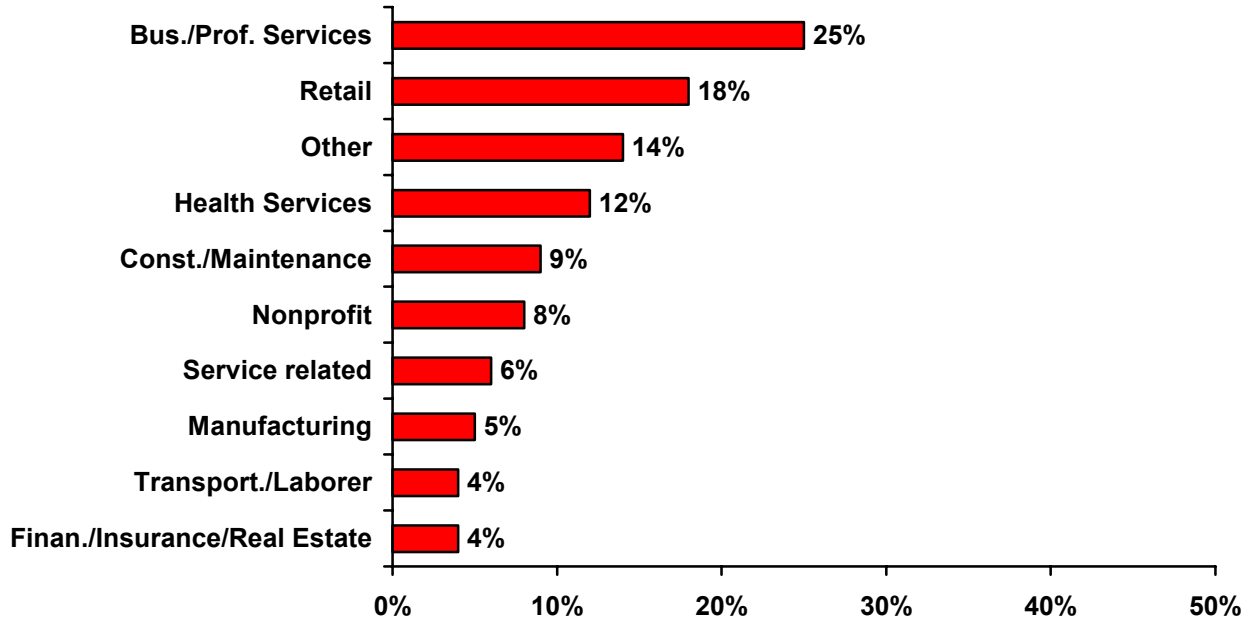


**Richmond DMA**  
**Where Organizations Go for Information on Older Worker Issues**  
**(n=206)**

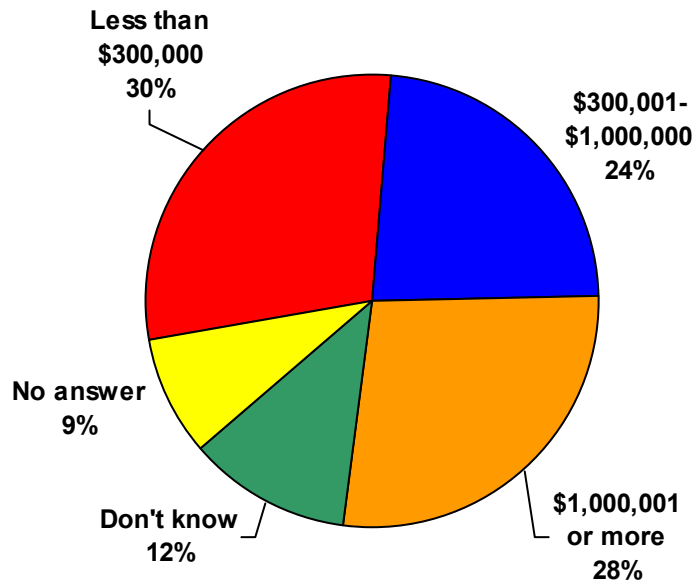
22%	U.S. Department of Labor
16%	State employment agencies
12%	AARP
11%	Equal Employment Opportunity Commission (EEOC)
3%	Chamber of Commerce
5%	Society for Human Resource Management (SHRM)
4%	Private employment agencies
2%	National Council on Aging
5%	Area Agency on Aging (AAA)
1%	Experience Works (formerly Green Thumb)
1%	Labor/employment law attorney
1%	American Society on Aging (ASA)
1%	National Association of Older Worker Employment Services
0%	Employee Benefit Research Institutes (EBRI)
0%	Federal Council on Aging (FCOA)
0%	National Institute on Aging (NIA)
0%	National Older Worker Career Center (NOWCC)
0%	Financial advisor
0%	National Association of Area Agencies on Aging (NAAAA)
2%	Other



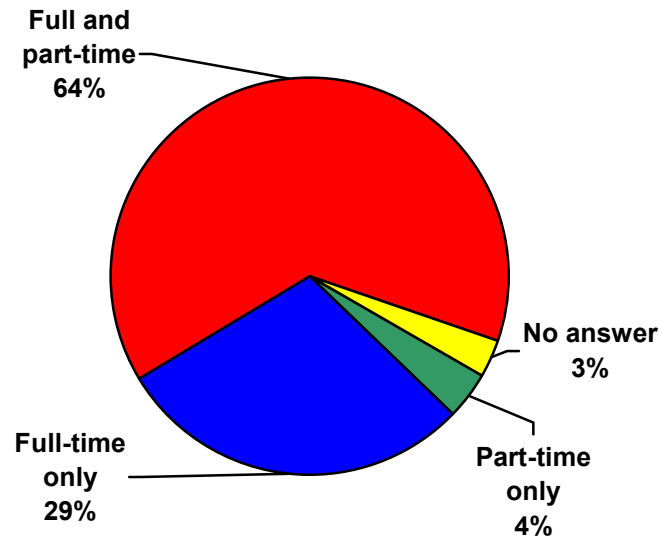
**Richmond DMA  
Primary Nature of Organization's Business in Virginia  
(n=206)**



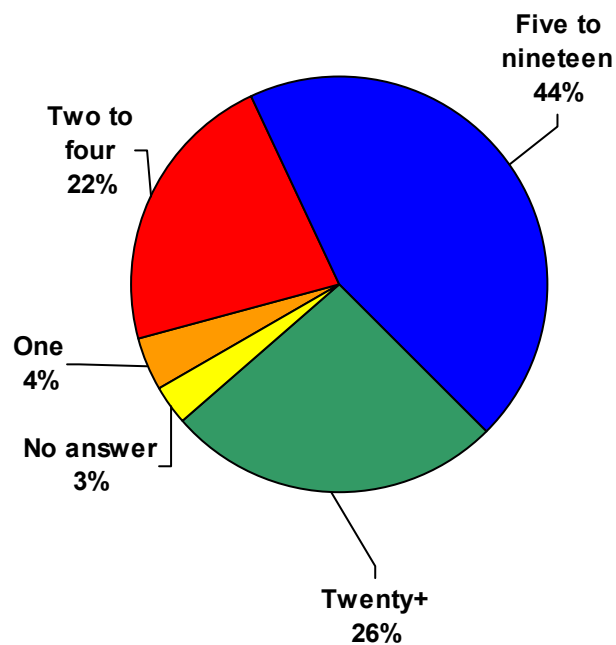
**Richmond DMA  
Organization's Asset Value  
(n=206)**



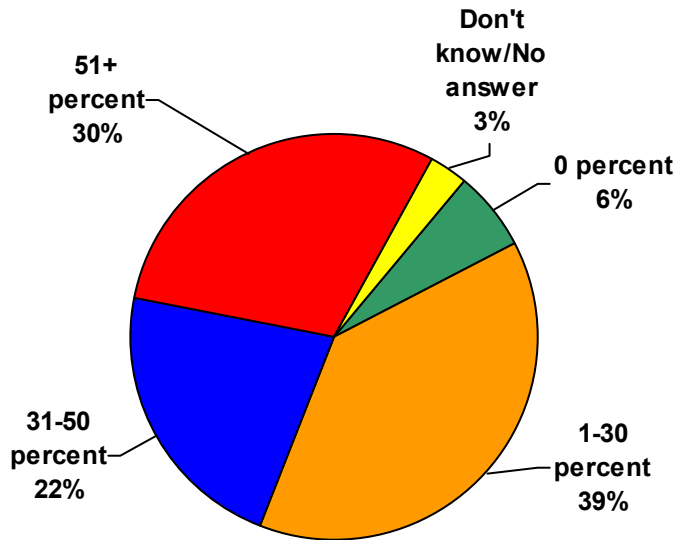
**Richmond DMA  
Type of Employees  
(n=206)**



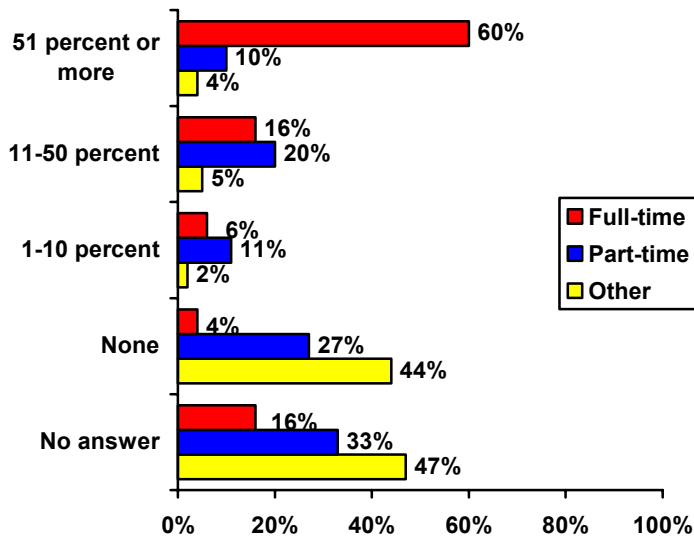
**Richmond DMA  
Number of Employees  
(n=206)**



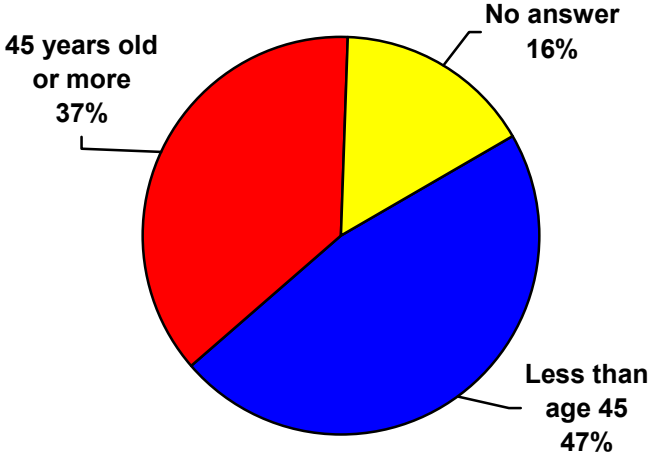
**Richmond DMA  
Percentage of Workforce 45 years or older  
(n=206)**



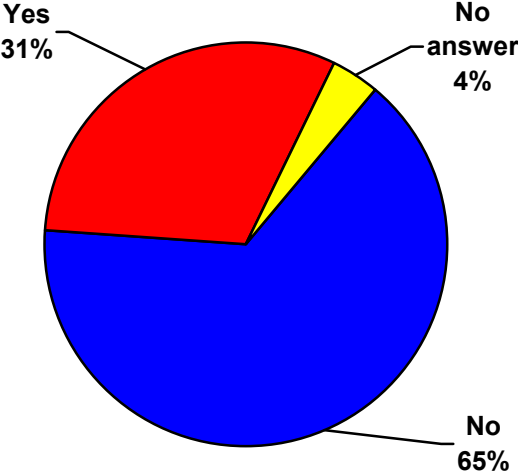
**Richmond DMA  
Percentage Workforce 45 Years or Older  
Full-Time, Part-Time, and Other  
(Base = 193 Organizations with 45+ Workers)**



**Richmond DMA  
Average Age in the Organization  
(n=206)**

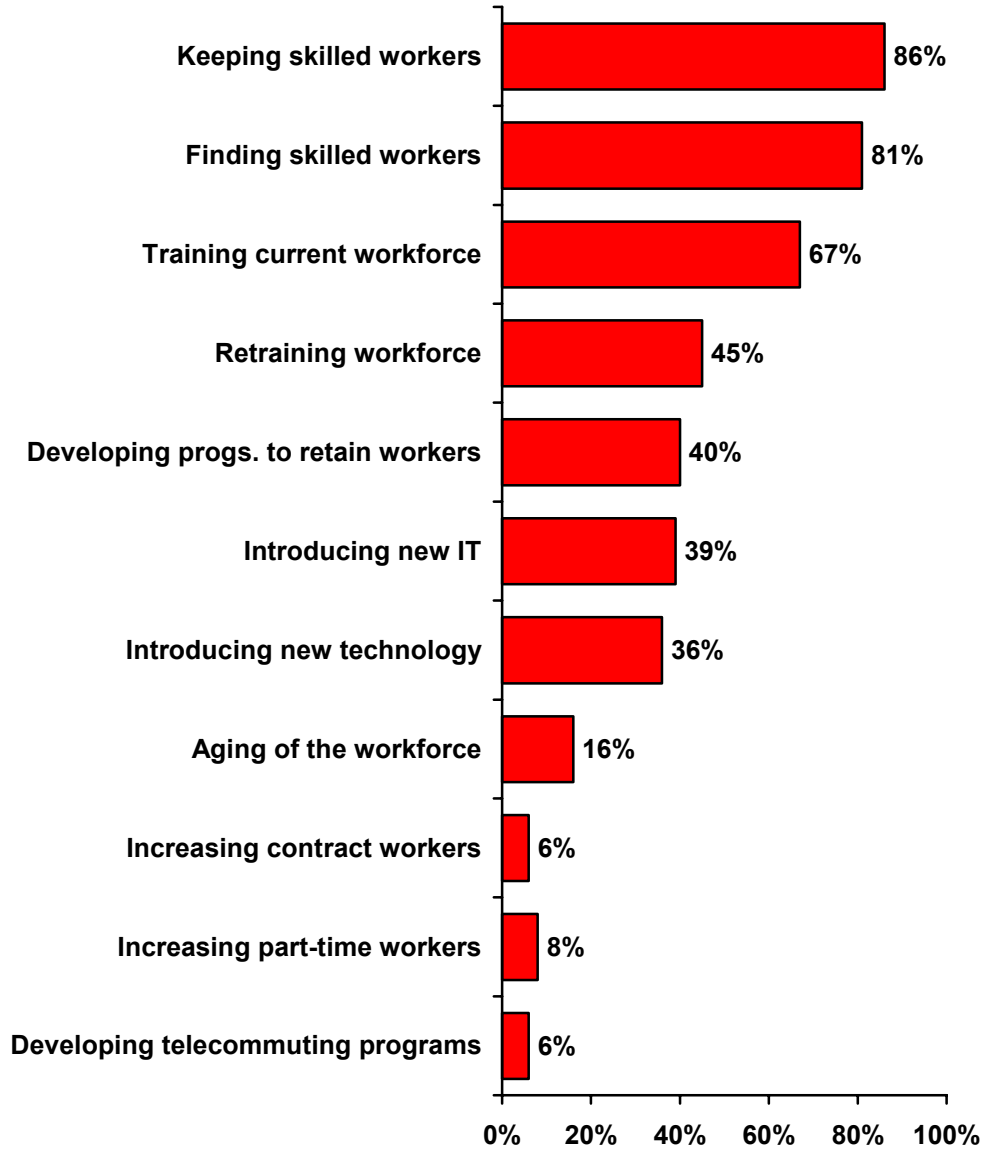


**Richmond DMA  
Organization Member of the Chamber of Commerce  
(n=206)**

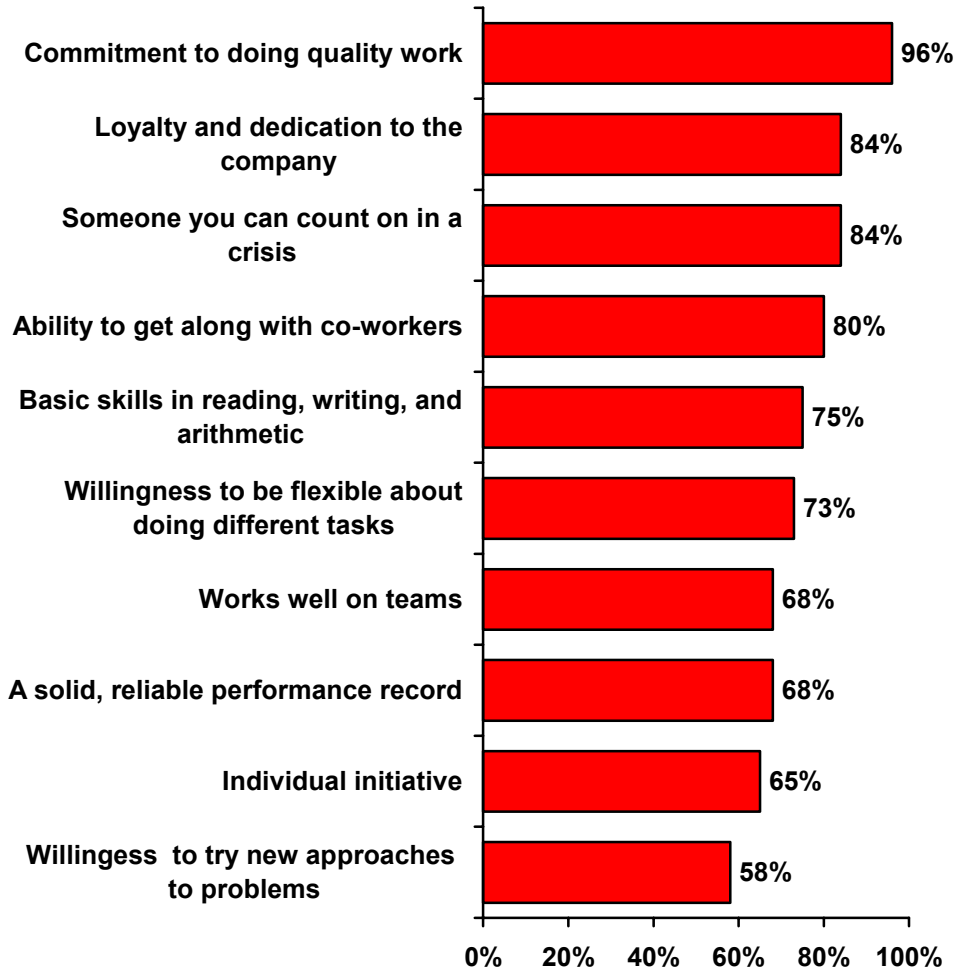


**Appendix C**  
**Designated Market Area (DMA) Graphs and Tables**  
**Norfolk-Portsmouth-Newport News DMA**

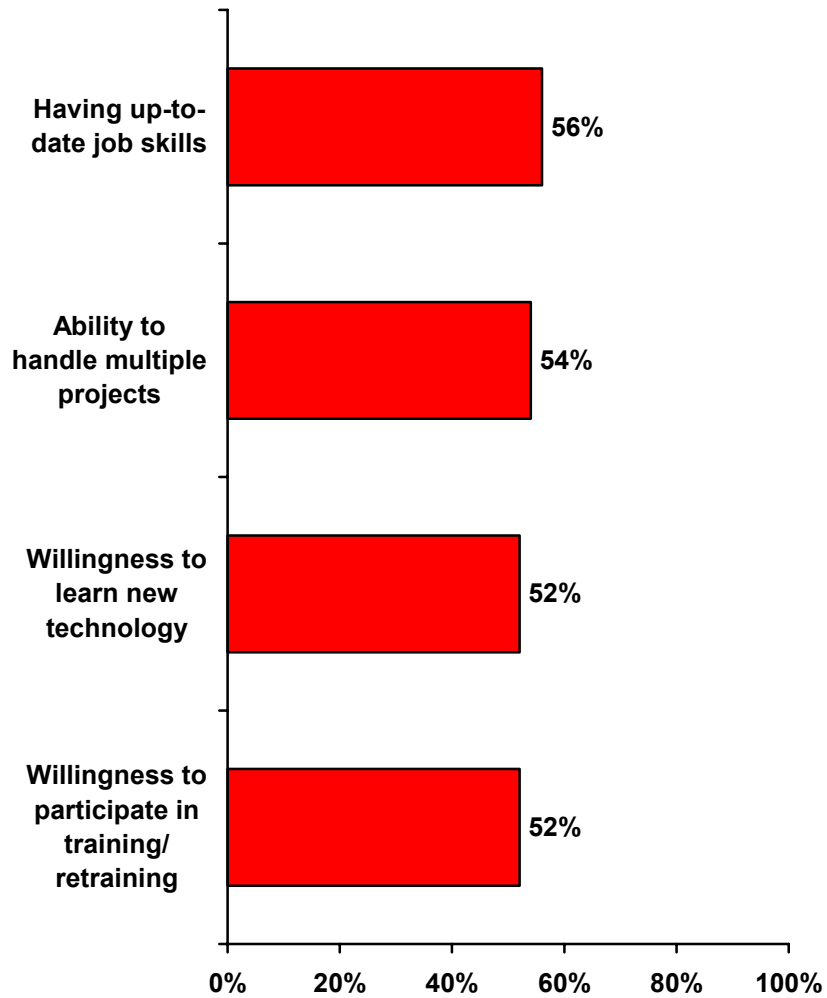
**Norfolk DMA**  
**Very Important Issues to Organizations**  
**(n=218)**



**Norfolk DMA  
Top-Rated Qualities Very Important  
for All Employees  
(n=218)**

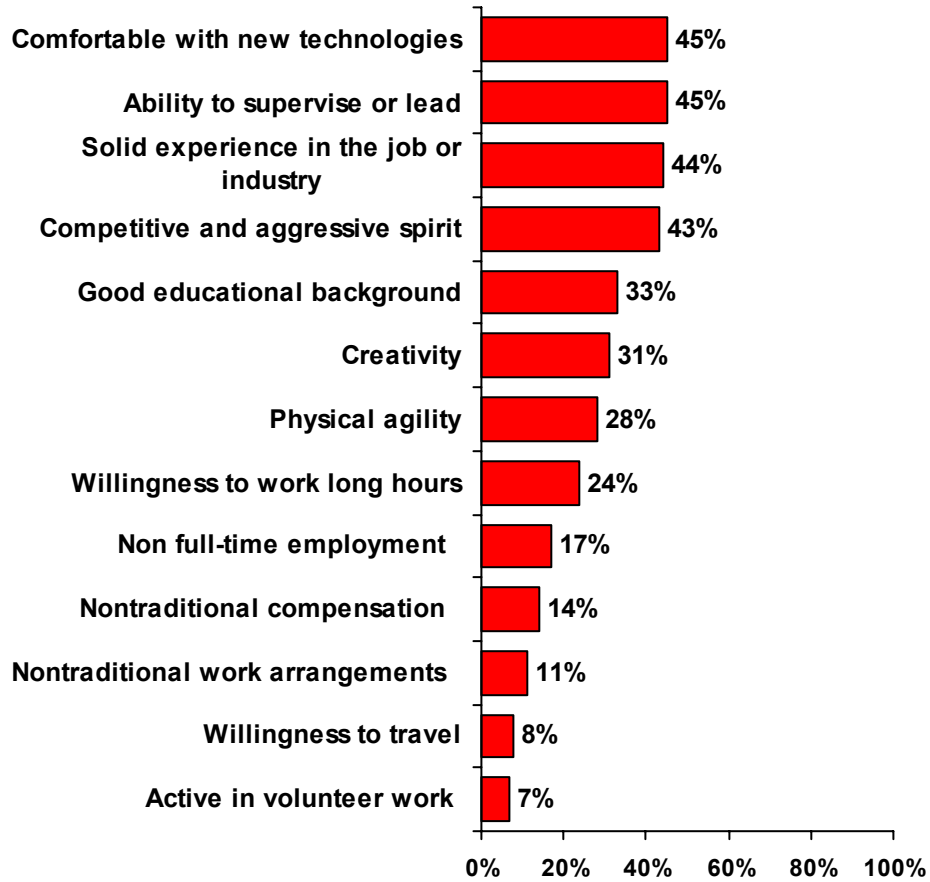


**Norfolk DMA  
Mid-Rated Qualities Very Important  
for All Employees  
(n=218)**

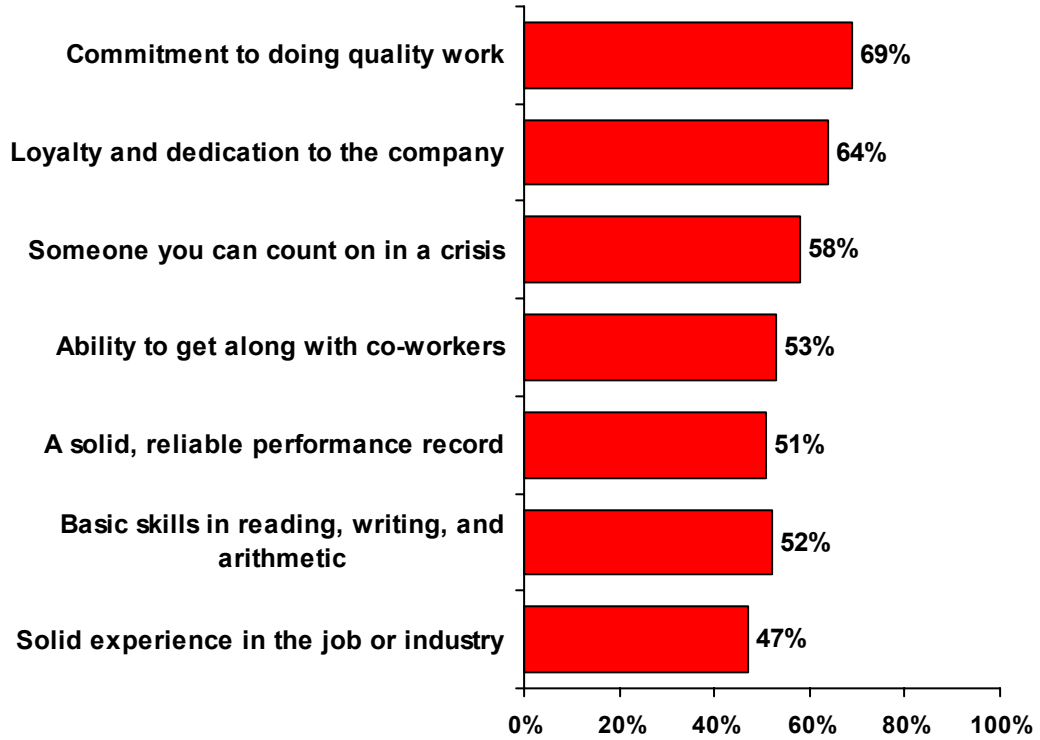




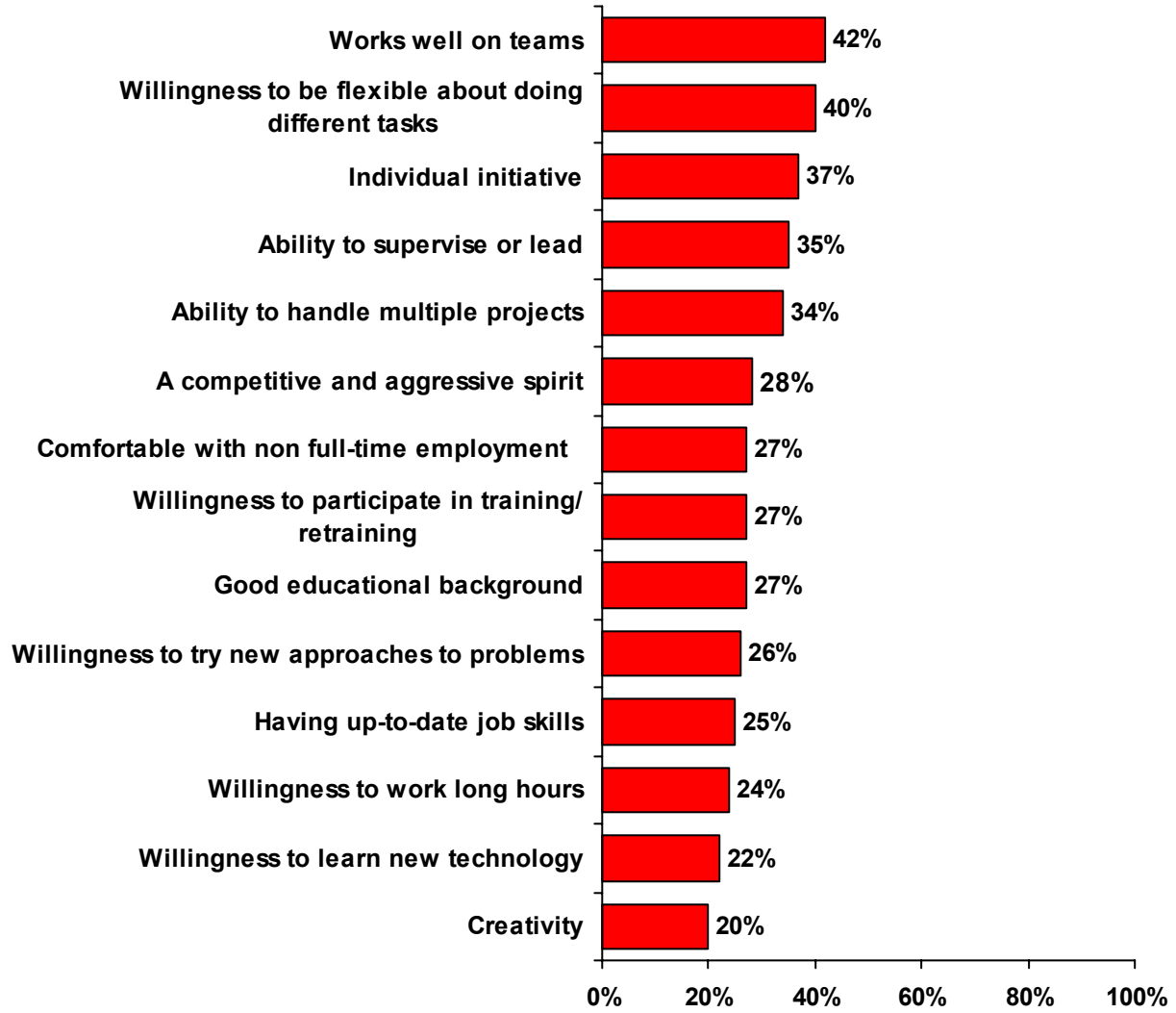
**Norfolk DMA  
Lower-Rated Qualities Very Important  
for All Employees  
(n=218)**



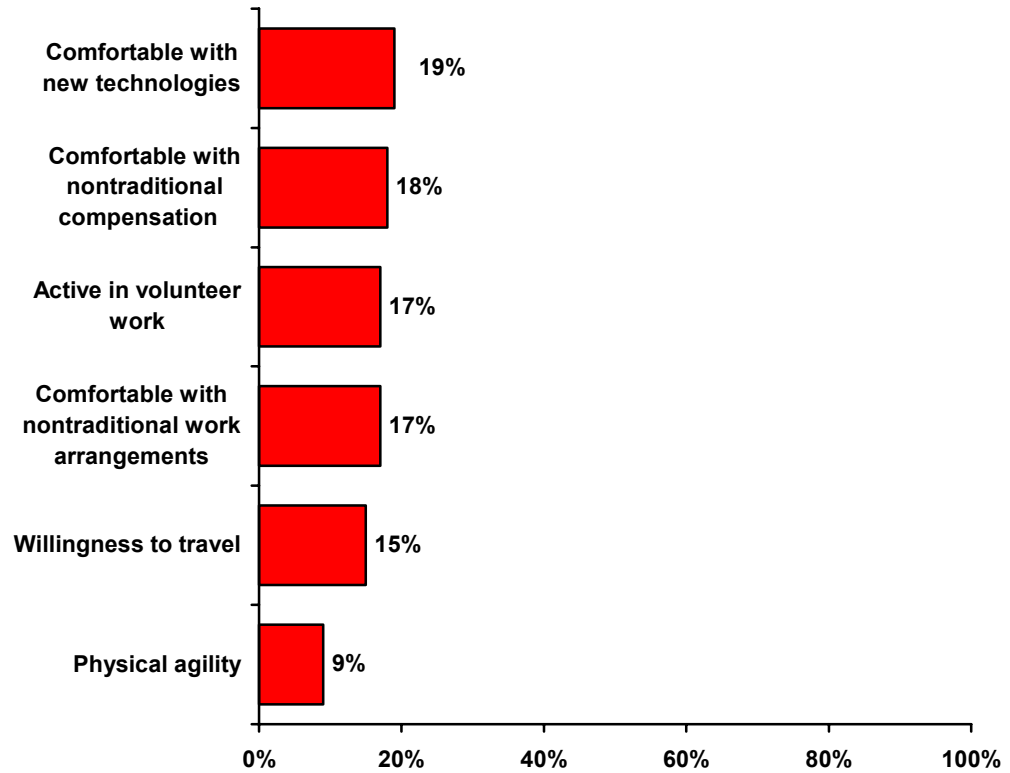
**Norfolk DMA**  
**Top-Rated Qualities: Older Workers Rated Excellent**  
**(n=218)**



**Norfolk DMA**  
**Mid-Level Qualities: Older Workers Rated Excellent**  
**(n= 218)**



**Norfolk DMA**  
**Lower-Rated Qualities: Older Workers Rated Excellent**  
**(n=218)**



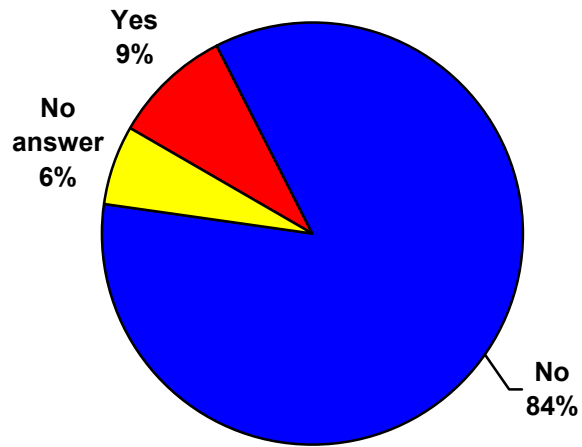
## Norfolk DMA

<b>Top Employee Qualities<sup>21</sup></b> <b>(n=218)</b>		<b>Top Older Worker Qualities<sup>22</sup></b> <b>(n=218)</b>	
<b>Rank</b>	<b>Quality</b>	<b>Rank</b>	<b>Quality</b>
1	Commitment to doing quality work	1	Commitment to doing quality work
2	Loyalty and dedication to the company	2	Loyalty and dedication to the company
3	Someone you can count on in a crisis	3	Someone you can count on in a crisis
4	Ability to get along with co-workers	4	Ability to get along with co-workers
5	Willingness to be flexible about doing different tasks	5	Basic skills in reading, writing, and arithmetic
6	Basic skills in reading, writing, and arithmetic	6	A solid, reliable performance record
7	A solid, reliable performance record	7	Solid experience in the job or industry
8	Individual initiative	8	Works well on teams
9	Works well on teams	9	Individual initiative
10	Willingness to try new approaches to problems	10	Willingness to be flexible about doing different tasks

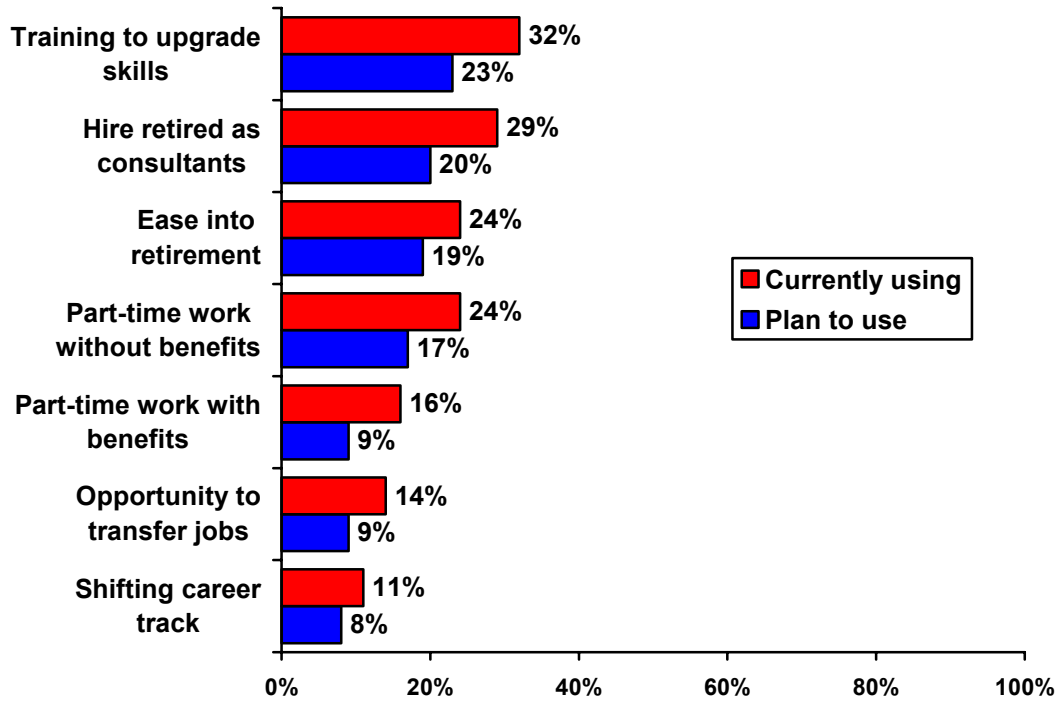
<sup>21</sup> Based on the average response to a 4-point importance scale where 4 is very important and 1 is not at all important.

<sup>22</sup> Based on the average response to a 4-point excellence scale where 4 is excellent and 1 is poor.

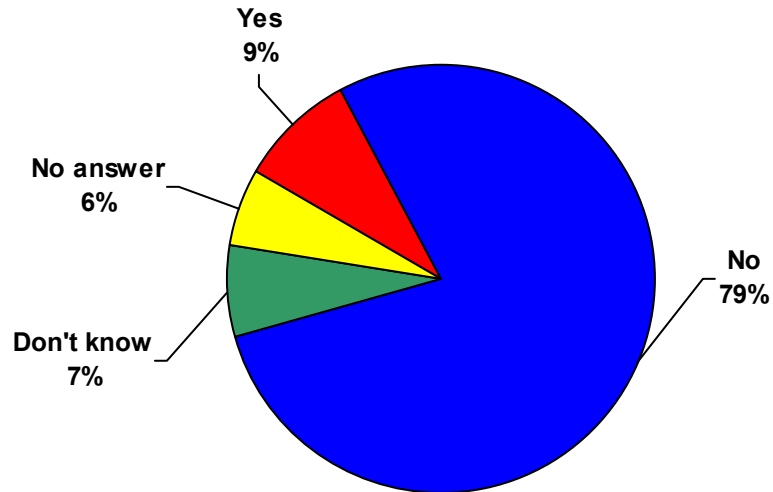
**Norfolk DMA  
Organizations Planning for Employees to Retire  
at a Particular Age  
(n=218)**



**Norfolk DMA**  
**Strategies to Help Employees**  
**Work Past Traditional Retirement Age**  
**(n=218)**



**Norfolk DMA  
Planning for Baby Boom Generation Retirement  
(n=218)**



**Norfolk DMA  
Organizations That Have Sought Information  
on Older Worker Issues  
(n=218)**

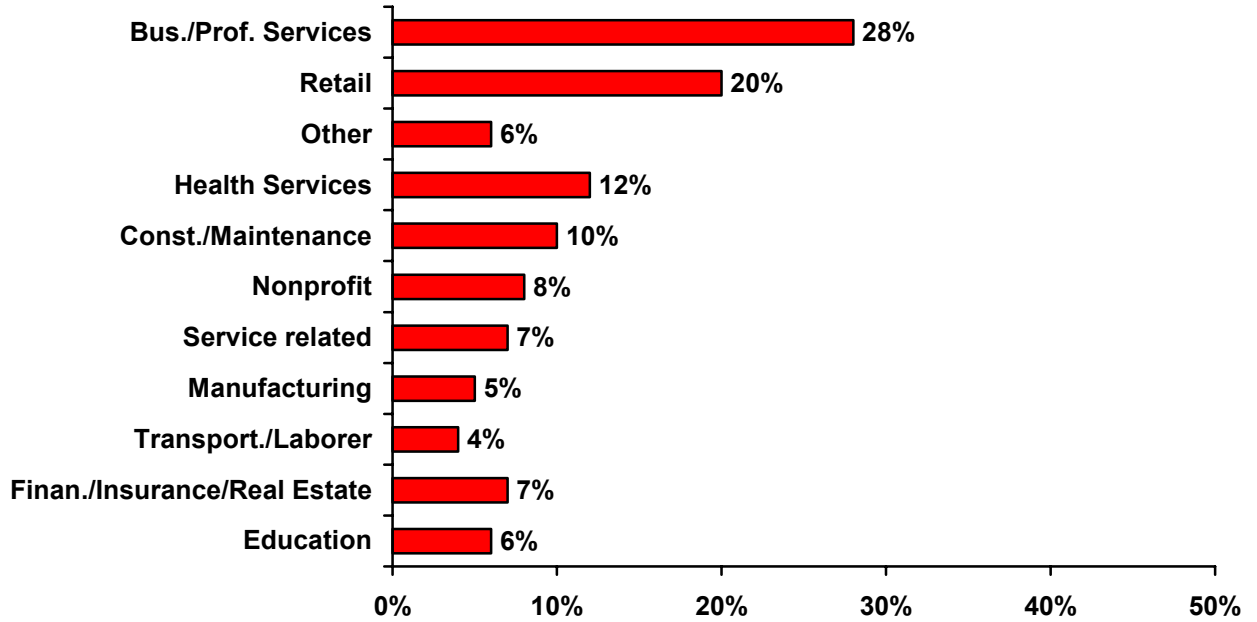




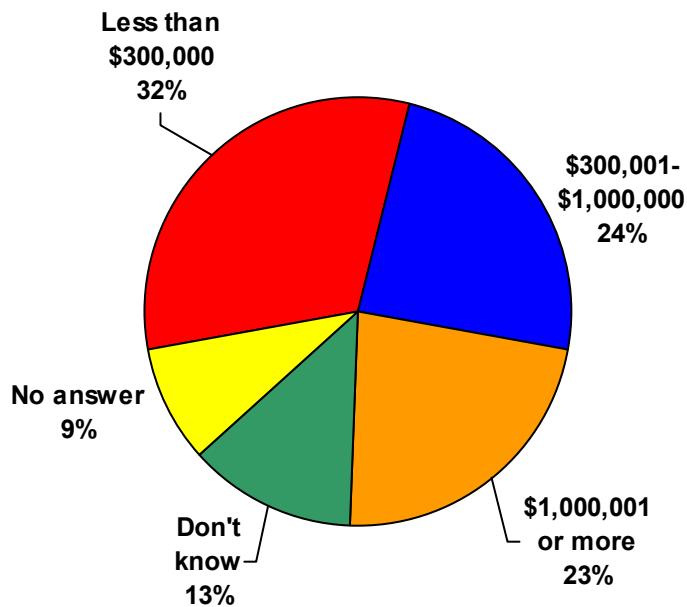
**Norfolk DMA**  
**Where Organizations Go for Information on Older Worker Issues**  
**(n=218)**

20%	U.S. Department of Labor
17%	State employment agencies
13%	AARP
11%	Equal Employment Opportunity Commission (EEOC)
8%	Chamber of Commerce
4%	Society for Human Resource Management (SHRM)
5%	Private employment agencies
1%	National Council on Aging
2%	Area Agency on Aging (AAA)
0%	Experience Works (formerly Green Thumb)
1%	Labor/employment law attorney
0%	American Society on Aging (ASA)
1%	National Association of Older Worker Employment Services
2%	Employee Benefit Research Institutes (EBRI)
0%	Federal Council on Aging (FCOA)
1%	National Institute on Aging (NIA)
0%	National Older Worker Career Center (NOWCC)
0%	Financial advisor
1%	National Association of Area Agencies on Aging (NAAAA)
1%	Other

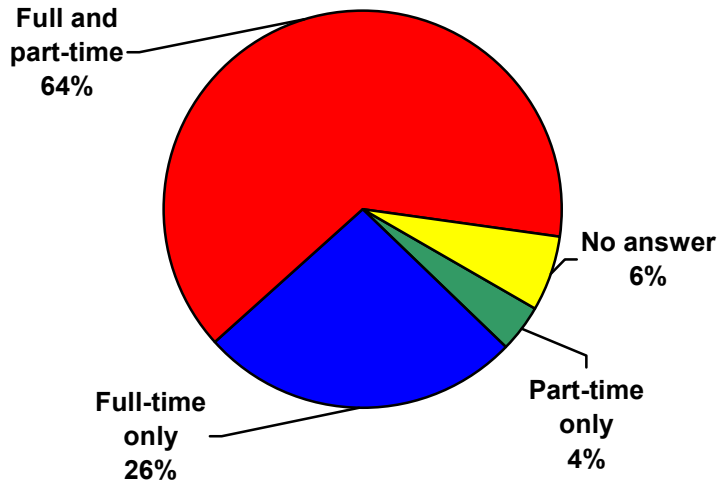
**Norfolk DMA  
Primary Nature of Organization's Business in Virginia  
(n=218)**



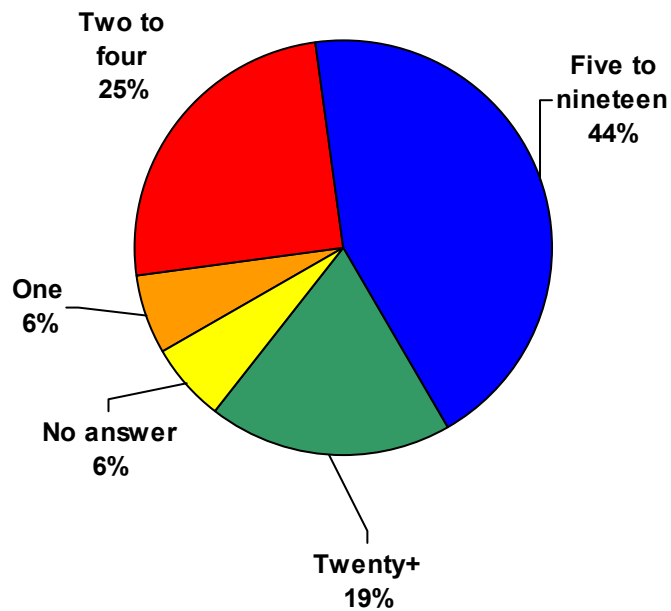
**Norfolk DMA  
Organization's Asset Value  
(n=218)**



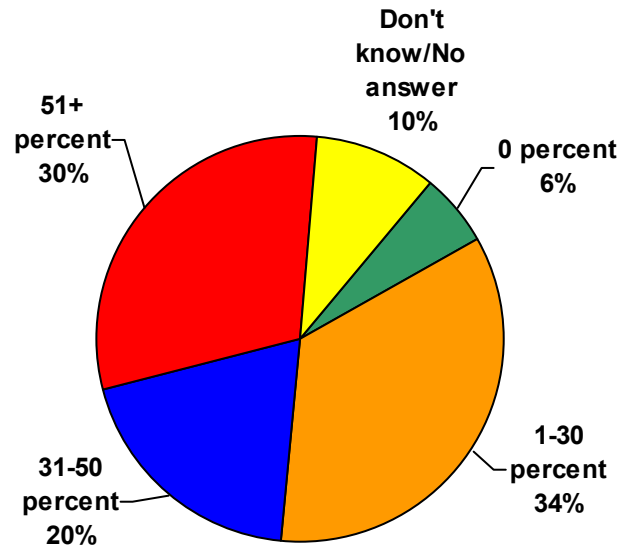
**Norfolk DMA  
Type of Employees  
(n=218)**



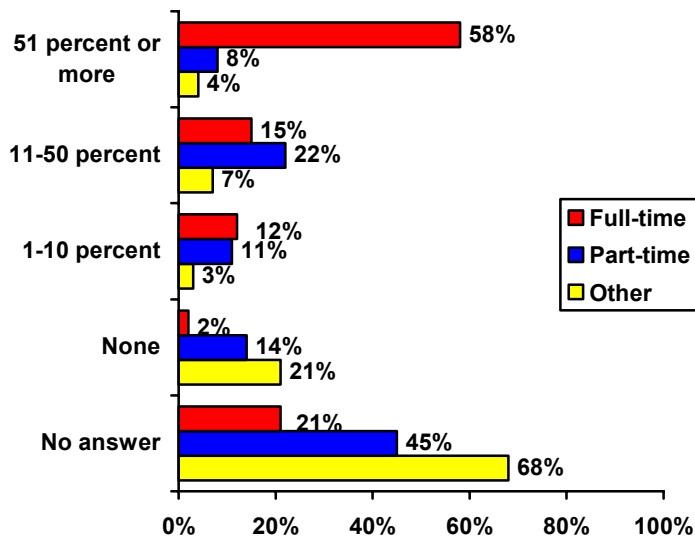
**Norfolk DMA  
Number of Employees  
(n=218)**



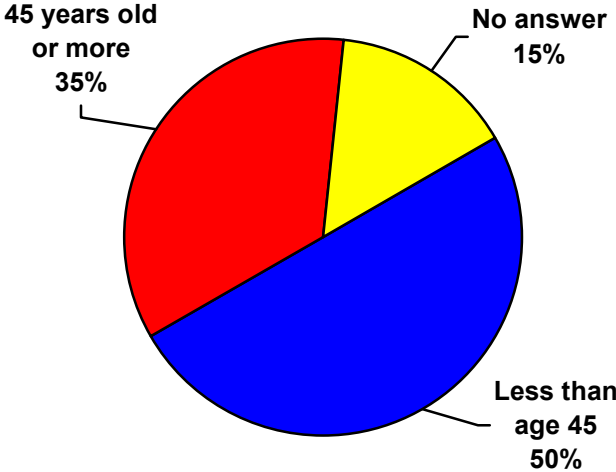
**Norfolk DMA**  
**Percentage of Workforce 45 years or older**  
**(n=218)**



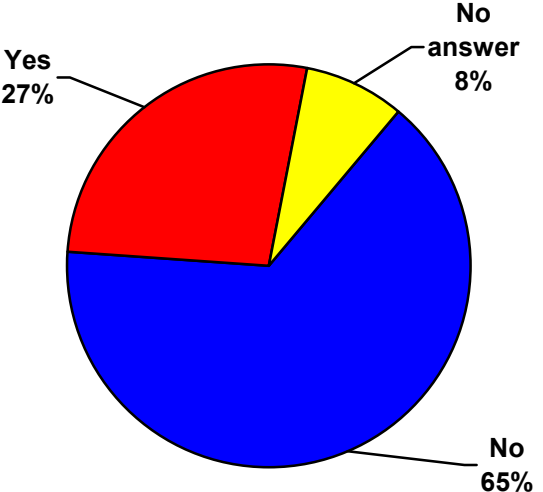
**Norfolk DMA**  
**Percentage Workforce 45 Years or Older**  
**Full-Time, Part-Time, and Other**  
**(Base = 204 Organizations with 45+ Workers)**



**Norfolk DMA**  
**Average Age in the Organization**  
**(n=218)**

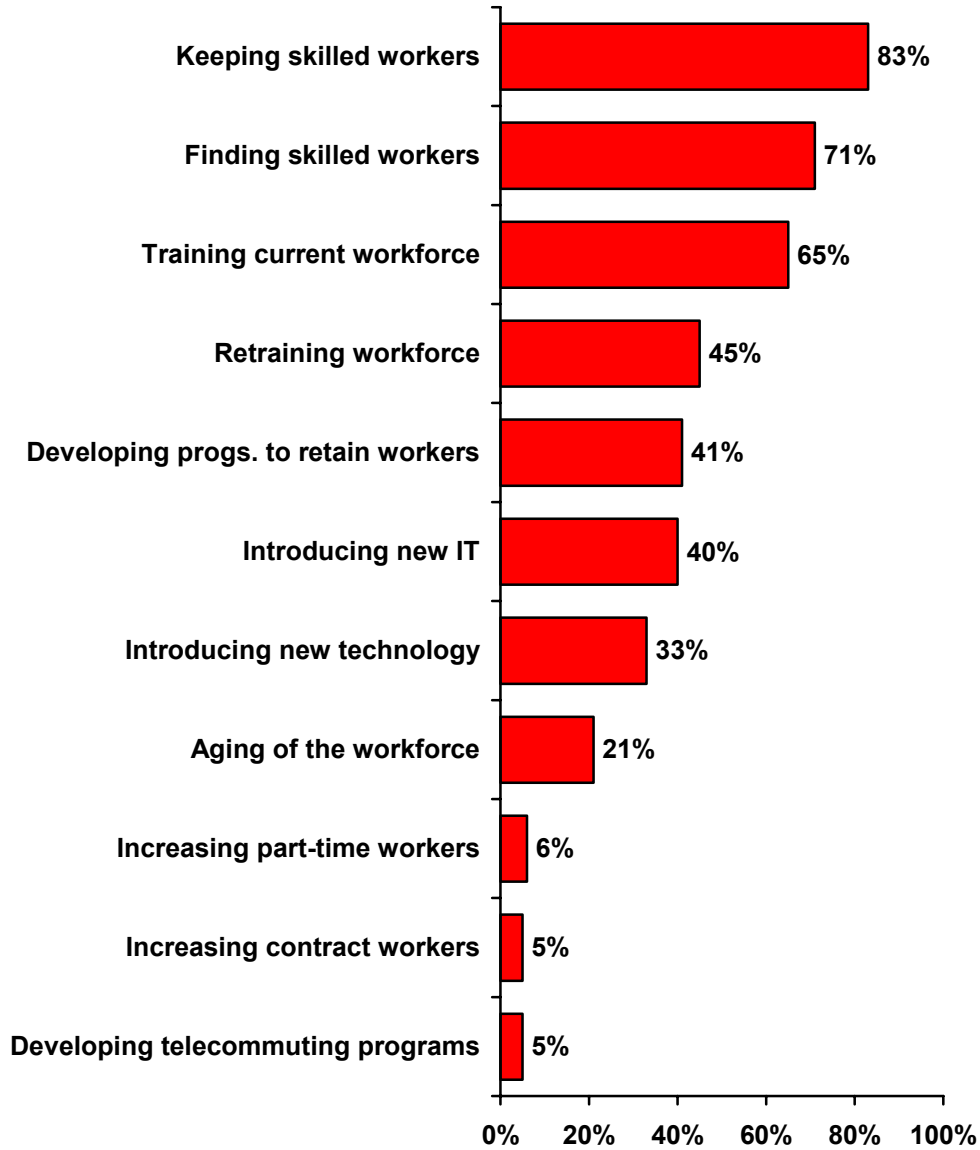


**Norfolk DMA**  
**Organization Member of the Chamber of Commerce**  
**(n=218)**

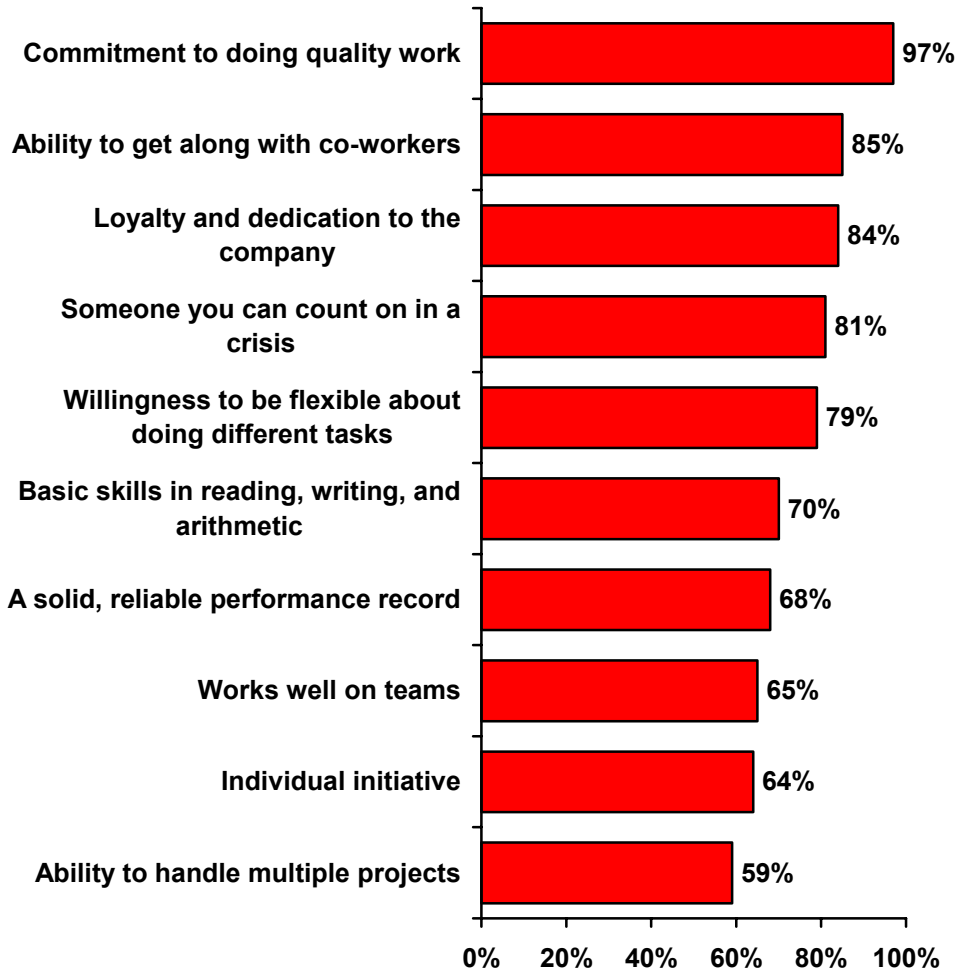


**Appendix D**  
**Designated Market Area (DMA) Graphs and Tables**  
**Roanoke-Lynchburg DMA**

**Roanoke DMA**  
**Very Important Issues to Organizations**  
**(n=240)**

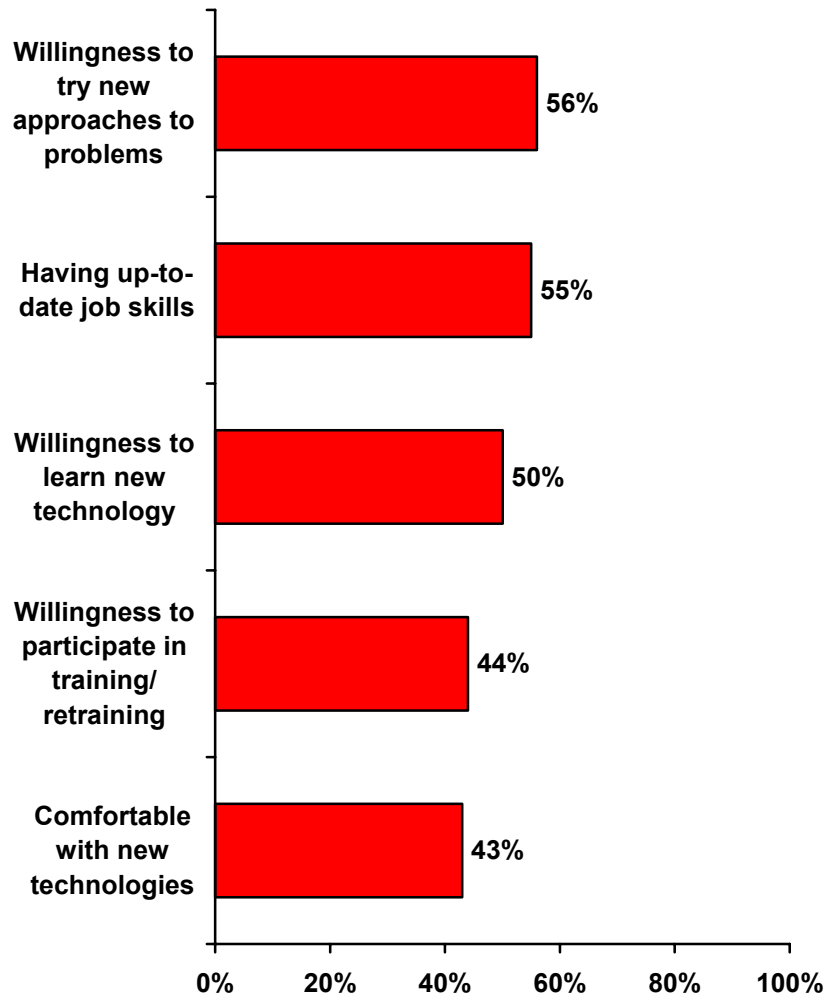


**Roanoke DMA  
Top-Rated Qualities Very Important  
for All Employees  
(n=240)**

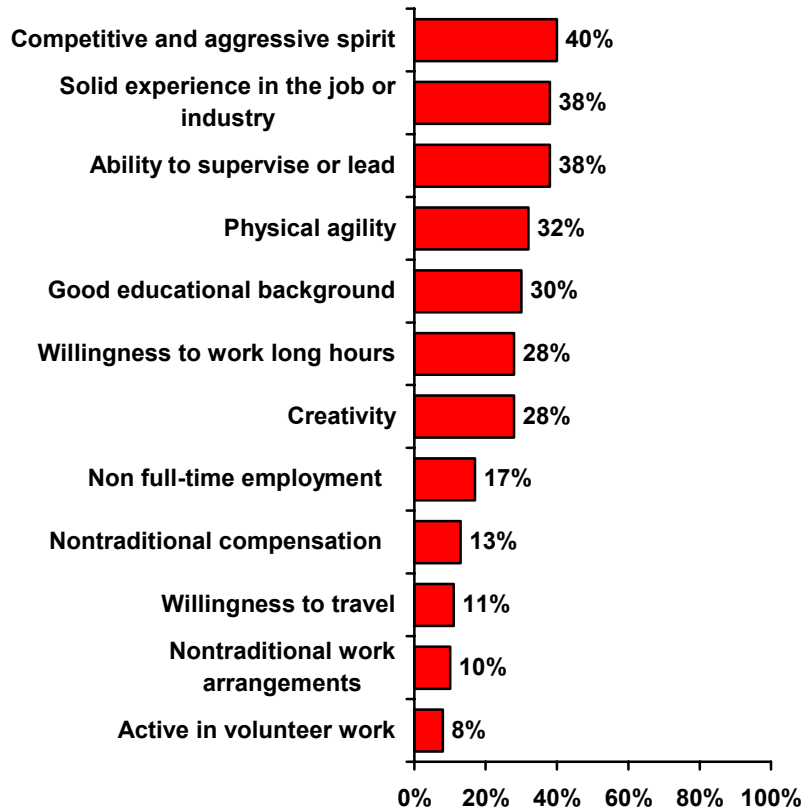




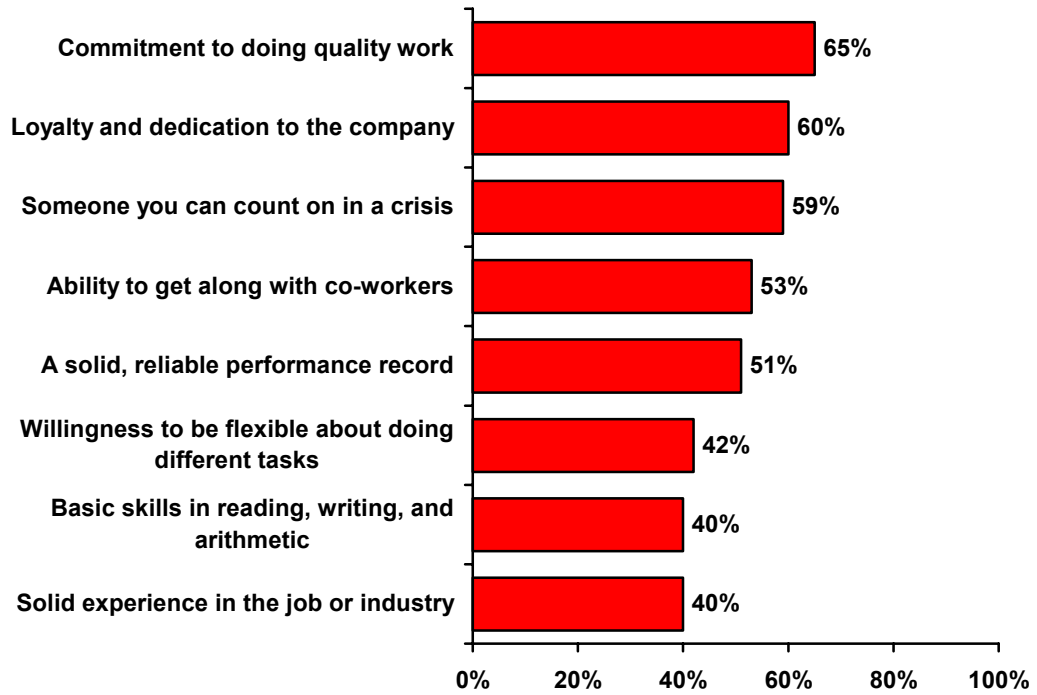
**Roanoke DMA  
Mid-Rated Qualities Very Important  
for All Employees  
(n=240)**



**Roanoke DMA  
Lower-Rated Qualities Very Important  
for All Employees  
(n=240)**



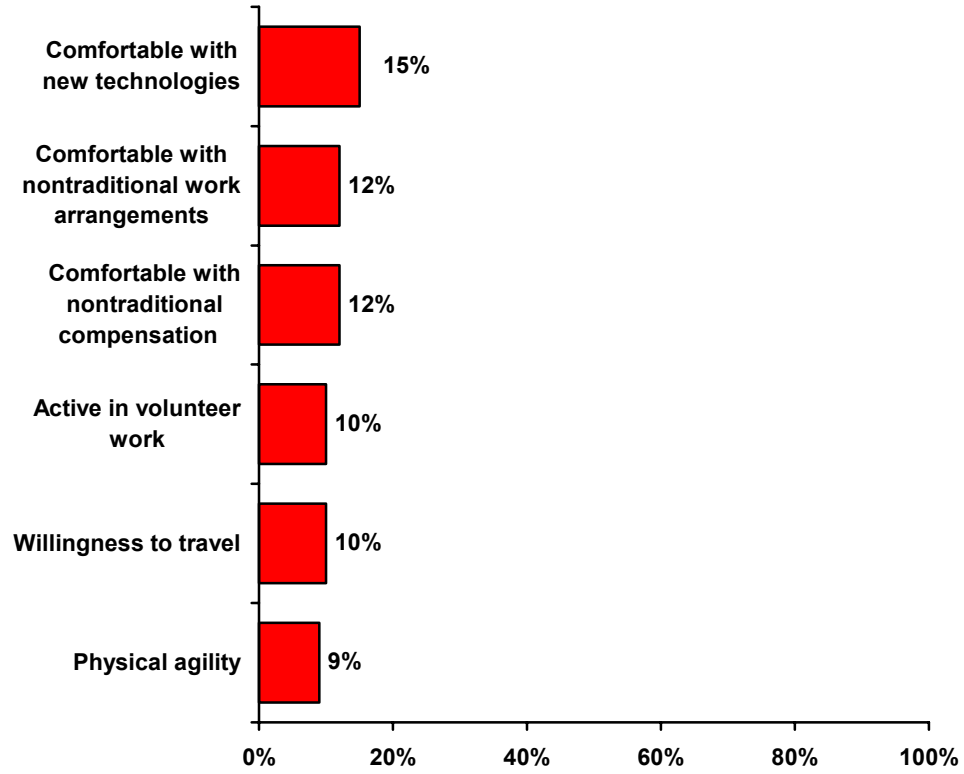
**Roanoke DMA**  
**Top-Rated Qualities: Older Workers Rated Excellent**  
**(n=240)**



**Roanoke DMA**  
**Mid-Level Qualities: Older Workers Rated Excellent**  
**(n= 240)**



**Roanoke DMA**  
**Lower-Rated Qualities: Older Workers Rated Excellent**  
**(n=240)**



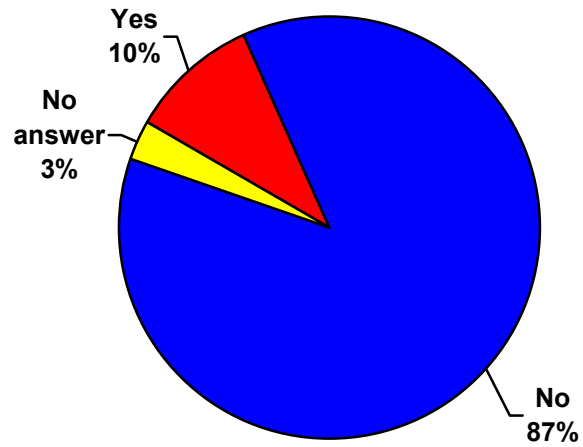
## Roanoke DMA

Top Employee Qualities <sup>23</sup> (n=240)		Top Older Worker Qualities <sup>24</sup> (n=240)	
Rank	Quality	Rank	Quality
1	Commitment to doing quality work	1	Commitment to doing quality work
2	Ability to get along with co-workers	2	Loyalty and dedication to the company
3	Loyalty and dedication to the company	3	Someone you can count on in a crisis
4	Someone you can count on in a crisis	4	Ability to get along with co-workers
5	Willingness to be flexible about doing different tasks	5	A solid, reliable performance record
6	Basic skills in reading, writing, and arithmetic	6	Basic skills in reading, writing, and arithmetic
7	A solid, reliable performance record	7	Solid experience in the job or industry
8	Individual initiative	8	Willingness to be flexible about doing different tasks
9	Works well on teams	9	Works well on teams
10	Ability to handle multiple projects	10	Individual initiative

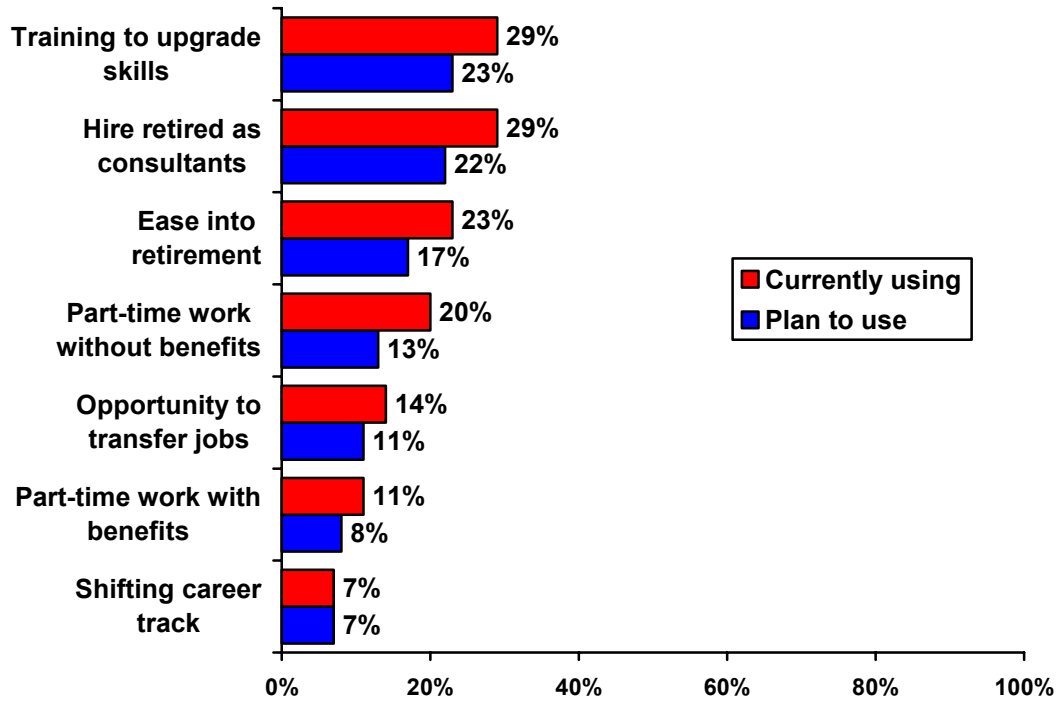
<sup>23</sup> Based on the average response to a 4-point importance scale where 4 is very important and 1 is not at all important.

<sup>24</sup> Based on the average response to a 4-point excellence scale where 4 is excellent and 1 is poor.

**Roanoke DMA  
Organizations Planning for Employees to Retire  
at a Particular Age  
(n=240)**

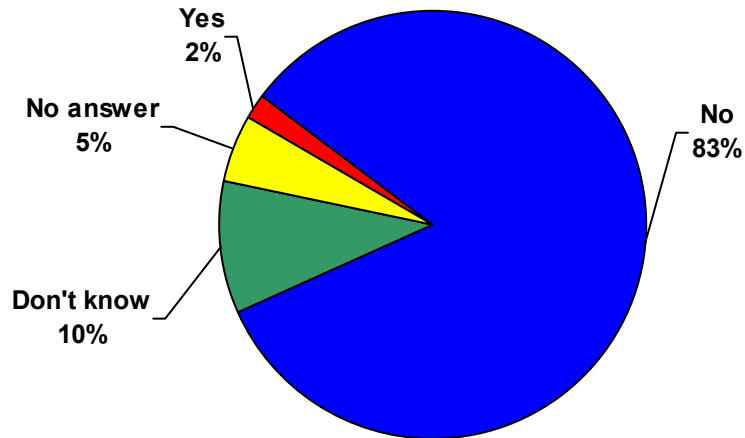


**Roanoke DMA**  
**Strategies to Help Employees**  
**Work Past Traditional Retirement Age**  
**(n=240)**

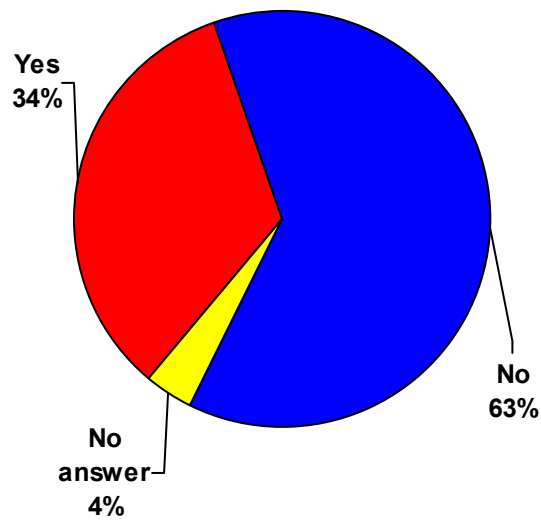




**Roanoke DMA  
Planning for Baby Boom Generation Retirement  
(n=240)**



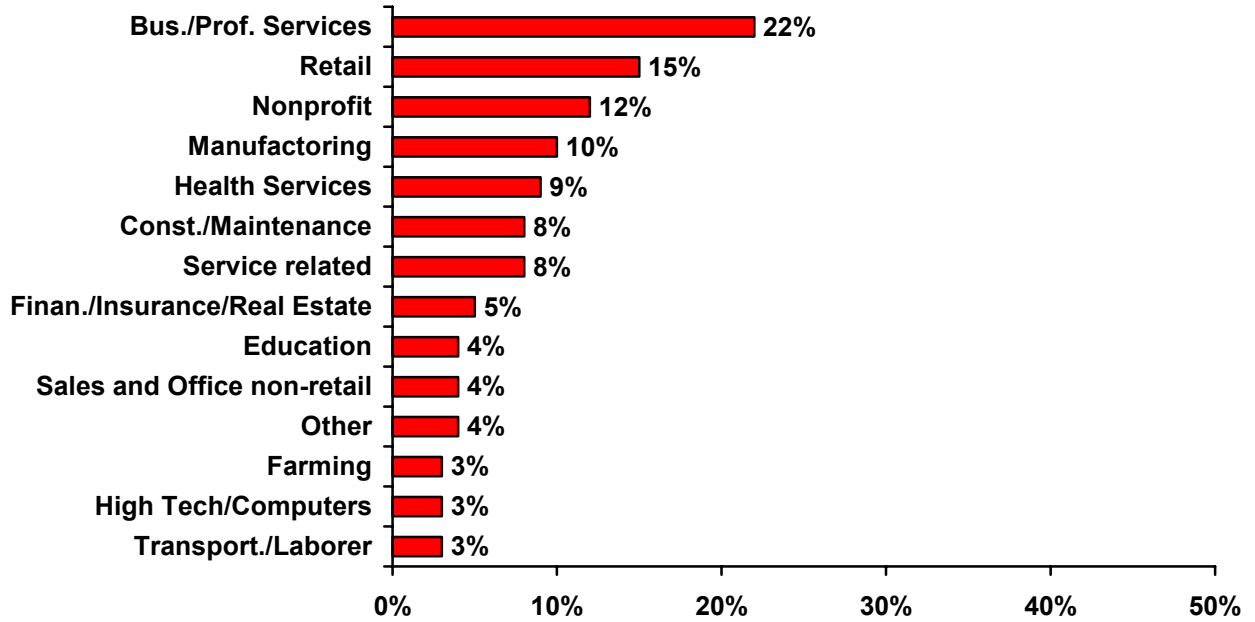
**Roanoke DMA  
Organizations That Have Sought Information  
on Older Worker Issues  
(n=240)**



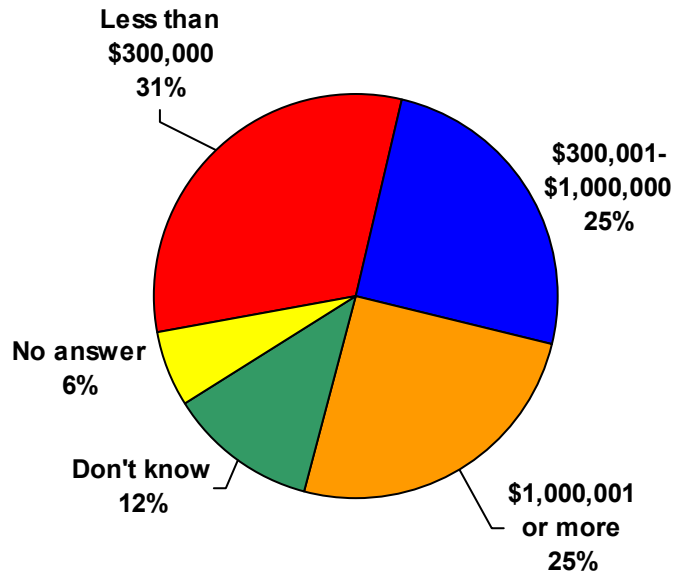
**Roanoke DMA**  
**Where Organizations Go for Information on Older Worker Issues**  
**(n=240)**

19%	U.S. Department of Labor
14%	State employment agencies
8%	AARP
11%	Equal Employment Opportunity Commission (EEOC)
7%	Chamber of Commerce
6%	Society for Human Resource Management (SHRM)
6%	Private employment agencies
3%	National Council on Aging
3%	Area Agency on Aging (AAA)
2%	Experience Works (formerly Green Thumb)
1%	National Institute on Aging (NIA)
1%	American Society on Aging (ASA)
1%	National Association of Area Agencies on Aging (NAAAA)
1%	National Association of Older Worker Employment Services
1%	Federal Council on Aging (FCOA)
1%	National Older Worker Career Center (NOWCC)
<.5%	Employee Benefit Research Institutes (EBRI)
<.5%	Labor/employment law attorney
0%	Financial advisor
2%	Other

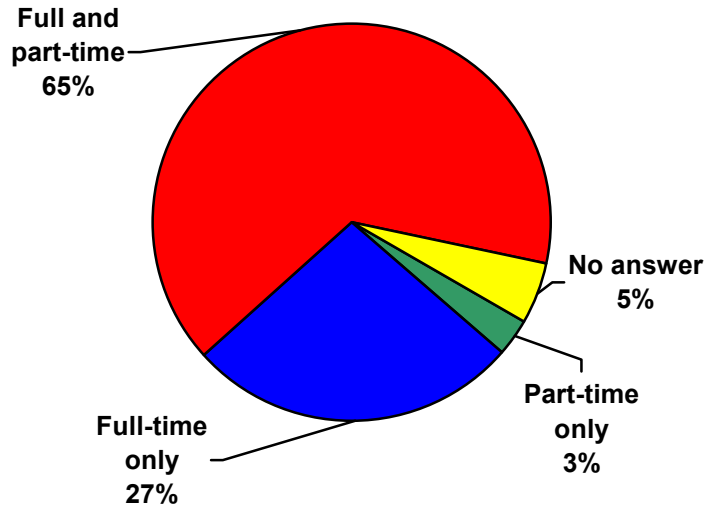
**Roanoke DMA**  
**Primary Nature of Organization's Business in Virginia**  
**(n=240)**



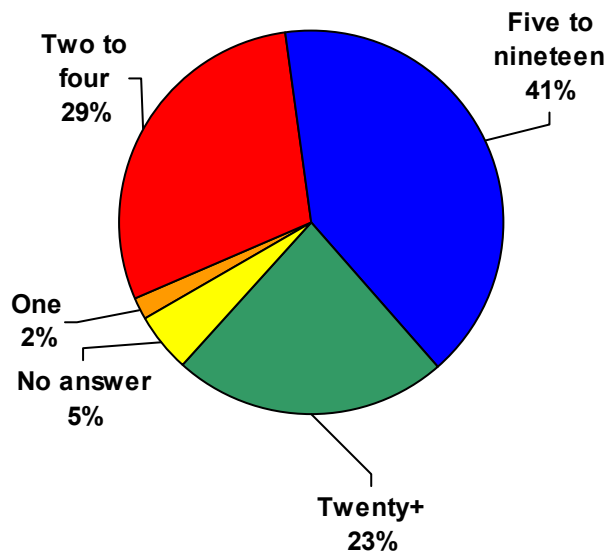
**Roanoke DMA**  
**Organization's Asset Value**  
**(n=240)**



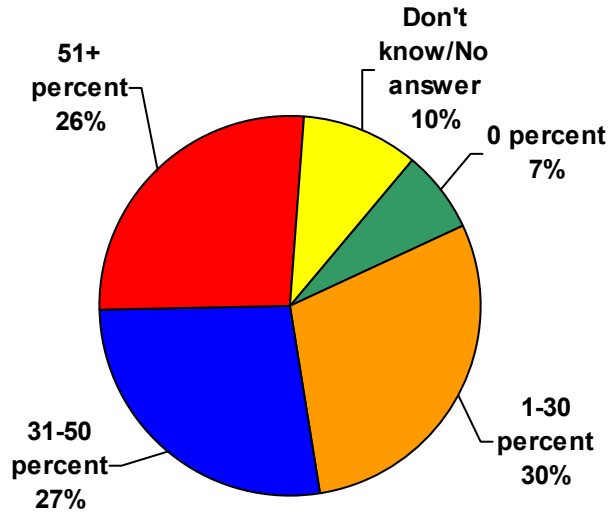
**Roanoke DMA  
Type of Employees  
(n=240)**



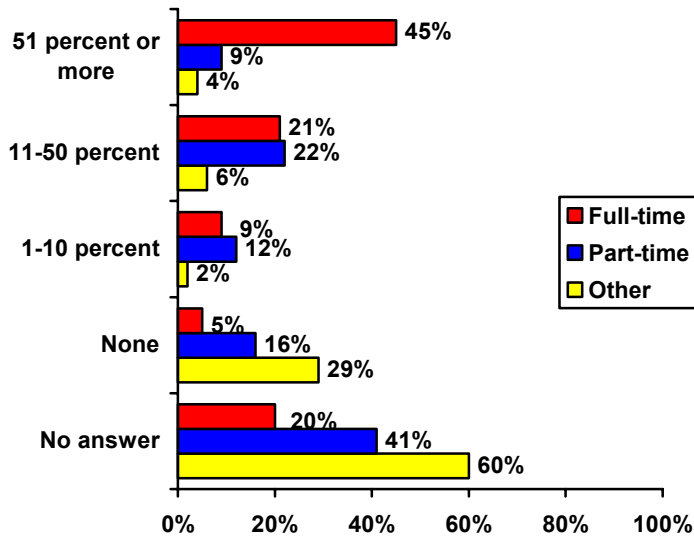
**Roanoke DMA  
Number of Employees  
(n=240)**



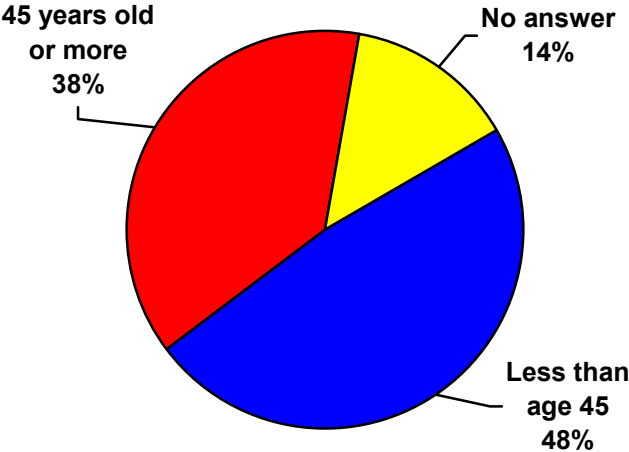
**Roanoke DMA  
Percentage of Workforce 45 years or older  
(n=240)**



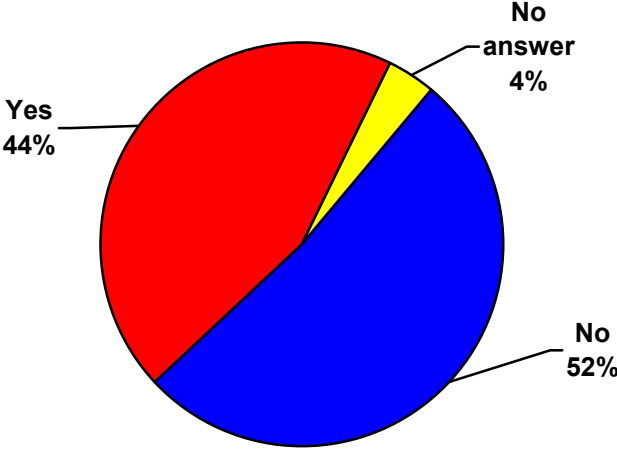
**Roanoke DMA  
Percentage Workforce 45 Years or Older  
Full-Time, Part-Time, and Other  
(Base = 223 Organizations with 45+ Workers)**



**Roanoke DMA  
Average Age in the Organization  
(n=240)**



**Roanoke DMA  
Organization Member of the Chamber of Commerce  
(n=240)**



**AARP**  
**Knowledge Management**  
**For more information, contact Rachelle Cummins (202) 434-6297**