

Updated 3/09

Resources related to retention strategies for older workers.

Commonwealth Corporation provides these resources and tools purely as a service to potential applicants and not as an endorsement in any way.

Tools

AARP tool;

<http://www.aarpworkforceassessment.org/template/index.cfm?CFID=6613385&CFTOKEN=62718304>

This free, confidential tool can help your organization assess its current and future workforce needs. AARP's Workforce Assessment Tool will automatically generate a report that can help you:

- Assess any potential impact the aging workforce will have on your organization
- Map out your current employer practices and identify areas for improvement
- Provide recommendations on how to create an "age-friendly" workplace that appeals to all workers
- And provide an inventory of your workplace strengths that can be used to enhance your employer brand.

Reports

**GAO Best Practices and Strategies for retaining older workers Feb 2007
Highlights of GAO-07-433T, a testimony before the U.S. Senate Special Committee on Aging**

<http://www.gao.gov/new.items/d07433t.pdf>

Current Strategies to Retain Older Workers; Urban Institute Jan. 2008

<http://www.urban.org/publications/411626.html>

- Has a lot of detail. I think it's one of the best Urban reports for employers.

Report of the Taskforce on the Aging of the American Workforce; Feb 2008

http://www.doleta.gov/reports/FINAL_Taskforce_Report_2-11-08.pdf

**Preparing for an Aging Workforce: A Focus on Massachusetts Businesses
AARP 2006**

http://www.aarp.org/research/work/issues/ma_work_2006.html

Links related to retention of nursing workforce:

Wisdom at Work; Retention of Older Nurses

<http://www.rwjf.org/files/publications/other/wisdomatwork.pdf>

<http://www.centerforamericannurses.org>

At this website, please click on the link for “Mature Nurses and Nurse Retention”

Websites

AARP Employer Resource Center

http://www.aarp.org/money/work/employer_resource_ctr/

Has links to reports organized by subject and a sign-up button to receive the AARP SmartBrief newsletter for employers

Conference Board Employer-Practices Locator

<http://www.conference-board.org/knowledge/knowledgeDB/matureWorkforce.cfm>

- A searchable catalog of management and employer practices. This tool provides users with a catalog of current practices and case studies related to the mature workforce. It lists and provides brief summaries of The Conference Board's case studies as well as specific company references from trade journals and the popular press.
- It aims to help individuals, companies, and institutions who are actively addressing the challenges of the maturing workforce by giving them a way to find the latest ideas and practices in this rapidly changing field.
- *Registration is required, but you don't have to be a member to search.*

Encore Careers: Breakthrough Employers

<http://www.encore.org/breakthrough-employers>

- Online group for nonprofit, educational, health care, environmental, and governmental employers to share questions and ideas about recruiting and retaining “the encore talent pool.”

National Council on Aging: MaturityWorks Alliance

<http://www.ncoa.org///content.cfm?sectionid=38>

- Links to many useful reports including webinars on ergonomics, lifelong learning accounts and phased retirement, as well as a PowerPoint by CVS on mature workers as a valuable workforce asset.

Center on Aging and Work

http://agingandwork.bc.edu/template_publications

- I would suggest using this as the linked page, http://agingandwork.bc.edu/template_2008-11_tools, because it appears to be one of the more employer-focused, as opposed to academic, articles in tone and format.
- Could use stats on industries and occupations with high shares of older workers from their Massachusetts state report on the intro page of a website.

Urban Institute: Employment at Older Ages

http://www.urban.org/retirement_policy/older-age-employment.cfm

- Includes all of Urban Institute's papers on older workers and employers.

Alliance for Work-Life Progress

<http://www.ncoa.org///content.cfm?sectionid=38>

- Their Work-Life Effectiveness Self-Audit could be useful to employers who want to assess the effectiveness of the programs they already have in place.

Center for Retirement Research at Boston College

<http://crr.bc.edu/index.php>

- Heavy on policy briefs.

National Academy on an Aging Society

<http://www.agingsociety.org/agingsociety/index.html>

- Most info on older workers was also on other sites.

Articles

“Keeping Older Workers on the Job,” Planning to Retire, US News and World Report blog.

<http://www.usnews.com/blogs/planning-to-retire/2008/7/17/keeping-older-workers-on-the-job.html>

- Post on what Northrop Grumman is doing to retain older workers, includes some general ideas like flexible workplaces, financial planning and mentoring.

“Retirement Transitions: Coaching for the Move From For-Profit to Nonprofit Work”

http://www.asaging.org/asav2/learn/enews/08winter/nonprofit_innovations.cfm?CFID=34403642&CFTOKEN=59623653

- A short article on “ageless internships” – could be part of the work or volunteerism section; seems very appropriate for the Boston area

“Older Workers: An Opportunity to Expand the Long-Term Care/Direct Care Labor Force.” Gerontologist 2008 48: 90-103.

http://gerontologist.gerontologyjournals.org/cgi/content/full/48/suppl_1/90

- This study examined issues related to using older workers in frontline jobs in long-term care from employers' and prospective employees' perspectives.

“Adaptations to an Aging Workforce: Innovative Responses by the Corporate Sector.” Generations Volume XXXI, Number I, Pages 76-82.

http://www.generationsjournal.org/generations/gen31-1/Gen.31_1.Piktialis.pdf

- Provides examples across different industries of age-neutral culture, phased retirement and flexible career paths, age-related diversity training, positive multi-generational workforces, and strategic workforce planning. It also highlights aspects such as management practices, the importance of finding out what workers want, and flexibility.